



Cabinet

Agenda

Tuesday, 11th November, 2025
at 6.00 pm

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



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CABINET AGENDA

DATE: CABINET - TUESDAY, 11TH NOVEMBER, 2025

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

TIME: 6.00 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - Notice is given that Agenda Item 17 will be held in private session.

Should you wish to make any representations in relation to the meeting being held in private for the consideration of the above item, you should contact democratic.services@west-norfolk.gov.uk

1. MINUTES (Pages 5 - 11)

To approve the Minutes of the Meeting held on 23rd September 2025 (attached).

2. APOLOGIES

To receive apologies for absence.

3. URGENT BUSINESS

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

4. DECLARATIONS OF INTEREST (Page 12)

Please indicate if there are any interests which should be declared. A declaration of an interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it

relates. If a disclosable pecuniary interest is declared, the member should withdraw from the room whilst the matter is discussed.

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

5. CHAIR'S CORRESPONDENCE

To receive any Chair's correspondence.

6. MEMBERS PRESENT UNDER STANDING ORDER 34

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

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

7. CALLED IN MATTERS

To report on any Cabinet Decisions called in.

8. FORWARD DECISIONS (Pages 13 - 17)

A copy of the Forward Decisions List is attached

9. MATTERS REFERRED TO CABINET FROM OTHER BODIES (Pages 18 - 24)

To receive any comments and recommendations from other Council bodies:

Recommendations from Corporate Performance Panel
Council Tax Support – Final Scheme for Working Age People 2026-2027.

Recommendations from Environment and Community Panel
Adoption of Norfolk Local Nature Recovery Strategy.
Pride in Place Programme
Review of Licensing Act 2003 Statement of Licensing Policy

Recommendations from Joint Panel Meeting
Scrutiny Governance Review

10. REVIEW OF LICENSING ACT 2003 STATEMENT OF LICENSING POLICY (Pages 25 - 50)

11. COUNCIL TAX SUPPORT: FINAL SCHEME FOR WORKING AGE PEOPLE FOR 2026/2027 (Pages 51 - 69)

12. **ADOPTION OF NORFOLK LOCAL NATURE RECOVERY STRATEGY**
(Pages 70 - 484)
13. **KING'S LYNN PRIDE IN PLACE PROGRAMME** (Pages 485 - 699)
14. **SCRUTINY GOVERNANCE REVIEW** (Pages 700 - 733)
15. **QUARTER 2 - 2025/2026 BUDGET MONITORING** (Pages 734 - 777)
Appendix A - Revenue
Appendix B - Capital
Appendix C - Mintlyn Drain Appraisal Form
Appendix Ca – Mintlyn Drain Proceed Form
Appendix D – Van appraisal Form
Appendix Da – Van Proceed Form
16. **EXCLUSION OF PRESS AND PUBLIC**
To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2 or 3 of Part 1 of Schedule 12A to the Act”.
17. **EXEMPT - SALE OF 36 OLDMEADOW ROAD, HARDWICK INDUSTRIAL ESTATE** (Pages 778 - 785)

To: Members of the Cabinet

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

For Further information, please contact democratic.services@west-norfolk.gov.uk :

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

Minutes from the Meeting of the Cabinet held on Tuesday, 23rd September, 2025 at 4.00 pm in the Card Room - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors Ring (Chair), de Whalley, Lintern, Moriarty, Morley, Ring and Rust.

OFFICERS:

Kate Blakemore – Chief Executive
Alexa Baker – Monitoring Officer
Richard Allan – Assistant Director
Amanda Driver – Senior CIL Officer
Hannah Wood-Handy – Planning Control Manager
Stuart Ashworth – Assistant Director
Debbie Ess – Corporate Performance Officer
Michelle Drewery – Deputy Chief Executive
Carl Holland – Assistant Director
Duncan Hall – Assistant Director

CAB64 APOLOGIES

Apologies for absence were received from Councillors Beales, Bland and Squire.

CAB65 MINUTES

RESOLVED: The minutes from the meetings held on 21st July, 24th July and 16th September were approved as a correct record.

CAB66 URGENT BUSINESS

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RESOLVED: That under Standing Order 7.2 the Recruitment of Chief Officers Report be considered as Urgent Business at this meeting. It is required to be taken as an urgent decision as it is necessary to ensure that there is no delay in commencing the recruitment process.

It was noted that the Chair of the Corporate Performance Panel had agreed that the decision could be taken as urgent and therefore not subject to call-in.

The Chief Executive presented the report and included in the Agenda and Cabinet thanked the Monitoring Officer for all her hard work.

RESOLVED:

Cabinet resolved to:

1. Approve the formalisation of the Chief of Staff/Monitoring Officer role at the Executive Team Level.
2. Approve the parallel recruitment for both the Chief of Staff/Monitoring Officer and Chief Operating Officer positions confirming both these posts are necessary organisational appointments.
3. Note that oversight of the recruitment processes will be undertaken by the Appointments Board, with final appointment recommendations submitted to Full Council in due course.

REASON FOR DECISION:

To strengthen Governance, elevating the Governance and Monitoring Officer to Chief of Staff/Monitoring Officer at the Executive Team level enhances strategic oversight and accountability. The resignation of the current role provides an opportunity to formalise and elevate its seniority, aligning with best governance practices.

Ensure operational continuity through parallel recruitment for both the Chief of Staff/Monitoring Officer and Chief Operating Officer roles ensuring smooth leadership transitions.

CAB67 DECLARATIONS OF INTEREST

There were no declarations of interest.

CAB68 CHAIR'S CORRESPONDENCE

None.

CAB69 MEMBERS PRESENT UNDER STANDING ORDER 34

Councillor Kemp.

CAB70 CALLED IN MATTERS

None.

CAB71 FORWARD DECISIONS

RESOLVED: The Forward Decisions List was noted.

CAB72 **MATTERS REFERRED TO CABINET FROM OTHER BODIES**

Cabinet noted the recommendations put forward by the Panels in relation to the following items:

Recommendations from Regeneration and Development Panel
CIL Funding Policy and Spending Strategy

Recommendations from the Corporate Performance Panel
Quarter 1 25-26 Performance Management Report
Changes to the Constitution
Budget Monitoring Quarter 1 25-26

Recommendations from the Environment and Community Panel
Playing Pitch and Sports Facilities Strategy Adoption
King's Lynn Cemetery Provision

CAB73 **QUARTER 1 2025-2026 PERFORMANCE MANAGEMENT REPORT**

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The Corporate Performance Officer presented the report.

Cabinet noted that the Corporate Performance Panel had considered the report and supported the Cabinet recommendations.

In response to questions it was confirmed that the major planning extension of time performance target was impacted because of two controversial applications, where the applicant had not agreed to an extension of time. It was confirmed that performance otherwise had been maintained in accordance with the key performance indicators.

Also noted was the review of the Community Infrastructure Levy Governance, which was an item later on in the Agenda.

Councillor Rust confirmed that the percentage of calls answered within ninety seconds was amber, but there were justifiable reasons for this.

RESOLVED: Cabinet reviewed the Performance Management Report and commented on the delivery against the Corporate Strategy.

REASON FOR DECISION: Cabinet should use the information within the management report to review progress on the agreed actions and indicators and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule members can seek additional information to explain variances.

CAB74 **COMMUNITY INFRASTRUCTURE LEVY (CIL) - FUNDING POLICY AND SPENDING STRATEGY**

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The Portfolio Holder presented the report and drew attention to the comments made by the Regeneration and Development Panel regarding processes, support to Parishes and scrutiny of applications. The CIL Officer provided detail of the scrutiny which would take place and it was noted that applications would be considered by the CIL Spending Panel, with applications over a certain amount being considered by Cabinet. Through the Cabinet decision making process there would be the opportunity for the Regeneration and Development Panel to consider the proposals and the opportunity for Call-in.

The Portfolio Holder confirmed he accepted the revised recommendation put forward by the Regeneration and Development Panel. This was supported by Cabinet.

Cabinet Members commented on the report, noting improvements in transparency and that applications would no longer be subject to scoring against criteria and would instead be judged on their own merit. It was also noted that there would be a validation process to go through.

In response to comments, it was clarified that CIL must be spent to support new development and deliver a community benefit. Private businesses were not eligible to apply.

RESOLVED: Cabinet approved the revised Community Infrastructure Levy Funding Policy and Spending Strategy for the allocation and spend of Borough Community Infrastructure Levy raised by this Council and a method of Scrutiny is developed to ensure funding allocation to strategic projects can be appropriately monitored.

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

CAB75 **PLAYING PITCH AND SPORTS FACILITIES STRATEGY ADOPTION**

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The Portfolio Holder presented the report and outlined how the Strategies would protect spaces and support future funding opportunities.

In response to Cabinet Members questions and comments, it was confirmed that Fields in Trust would remain subject to the current consultation process. It was also clarified that the strategy did not commit to anything, its purpose was to identify potential areas for future development and improvement and lever in funding.

Cabinet noted the importance of being a Marmot place and links to Health and Wellbeing, the variety of facilities available and the age ranges of users.

RECOMMENDED: That Council agree to adopt the playing pitch and sports facilities strategies.

REASON FOR DECISION: To ensure that any decisions around the provision of sport and leisure facilities within the borough are in line with the overall strategy.

CAB76 **BUDGET MONITORING QUARTER 1 - 2025/2026**

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Cabinet noted that the Corporate Performance Panel had considered this report and supported the recommendations.

The Assistant Director presented the report and highlighted the recommendation to make amendments to the process to move projects between tiers to enable agile decision making.

The Portfolio Holder commended officers for their work to improve the budget position and noted that further work was being carried out on capital spend levels. He also highlighted the potential impact of Local Government Reorganisation, the Second Homes Premium and the Homelessness prevention grant, which strengthened the need to retain healthy reserves.

Officers confirmed that early engagement with Parishes would take place where there could be impacts on their precept levels and lobbying of Government in relation to the Internal Drainage Board levies was continuing.

RESOLVED:

1. Cabinet noted the forecast outturn for revenue and capital monitoring position as at 30th June 2025 for 2025/26
2. Cabinet reviewed and approved the new transfer of Capital Items from Tier 3 to Tier 2.

RECOMMENDED: Revisions as set out in Appendix F to this report to the 'Capital Programme Process' within the approved Capital Strategy for 2025/2026 are adopted.

REASON FOR DECISION: To keep Cabinet informed of performance against budget for Capital and Revenue 2025/2026 based on Quarter 1 data.

CAB77 **KING'S LYNN CEMETERY PROVISION**

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The Chair informed Cabinet that the Environment and Community Panel had considered this report and had not agreed with the Cabinet recommendations, however had failed to formulate counter recommendations. The Chair proposed that this item be deferred and referred back to the Environment and Community Panel for them to consider further and formulate some recommendations for Cabinet to consider.

RESOLVED: This item be deferred and referred to the Environment and Community Panel, who are asked to formulate recommendations to Cabinet on the way forward.

REASON FOR DECISION: To allow further scrutiny of the proposals to take place and Cabinet to consider recommendations to be formulated by the Environment and Community Panel in due course.

CAB78 **RECOMMENDATIONS FROM THE REGENERATION & DEVELOPMENT PANEL - TRANSPORT AND INFRASTRUCTURE INFORMAL WORKING GROUP**

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The Assistant Director presented the report providing an overview of the work of the Transport and Infrastructure Informal Working Group and the recommendations they had put forward which would be used to inform future plans and strategies.

Cabinet thanked all those involved in the Informal Working Group.

RESOLVED:

1. That Cabinet acknowledge and note the recommendations put forward by the Panel, as set out in part 3 of the report, and that they be submitted to officers to inform future plans, strategies and policies dealing with Transport and Infrastructure as appropriate.
2. That Cabinet express their thanks to Members and officers involved in the Informal Working Group.

REASON FOR DECISION:

To allow for Member input on matters relating to Transport and Infrastructure during the development of policies and strategies.

CAB79 **CHANGES TO THE CONSTITUTION**

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The Monitoring Officer presented the report and provided detail of the schedule of substantial changes, as included in the Agenda.

Councillor Morley was pleased to see proposals for an Independent Member on the Audit Committee progressing.

With regard to Outside Bodies it was confirmed that the purpose for appointing Members to Outside Bodies was sufficiently wide and that Members would need to navigate their roles depending on the capacity in which they were appointed and manage any conflicts of interest.

Cabinet noted the work of the Constitution Informal Working Group and noted the ongoing review of Scrutiny Arrangements which would come forward in due course for consideration.

RECOMMENDED: Cabinet recommends to Full Council that the Schedule of Substantive Changes to the Constitution at Annex 1 of the report are approved, to be effective immediately.

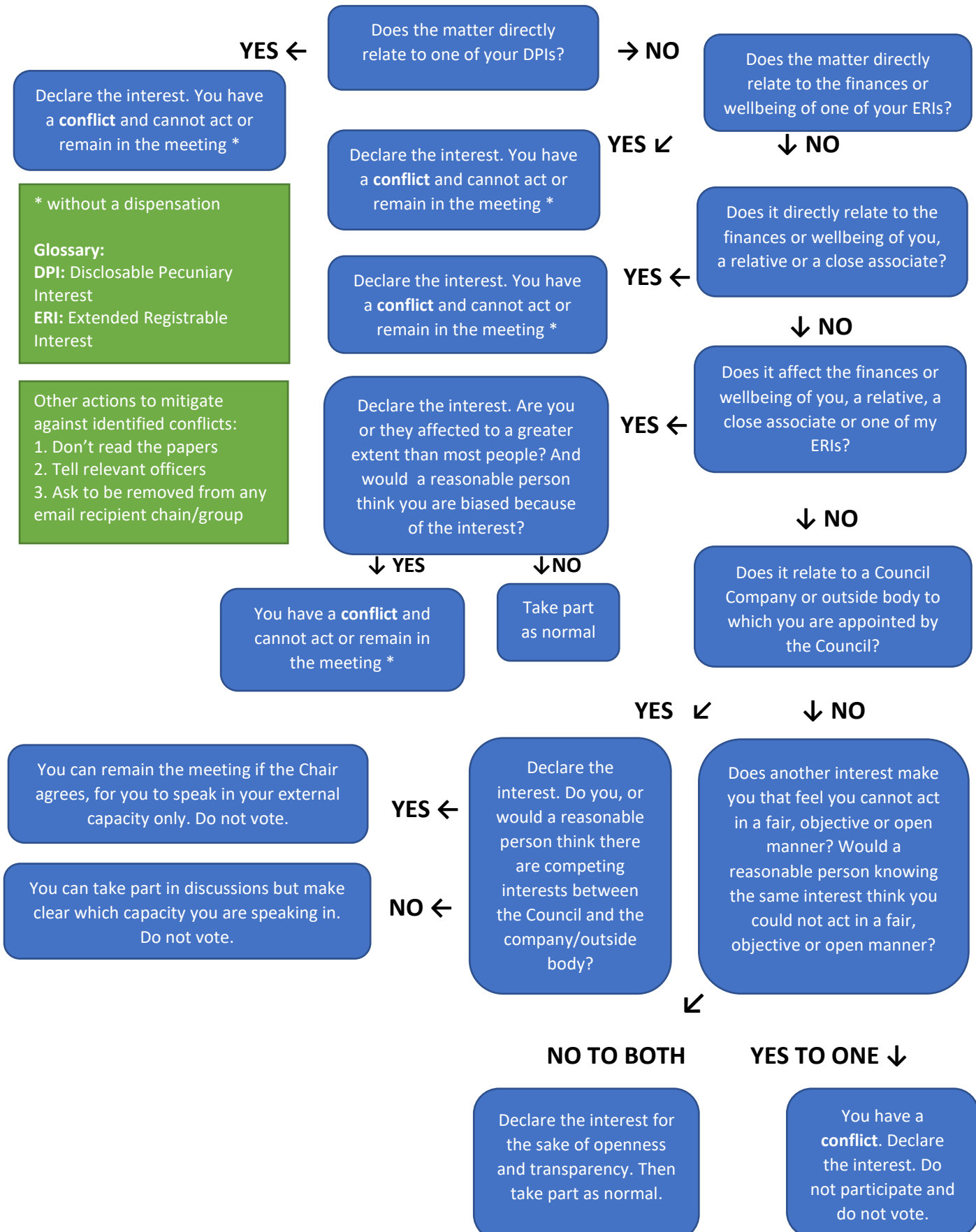
REASON FOR DECISION: To fulfil the Council's duty to review its Constitution and keep it up to date.

The meeting closed at 6.04 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



* 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

3-Nov-25

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
11 November 2025						
	Council Tax Support Scheme 2026/2027	Key	Council	Finance Ass Dir – M Drewery		Public
	Pride in Place Programme	Non	Council	Leader Asst Director – Regeneration, Housing and Place		Public
	Local Nature Recovery Strategy (Adoption)	Non	Council	Climate Change and Bio Diversity Asst Dir – S Ashworth		Public
	Scrutiny Review	Non	Council	Leader Monitoring Officer		Public
	Licensing Act 2003 Policy Review	Non	Council	Planning and Licensing Alexa Baker – Monitoring Officer		Public
	Quarter 2 Budget Monitoring	Non	Cabinet	Portfolio - Finance Assistant Director – Carl Holland		Public
	Sale of unit at Oldmeadow Road, King's Lynn	Key	Cabinet	Portfolio – Business Assistant Director – Property and Projects		Private

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
20 January 2026						
	Q2 2025-2026 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	King's Lynn Enterprise Park	Non	Cabinet	Business and Culture Asst Dir – D Hall		Public

3-Nov-25

	Risk Strategy and Policy Report	Non	Cabinet	Leader Monitoring Officer		Public
	Air Quality Action Plan	Non	Council	Climate Change and Biodiversity Asst Dir – S Ashworth		Public
	Safeguarding Policy	Non	Council	Corporate Governance People & Communities		Public
	Transformation Programme – LGR Readiness	Non	Cabinet	Chief Executive Leader		Public
	Climate Change Strategy	Key	Council	Climate Change and Biodiversity Stuart Ashworth		Public
	Housing Policies: Temporary Accommodation; Private Rented Sector	Non	Council	People and Communities Asst Dir – D Hall		Public
	Lynnsport Proposals	Key	Council	Business and Culture Assistant Director, Transformation and Change		Public
14	Property Disposal Policy	Key	Council	Business and Culture. Assistant Director – Property and Projects		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
3 rd February 2026 (BUDGET)						
	Budget	Key	Council	Leader S151 Officer Asst Dir Resource		Public
	Capital Programme	Key	Council	Leader S151 Officer Asst Dir Resource		Public
	Treasury Management Strategy	Key	Council	Leader S151 Officer Asst Dir Resource		Public

3-Nov-25

	Capital Strategy	Key	Council	Leader S151 Officer Asst Dir Resource		Public
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Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 th February 2026 (NON-BUDGET)						
	Q3 2025-2026 Performance Management	Non	Cabinet	Leader Chief Executive		Public
	King's Lynn Transport Strategy	Key	Council	Planning and Licensing Asst Dir D Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
3 rd March 2026	King's Lynn Masterplan	Key	Council	Business Asst Dir D Hall		Public
	Hunstanton Masterplan	Key	Council	Business Asst Dir D Hall		Public
	King's Lynn Parking Strategy	Non	Council	Open Spaces and Parking Asst Dir D Hall		Public
	Hunstanton Parking Strategy	Non	Council	Open Spaces and Parking Asst Dir D Hall		Public

Items to be scheduled

	Custom and Self Build Site – Stoke Ferry	Non	Cabinet	Regeneration and Development Assistant Director - D Hall		Public
	Overnight Campervan parking in Hunstanton	Non	Cabinet	Leader Asst Director – M Chisholm		Public

	Florence Fields – Tenure Mix	Non	Council	Deputy Leader		Part Public and part Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Article 4 Direction	Non	Cabinet	Regeneration and Development Assistant Director – S Ashworth		Public
	Empty Homes Strategy Review	Key	Council	People and Communities Asst Dir M Whitmore		Public
16	King's Lynn Town Football Club	Non	Cabinet	Property		Private- Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Housing Assurance Strategy	Non	Council	People and Communities Asst Dir M Whitmore		Public
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	People and Communities Asst Dir - D Hall		Public
	IT Hardware Refresh	Key	Cabinet	Finance Assistant Director - Corporate Services		Private
	Local Government Reorganisation Readiness	Non	Cabinet	Leader Chief Executive		Public
	Local Government Reorganisation Consultation	Key	Council	Leader Chief Executive		Public

3-Nov-25

	Response					
	Heacham Beach Huts	Key	Cabinet	Business Asst Dir – Property		Exempt

RECOMMENDATIONS TO CABINET 11 NOVEMBER 2025 FROM THE CORPORATE PERFORMANCE PANEL MEETING HELD ON 22 OCTOBER 2025

CP68: COUNCIL TAX SUPPORT – FINAL SCHEME FOR WORKING AGE PEOPLE

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The Revenues and Benefits Manager presented the report as included in the Agenda.

The Chair thanked the Revenues and Benefits Manager for the report and invited questions and comments from the Panel, as summarised below.

In response to a question from Councillor Sayers, the Revenues and Benefits Manager clarified that once income was over £6,000 support was reduced in increments up to £16,000.

In response to a question from Councillor Bearshaw it was clarified that uninhabitable properties, for example those undergoing renovation, were not eligible for Council Tax support and could instead make an application for discretionary hardship support.

RESOLVED: That the Corporate Performance Panel support the recommendations to Cabinet, as set out below.

Cabinet is asked to note the consultation responses and recommend to Council that the draft CTS scheme for 2026/2027 is implemented as the final working age CTS Scheme for 2026/2027. This must be agreed by full Council by 31 January 2026 ready for the start of the financial year on 1 April 2026.

**RECOMMENDATIONS TO CABINET 11 NOVEMBER 2025 FROM THE
ENVIRONMENT AND COMMUNITY PANEL MEETING HELD ON 20 OCTOBER
2025**

EC40: CABINET REPORT - KING'S LYNN PRIDE IN PLACE PROGRAMME

The Regeneration Programmes Manager presented the report on the King's Lynn Pride in Place Programme and outlined the objectives, governance structure, community engagement process and investment priorities.

The Chair, Councillor Collop 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 Heneghan, the Regeneration Programmes Manager explained that ultimately, the Neighbourhood Board decided on which specific projects would be funded. She added that a couple of Board Members had recently left and they were looking at how they could bring more community voice in at the Board level.

Councillor Heneghan commented that the area had a growing elderly population and felt that the report did not address how more could be done to tackle social isolation and loneliness which were significant issues for older residents.

In response to questions and comments from Councillor Long, the Regeneration Programmes Manager commented that they hoped the programme would allow investment in bigger schemes which would ultimately make a longer term impact but to also provide opportunities to do smaller schemes. She went on to explain that the development of the regeneration plan was created by the Regeneration department with all of the different consultation and engagement and had no involvement from consultants.

Councillor Kemp referred to the amount of empty spaces within the town centre and commented that the two market squares in King's Lynn were not being utilised as markets. The Regeneration Programmes Manager explained that under section 215 orders, there was a new regulation relating to high street rental auctions which was being considered and would be coming forward to Cabinet in due course.

RESOLVED: The Environment and Community Panel supported the following recommendations to Cabinet:

Cabinet resolves:

1. Endorse the Regeneration Plan comprising the Ten Year Vision as detailed in Appendix 1 and the Four Year Investment Plan as details in Appendix 2.
2. Delegate authority to the S151 Officer, in consultation with the Neighbourhood Board to sign off the final submission of the Regeneration Plan by the deadline on 28 November 2025.
3. Endorse inclusion of the Council led projects by the KLNb as outlined in 7.2.
4. Endorse council officer support in administering, overseeing and monitoring delivery of the PiPP programme including recruitment for additional officer support if required during the development of the programme, to be met from the PiPP funding, as set out in section 11.

EC41: CABINET REPORT - REVIEW OF LICENSING ACT 2003 STATEMENT OF LICENSING POLICY

The Licensing Service Manager presented the report as included in the agenda and highlighted minor updates, consultation outcomes and compliance requirements.

The Chair, Councillor Collop thanked the Licensing Service Manager for the report and invited questions and comments from the Panel as summarised below.

In response to a question from Councillor Kemp, the Licensing Service Manager explained that selling alcohol to intoxicated individuals was illegal and enforcement action would be taken such as written warnings to the premises and involvement of the police.

Councillor Long raised concerns around unlicensed premises selling alcohol and the Licensing Service Manager commented that she was not aware of any and advised Members of the Panel to let her know of any.

RESOLVED: The Environment and Community Panel supported the following recommendation to Cabinet:

Cabinet resolves:

That the Council be invited to adopt the revised Statement of Licensing Policy in accordance with the requirements of the Licensing Act 2003.

Recommendations to Full Council:

That the Council be invited to adopt the revised Statement of Licensing Policy in accordance with the requirements of the Licensing Act 2003.

EC42: CABINET REPORT - ADOPTION OF NORFOLK LOCAL NATURE RECOVERY STRATEGY

The Principal Planner and Planning Policy Manager presented the report as set out in the agenda.

The Chair, Councillor Collop thanked the Principal Planner and Planning Policy Manager for the report and invited questions and comments from the Panel as summarised below.

Councillor Ratcliffe referred to the process of consultation and asked whether the Internal Drainage Boards (IDBs) had been invited to respond to any of the consultation stages. The Planning Policy Manager explained that the IDBs would have been consulted and highlighted that the document specifically listed the Southey and District IDB.

Members of the Panel raised concerns that they had not received sufficient time to view the Norfolk Local Nature Recovery Strategy document and the Chair, Councillor Collop asked whether the item could be deferred to a later Cabinet meeting. The Planning Policy Manager confirmed it would not be possible to defer the item.

The Portfolio Holder, Councillor de Whalley stated that he would contact the Leader and ask if Members of the Environment and Community Panel could attend the Cabinet meeting on the 11th November 2025 to put forward any questions and feedback before final approval. The Portfolio Holder, Councillor de Whalley commended the work of officers.

The Principal Planner highlighted to Members of the Panel that full documents would be available as appendices to the Cabinet report.

RESOLVED: The Environment and Community Panel supported the following recommendation to Cabinet:

Cabinet resolves:

To recommend adoption of the Norfolk Local Nature Recovery Strategy (LNRS) by the Council.

Recommendations to Full Council:

Adoption of the Norfolk Local Nature Recovery Strategy (LNRS).

RECOMMENDATIONS TO CABINET 11 NOVEMBER 2025 FROM THE JOINT PANEL MEETING ON 22 OCTOBER 2025

6. SCRUTINY GOVERNANCE ARRANGEMENTS

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The Monitoring Officer presented the findings of the Scrutiny Governance Review, outlining the results of the LGA Peer Review, drivers for change, benchmarking with other Councils and the four options for potential restructuring.

The Chair thanked the Monitoring Officer for the report and invited questions and comments from the Joint Panel Members, as summarised below.

Councillor Bearshaw commented that when he was Chair of the Regeneration and Development Panel he had found the regular meetings with other Panel Chairs really useful in terms of co-ordinating Work Programmes. He also noted that some meetings had been cancelled due to lack of agenda items and the importance of bringing items to the Panels early so that the Panel could assist with the development of Policy.

Councillor Kemp commented that the existing structure should remain as the Borough was a large diverse area which needed adequate representation. One Panel would be overloaded. Councillor Kemp also commented that meetings should not be moved to the day time and that the names of the two proposed Panels needed further consideration.

Councillor Sayers commented that the current structure wasn't the problem, the scrutiny function was just underused therefore culture and resources should be looked at for improvement.

Councillor Bone acknowledged that this review had commenced before Local Government Reorganisation (LGR) had been announced and now wasn't the time to be changing structures.

Councillor Ware acknowledged the rationale and objectives and commented that training for Councillors was important.

Councillor Ratcliffe supported maintaining the status quo, but acknowledged that improvements were needed with regard to training and support for Members. She also commented that a lot of Councillors had stood for election on the understanding that Council meetings took place in the evening and she did not want this to change.

Councillor Parish referred to the LGA Peer Review, benchmarking and that structures should not limit the amount of Councillors that could be involved in scrutiny.

Councillor Kunes referred to the proposed names of the Panels in the two Panel option and commented that Environment had been missed, but this was a high priority.

Councillor Devulapalli agreed that Scrutiny needed improving and the three Panel model should remain, with improvements to be made to their remit and functions.

Councillor Jones and Bhondi both commented that with LGR looming now was not the time to restructure the Panels.

Councillor Heneghan did not feel that reducing the amount of Panels would improve Scrutiny and could make it feel rushed as there would be fewer meetings.

Councillor Blunt commented that instead of changing the structure, improvements to the current structures should be implemented, for example better work programming and training for Members.

The Chief Executive felt that the current Panel Work Programmes were currently driven by the Cabinet Agenda and the purpose of the restructure was to get the Panels to focus on high impact strategic items that made a difference and added value. She also commented that the proposed restructure would provide more opportunity for external scrutiny. The Chief Executive also made reference to effective use of officer resource and current duplication.

Councillor Dickinson referred to the work of the Constitution Informal Working Group and comments they had made in relation to the amount of items which slipped. The Monitoring Officer explained that with more effective Work Programming this should not be the case going forward.

The Leader, Councillor Beales, commented that it was crucial that Scrutiny provided a challenge and held the Executive to account and felt that this needed to be strengthened.

Councillor Everett addressed the Panel under Standing Order 34 stating that the current arrangements should remain.

Councillor Rose addressed the Panel under Standing Order 34 asking how Members would be selected to sit on the Panels and was informed that this would be done in the usual way by Full Council and would be politically proportional.

Councillor Bearshaw proposed a further option in that the Regeneration & Development and Environment & Community Panel merge, but their current Terms of Reference be maintained so that all Panels could conduct external Scrutiny.

The Panel did not support the option proposed by Councillor Bearshaw.

In response to comments made by Councillor Sayers relating to strengthening the relationship with the Executive and work programming, the Chair advised Councillor Sayers to feed this into the Constitution Informal Working Group.

Councillor Blunt proposed an amendment to option 4, which was to maintain the status quo and requested that it be amended to ensure work programming was strengthened and introduce a training programme for Members.

This was supported by the Panel.

RESOLVED: That the Panel support the following option for Scrutiny Arrangements going forward:

The current arrangements for Scrutiny are retained with further work to improve Work programming to be carried out and a training programme for Members to be introduced.

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		NO	
	Discretionary /	Need to be recommendations to Council		YES	
	<u>Operational</u>	Is it a Key Decision		NO	
Lead Member: Cllr James Moriarty E-mail: cllr.james.moriarty@west-norfolk.gov.uk			Other Cabinet Members consulted: All		
			Other Members consulted: All		
Lead Officer: Marie Malt E-mail: marie.malt@west-norfolk.gov.uk Direct Dial: 01553 616786			Other Officers consulted: Corporate Leadership Team & Assistant Directors		
Financial Implications NO	Policy/ Personnel Implications NO	Statutory Implications YES	Equality Impact Assessment YES Pre-screening	Risk Management Implications NO	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 11th November 2025

REVIEW OF LICENSING ACT 2003 STATEMENT OF LICENSING POLICY**Summary**

The current 'Statement of Licensing Policy' was approved by Full Council on the 14th January 2021 and effective from 14th January 2021. Regulations require that the policy is reviewed every five years and a replacement for our current policy must be in place by the 14th January 2026. The policy has been drawn up in accordance with the Licensing Act 2003 and the current guidance issued under Section 182 of the Licensing Act 2003.

Recommendation

Cabinet Resolves: That the Council be invited to adopt the revised Statement of Licensing Policy in accordance with the requirements of the Licensing Act 2003.

Recommendations to Full Council: That the Council be invited to adopt the revised Statement of Licensing Policy in accordance with the requirements of the Licensing Act 2003.

Reason for Decision

A new statement of licensing policy must be in place by 14th January 2026 to enable the licensing authority to carry out our statutory functions under the Licensing Act 2003.

1 Background

- 1.1 Section 5 of the Licensing Act 2003 requires a licensing authority to prepare and publish a statement of licensing policy every five years. Such a policy must be published before the authority carries out any function in respect of individual applications made under the terms of the Act. Regulations require that we have the new policy in place by the 14th January 2026.
- 1.2 In reviewing this policy statement, the Borough Council has taken account of new revised Guidance issued by the Home Office in February 2025.

2 Proposed Changes

- 2.1 There are no significant proposed changes to the existing Policy.
- 2.2 The proposed changes are summarized in the table below and shown in red within the attached revised policy document, Appendix 1.

Section	Change
2.1	Update to Population figures from Norfolk Insight 2023
2.3	Addition of Director of Public Health England to list of consultees.
9.4	Addition of paragraph regarding anti-terrorism and public safety following the introduction of The Terrorism (Protection of Premises) Act 2025.
15.1	Re-wording of the promotion of equality section, following consultation with the Council's equalities group.
22.4 / Annex B	Addition of contact details of Responsible Authorities.
Annex C	Update to Table of Delegations in accordance with the Section 182 guidance.

3 Policy Implications

- 3.1 Unless the statement of policy is in place by the 14th January 2026 we will be unable to carry out our statutory functions under the Licensing Act 2003.

4 Financial Implications

- 4.1 None

5 Personnel Implications

- 5.1 None

6 Environmental Considerations

6.1 None

7 Statutory Considerations

7.1 A new statement of licensing policy must be in place by 14th January 2026 to enable the licensing authority to carry out our statutory functions under the Licensing Act 2003.

7.2 In accordance with section 5(3) of the Licensing Act 2003, before determining our policy for any five year period we must consult with the following:

- Police
- Fire Authority
- Public Health England
- Persons/bodies representative of premises licence holders
- Persons/bodies representative of club premises certificate holders
- Persons/bodies representative of personal licence holders
- Persons/bodies representative of business and residents
- Any other persons or bodies the Council deems appropriate

7.3 The proposed amendments to the Statement of Licensing Policy were subject to public consultation with all parties listed in section 7.2 above, between 2 June 2025 and 31 August 2025. The draft proposals, along with an invitation for comments and suggestions on the existing policy, were also made publicly available via the Borough Council's website.

7.4 The consultation ended on 31st August 2025 and all comments received are attached to this report as Appendix 2.

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

8.1 Completed as attached. Neutral impact.

9 Risk Management Implications

9.1 Unless the statement of policy is in place by the 14th January 2026 we will be unable to carry out our statutory functions under the Licensing Act 2003.

10 Declarations of Interest / Dispensations Granted

10.1 None

11 Background Papers

11.1 Guidance issued under Section 182 of the Licensing Act 2003 (February 2025)

11.2 Borough Council of King's Lynn & West Norfolk Statement of Licensing Policy – approved by Full Council 14TH January 2021.

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	Licensing Act 2003 – Statement of Policy Review				
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>	New		Existing	✓	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	Section 5 of the Licensing Act 2003 requires a licensing authority to prepare and publish a statement of licensing policy every five years. Such a policy must be published before the authority carries out any function in respect of individual applications made under the terms of the Act. Regulations require that we have the new policy in place by the 14 th January 2026.				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	Police Fire Authority Public Health England Persons/bodies representative of premises licence holders Persons/bodies representative of club premises certificate holders Persons/bodies representative of personal licence holders Persons/bodies representative of business and residents All County and Borough Councillors Corporate Leadership Team & All Assistant Directors				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p>		Positive	Negative	Neutral	Unsure
	Age			✓	
	Disability			✓	
	Sex			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Armed forces community			✓	
	Care leavers			✓	
	Health inequalities*			✓	

*For more information on health inequalities please visit The King's Fund		Other (eg low income, caring responsibilities)				✓	
Please provide a brief explanation of the answers above: Changes to the existing policy are minor and have neutral impact in respect to all of the above.							
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		There is nothing within the policy which would be likely to affect relations between certain equality communities or to damage relations or favour a particular community.			
3. Could this policy/service be perceived as impacting on communities differently?		No		The policy applies to all communities in the same way.			
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section		No		Actions: N/A Actions agreed by EWG member:			
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:							
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?		No		Please provide brief summary:			
Assessment completed by:							
Name		Marie Malt					
Job title		Licensing Service Manager					
Date completed		12 th September 2025					
Reviewed by EWG member		Amy Pearce			Date	15/09/2025	

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

Borough Council of

King's Lynn &
West Norfolk



Licensing Act 2003

Statement of Licensing Policy

Approved by Full Council: ~~14th January 2021~~

Commences: ~~14th January 2021~~

Table of Contents

<u>Paragraph</u>	<u>Subject</u>	<u>Page</u>
1.0	Summary	2
2.0	Introduction	3
3.0	Fundamental Principles	4
4.0	Cumulative Impact	5
5.0	Licensing Hours	6
6.0	The Portman Group Code of Practice	6
7.0	Review Process	6
8.0	Prevention of Crime & Disorder	7
9.0	Public Safety	7
10.0	Prevention of Public Nuisance	8
11.0	Children	8
12.0	Children & Cinemas	9
13.0	Cultural Activities	9
14.0	Planning & Building Control	9
15.0	Promotion of Equality	10
16.0	Duplication	10
17.0	Conditions	10
18.0	Enforcement	11
19.0	Temporary Event Notices	11
20.0	Personal Licences	11
21.0	Premises Licence/Club Premises Certificate	12
22.0	Responsible Authorities & Other Persons	12
23.0	Administration, Exercise & Delegation of Functions	13
24.0	Other Relevant Matters	13
25.0	Further Advice	14
Annex A	The Portman Group Code of Practice	15
Annex B	Table of Delegations of Licensing Functions <u>List of Responsible Authorities</u>	16
<u>Annex C</u>	<u>Table of Delegations of Licensing Functions</u>	<u>19</u>

1.0 Summary

1.1 The Borough Council of King's Lynn & West Norfolk (hereafter referred to as the Borough Council) is the licensing authority under the Licensing Act 2003 and is responsible for the licensing of licensable activities as defined under the Act. These are:

- The sale by retail of alcohol;
- The supply of alcohol by or on behalf of a club to, or to the order of, a member of a club;
- The provision of regulated entertainment;
- The provision of late night refreshment (i.e. the supply of hot food or hot drink between 11pm & 5am).

1.2 Regulated entertainment is where the entertainment takes place in the presence of an audience and is provided for the purpose of entertaining that audience. The descriptions of entertainment are:

- a performance of a play,
- an exhibition of a film,
- an indoor sporting event,
- a boxing or wrestling entertainment,
- a performance of live music,
- any playing of recorded music,
- a performance of dance,
- entertainment of a similar description to a performance of live music, recorded music or performance of dance.

1.3 This policy shall apply to all applications and notices given under the Act in respect of the following:

- Premises licences;
- Club Premises Certificates;
- Personal Licences;
- Temporary Event Notices;

1.4 This policy statement will not seek to regulate matters which are provided for in other legislation e.g. planning, health & safety, fire safety etc.

1.5 This policy statement will be the basis for all licensing decisions taken by the Borough Council as the Licensing Authority over the next five years, commencing on the ~~14th January 2021~~xxxxxxxxx.

2.0 Introduction

- 2.1 The Borough Council of King's Lynn & West Norfolk is situated in the County of Norfolk. The Council area has a population of ~~151,800~~155,758 (Norfolk Insight ~~2016~~2023) making it the largest in the County in terms of population. In terms of area it is also the largest, covering 1429 square kilometres (551 square miles). The Council area is mainly rural with urban areas of King's Lynn, Downham Market and Hunstanton. These areas are shown in the map below.



- 2.2 In accordance with the Act the Borough Council will prepare and publish a statement of its licensing policy every five years. During the five year period the policy will be kept under review and The Borough Council may make such revisions as considered appropriate, for instance in the light of feedback from the local community on whether the statutory objectives are being met.
- 2.3 Before determining its policy for any five year period, the Borough Council will consult the community and in particular:
- (a) the chief officer of police for the area (Norfolk Constabulary);
 - ~~(b)~~ (b) the fire authority for the area (Norfolk Fire Service);
 - ~~(b)~~(c) each local authority's Director of Public Health in England (DPH);
 - ~~(c)~~(d) persons/bodies representative of local holders of premises licences;
 - ~~(d)~~(e) persons/bodies representative of local holders of club premises certificates;
 - ~~(e)~~(f) persons/bodies representative of local holders of personal licences; and
 - ~~(f)~~(g) persons/bodies representative of businesses and residents in its area.
- 2.4 The views of all these persons/bodies listed will be given appropriate weight when the policy is determined. It is recognised that it may be difficult to identify persons or bodies representative for all parts of industry affected by the provisions of the 2003 Act, but the Borough Council will make reasonable efforts to identify persons or bodies concerned.

- 2.5** In determining its policy, the Borough Council will have regard to the guidance issued under Section 182 of the Licensing Act 2003 and give appropriate weight to the views of those it has consulted.

3.0 Fundamental principles

- 3.1** The 2003 Act requires that the Council carries out its various licensing functions so as to promote the following four licensing objectives:
- the prevention of crime and disorder,
 - public safety,
 - the prevention of public nuisance, and
 - the protection of children from harm.
- 3.2** Nothing in this 'Statement of Policy' will:
- 3.2.1 Undermine the right of any individual to apply under the terms of the 2003 Act for a variety of permissions and to have any such application considered on its own merits;
- 3.2.2 Override the right of any person to make representations on an application or to seek a review of a licence or certificate where provision has been made for them to do so in the 2003 Act.
- 3.3** Every application will be dealt with impartially and on its individual merits. The Borough Council will not refuse to grant or vary an application unless it has received a representation from a responsible authority, such as the police or an environmental health officer, or other persons, such as a local resident or local business, which is a relevant representation. A representation is "relevant" if it relates to the likely effect of the grant of the licence on the promotion of at least one of the licensing objectives.
- 3.4** Licensing is about regulating licensable activities on licensed premises, by qualifying clubs and at temporary events within the terms of the Act, and any conditions that are attached to premises licences or club premises certificates will be focused on matters which are within the control of the individual licensee or club, i.e. the premises and its vicinity.
- 3.5** Whether or not incidents can be regarded as being "in the vicinity" of licensed premises is a question of fact and will depend on the particular circumstances of the case. In cases of dispute, the question will ultimately be decided by the courts. The Borough Council, in addressing this matter, will primarily focus on the direct impact of the activities taking place at the licensed premises on members of the public living, working or engaged in normal activity in the area concerned.
- 3.6** Licensing law is not the primary mechanism for the general control of nuisance and anti-social behaviour by individuals once they are away from the licensed premises and, therefore, beyond the direct control of the individual, club or business holding the licence, certificate or authorisation concerned. Nonetheless, it is a key aspect of such control and licensing law will always be part of a holistic approach to the management of the evening and night-time economy throughout the borough.

4.0 Cumulative Impact

- 4.1** “Cumulative Impact” is where the number, type or density of licensed premises in a defined area has a demonstrable and significant adverse effect on the licensing objectives. The cumulative impact of licensed premises on the promotion of the licensing objectives is a proper matter for a Licensing Authority to consider in developing its Statement of Licensing Policy.
- 4.2** The Licensing Authority can only adopt a cumulative impact policy where there is an evidential basis to do so. Local Community Safety Partnerships and responsible authorities, such as the police and the environmental health authority, may hold relevant information which would inform licensing authorities when establishing the evidence base for considering whether a cumulative impact policy is appropriate and necessary to promote the licensing objectives.
- 4.3** At the time of publishing this policy the Licensing Authority, having regard to the evidence available, considers that there is no particular part of the district causing a cumulative impact which undermines the licensing objectives.
- 4.4** Once away from the licensed premises, a minority of consumers will behave badly and unlawfully. To enable the general public to appreciate the breadth of the strategy for addressing these problems, the Borough Council encourages the use of other mechanisms both within and outside the licensing regime that are available for addressing such issues. Such as:
- planning control;
 - CCTV;
 - powers of local authorities to designate parts of the local authority area as places where alcohol may not be consumed publicly;
 - the confiscation of alcohol from adults and children in designated areas;
 - police enforcement of the general law concerning disorder and anti-social behaviour, including the issuing of fixed penalty notices;
 - prosecution for the offence of selling alcohol to a person who is drunk (or allowing such a sale);
 - police powers to close down instantly for up to 24 hours (extendable to 48 hours) any licensed premises in respect of which a TEN has effect on grounds of disorder, the likelihood of disorder, or noise emanating from the premises causing a nuisance; and
 - the power of the police, other responsible authorities or other persons to seek a review of a licence or certificate.

5.0 Licensing Hours

- 5.1** With regard to licensing hours, due consideration will be given to the individual merits of an application. The Borough Council recognises that, in some circumstances, flexible licensing hours for the sale of alcohol can help to ensure that the concentrations of customers leaving premises simultaneously are avoided. This can help to reduce the friction at late night fast food outlets, taxi

ranks and other sources of transport which could lead to disorder and disturbance.

5.2 The Borough Council wants to ensure that licensing hours do not inhibit the development of thriving and safe night-time local economies. This is important for investment, local employment and attractive to domestic and international tourists. Providing consumers with greater choice and flexibility is an important consideration, but should always be balanced carefully against the duty to promote the four licensing objectives and the rights of local residents to peace and quiet.

5.3 With regard to shops, stores and supermarkets, it is the policy of the Borough Council that such premises should be free to provide sales of alcohol for consumption off the premises at any times when the retail outlet is open for shopping business unless there are very good reasons for restricting those hours.

5.4 It is important to note that “opening hours”, the times when premises are open to the public, are not necessarily identical to the hours during which licensable activities may take place.

6.0 Portman Group Code of Practice

6.1 The Portman Group operates, on behalf of the alcohol industry, a Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks. The Borough Council commends the Code. Further details of the Portman Group Code of Practice can be found at Annex A.

7.0 Review Process

7.1 The review process represents a key protection for the community where problems associated with the licensing objectives are occurring after the grant or variation of a premises licence. At any stage, following the grant of a premises licence, a responsible authority, or other persons, may apply to the Borough Council to review the licence because of a matter arising at the premises in connection with any of the four licensing objectives.

7.2 In every case, the representation must relate to particular premises for which a premises licence is in existence and must be relevant to the promotion of the licensing objectives. After a licence or certificate has been granted or varied, a complaint relating to a general (crime and disorder) situation in a town centre should generally not be regarded as a relevant representation unless it can be positively tied or linked by a causal connection to particular premises, which would allow for a proper review of the licence or certificate. For instance, a geographic cluster of complaints, including along transport routes related to an individual public house and its closing time could give grounds for a review of an existing licence as well as direct incidents of crime and disorder around a particular public house.

7.3 The Borough Council recognises that the promotion of the licensing objectives relies heavily on a partnership between licence holders, authorised persons, other persons and responsible authorities in pursuit of common aims. It is therefore

equally important that reviews are not used to drive a wedge between these groups in a way that would undermine the benefits of co-operation. The Borough Council encourages the good practice for authorised persons and responsible authorities to give licence holders early warning of their concerns about problems identified at the premises concerned and of the need for improvement. A failure to respond to such warnings is expected to lead to a decision to request a review.

- 7.4** Where the request originates from other persons – e.g. a local resident, residents' association, local business or trade association – the Borough Council will first consider whether the complaint made is relevant, vexatious, frivolous or repetitious.

8.0 Prevention of Crime & Disorder

- 8.1** The Borough Council acknowledges that the Police are the main source of advice on crime and disorder.
- 8.2** Licensed premises, especially those open late night/early morning can be a source of crime and disorder problems. The Borough Council expects operating schedules to satisfactorily address these issues, as appropriate from the design of the premises to the daily operation of the business.

9.0 Public Safety

- 9.1** Licence holders have a responsibility to ensure the safety of those using their premises, as a part of their duties under the 2003 Act. This concerns the safety of people using the relevant premises rather than public health which is addressed in other legislation. Physical safety includes the prevention of accidents and injuries and other immediate harms that can result from alcohol consumption such as unconsciousness or alcohol poisoning.
- 9.2** A number of matters should be considered in relation to public safety. These could include:
- Fire safety;
 - Ensuring appropriate access for emergency services such as ambulances;
 - Good communication with emergency services;
 - Ensuring the presence of trained first aiders on the premises and appropriate first aid kits;
 - Ensuring the safety of people when leaving the premises (for example, through the provision of information on late-night transportation);
 - Ensuring appropriate and frequent waste disposal, particularly of glass bottles;
 - Ensuring appropriate limits on the maximum capacity of the premises; and
 - Considering the use of CCTV.
- 9.3** The measures that are appropriate to promote public safety will vary between premises and the matters listed above may not apply in all cases. The Borough Council expects applicants to consider these when making their application which

steps it is appropriate to take to promote the public safety objective and demonstrate how they will achieve that.

Counter terrorism and public safety

- 9.4** In accordance with The Terrorism (Protection of Premises) Act 2025, licensed premises are required to implement appropriate measures to mitigate the risk of terrorism. This includes conducting thorough risk assessments to identify potential threats and vulnerabilities, and adopting security measures such as enhanced physical security, staff training, and emergency planning. Premises must also coordinate with local law enforcement and adhere to guidelines provided by the Security Industry Authority. Ensuring the safety and security of patrons is paramount, and these measures are essential to protect the public from the threat of terrorism.

10.0 Prevention of Public Nuisance

- 10.1** Licensed premises, especially those operating late at night and early in the morning can cause a range of nuisances which impact on people or businesses in the vicinity. The concerns will mainly relate to noise but could also include light pollution and noxious smells. The Borough Council expects operating schedules to satisfactorily address these issues, as appropriate.

11.0 Children

- 11.1** It is an offence under the 2003 Act to permit children under the age of 16 who are not accompanied by an adult to be present on premises being used exclusively or primarily for supply of alcohol for consumption on those premises under the authorisation of a premises licence, club premises certificate or where that activity is carried on under the authority of a temporary event notice.
- 11.2** In addition, it is an offence to permit the presence of children under 16 who are not accompanied by an adult between midnight and 5am at other premises supplying alcohol for consumption on the premises under the authority of any premises licence, club premises certificate or temporary event notice. Outside of these hours, the offence does not prevent the admission of unaccompanied children under 16 to the wide variety of premises where the consumption of alcohol is not the exclusive or primary activity. Between 5am and midnight the offence would not necessarily apply to many restaurants, hotels, cinemas and even many pubs where the main business activity is the consumption of both food and drink. This does not mean that children should automatically be admitted to such premises.
- 11.3** It is not intended that the definition “exclusively or primarily” in relation to the consumption of alcohol should be applied in a particular way by reference to turnover, floor space or any similar measure. The expression should be given its ordinary and natural meaning in the context of the particular circumstances. It will normally be quite clear that the business being operated at the premises is predominantly the sale and consumption of alcohol. Mixed businesses may be harder to pigeon hole and we would advise operators to consult with enforcement agencies where necessary about their respective interpretations of the activities taking place on the premises before any moves are taken which might lead to prosecution.

- 11.4** The Borough Council will support all measures that protect children from harm but will not seek to limit the access of children to any premises unless it is necessary for the prevention of physical, moral or psychological harm to them.
- 11.5** Conditions requiring the admission of children to any premises cannot be justified and will not be attached to licences or certificates. Where no licensing restriction is necessary, this will remain a matter for the discretion of the individual licensee or club or person who has given a temporary event notice. Venue operators seeking premises licences and club premises certificates may also volunteer such prohibitions and restrictions in their operating schedules because their own risk assessments have determined that the presence of children is undesirable or inappropriate. Where no relevant representations are made, these volunteered prohibitions and restrictions will become conditions attaching to the licence or certificate and will be enforceable as such. No other conditions concerning the presence of children on premises will be imposed by the Borough Council in these circumstances.
- 11.6** The Borough Council recognises the Norfolk Safeguarding Children Partnership as the lead responsible authority in relation to the protection of children from harm.

12.0 Children and Cinemas

- 12.1** In the case of premises giving film exhibitions, the Borough Council will expect licensees or clubs to include in their operating schedules arrangements for restricting children from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification or if not classified by the BBFC in accordance with any recommendations made by the Borough Council of King's Lynn & West Norfolk.

13.0 Cultural Activities

- 13.1** The Borough Council recognises the need to encourage and promote a broad range of entertainment for the wider cultural benefit of communities. A natural concern to prevent disturbance in neighbourhoods will always be carefully balanced with these wider cultural benefits. In determining what conditions should be attached to licence and certificates as a matter of necessity for the promotion of the licensing objectives, the Borough Council is aware of the need to avoid measures which deter regulated entertainment by imposing indirect costs of a disproportionate nature.

14.0 Planning & Building Control

- 14.1** Planning, Building Control and licensing are separated and consider different (albeit related) matters. For instance, licensing considers public nuisance whereas planning considers amenity. As such licensing applications will not be a re-run of the planning application and will not cut across decisions taken by the planning committee or following appeals against decisions taken by that committee. Licensing Committees are not bound by decisions made by a planning committee, and vice versa.

- 14.2** Applications for premises licences should normally be from businesses with planning consent for the property concerned. However, applications for licences may be made before any relevant planning permission is sought or granted by the planning authority.
- 14.3** The granting by the licensing committee of any variation of a licence which involves a material alteration to a building would not relieve the applicant of the need to apply for planning permission or building control where appropriate.
- 14.4** There may be circumstances when as a condition of planning permission a terminal hour has been set for the use of premises for commercial purposes. Where these hours are different to licensing hours, the applicant must observe the earlier closing time. Premises operating in breach of their planning permission could be liable to enforcement action under planning laws.

15.0 Promotion of Equality

~~15.1 The Borough Council recognise that the Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; to advance equality of opportunity; and to foster good relations, between persons with different protected characteristics. The protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.~~

15.1 The Borough Council are committed to eliminating discrimination, harassment, and victimisation, whilst advancing equality of opportunity; and fostering good relations between individuals with different protected characteristics and those who do not share them. This commitment aligns with the public sector equality duty imposed by the Equality Act 2010. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, and sexual orientation

15.2 Information on the Borough Council's approach and compliance with the Equality Act 2010 can be found on the Borough Council's website. www.west-norfolk.gov.uk

16.0 Duplication

16.1 The Borough Council has a firm commitment to avoid duplication with other regulatory regimes so far as possible. For example, legislation governing health and safety at work and fire safety will place a range of general duties on the self-employed, employers and operators of venues both in respect of employees and of the general public when on the premises in question. Similarly, many aspects of fire safety will be covered by existing and future legislation. Conditions in respect of public safety will only be attached to premises licences and club premises certificates that are "necessary" for the promotion of that licensing objective and if already provided for in other legislation, they cannot be considered as necessary in the context of licensing law. Such regulations will not however always cover the unique circumstances that arise in connection with licensable activities, particularly regulated entertainment, at specific premises and tailored conditions may be necessary.

17.0 Conditions

- 17.1 The Borough Council will not impose conditions unless it has received a representation from a responsible authority, such as the police or an environmental health officer, or other persons, such as a local resident or local business, which is a relevant representation, or is offered in the applicant's Operating Schedule. Any conditions will be proportional and appropriate to achieve the licensing objectives.

18.0 Enforcement

- 18.1 The Borough Council recognises that most licence, certificate and notice holders seek to comply with the law. Notwithstanding, any enforcement action will take a graduated approach and in the first instance will include education and guidance in accordance with the Borough Council's Corporate Enforcement Policy:- Where holders of authorisations continue to flout the law or act irresponsibly then firm action, including prosecution will be taken.
- 18.2 The Borough Council has established an enforcement protocol which has been agreed with all seven Norfolk authorities, Norfolk Constabulary, Norfolk Fire Service, Customs & Excise and Trading Standards. This should provide for a more efficient deployment of staff and police officers who are commonly engaged in enforcing licensing law and the inspection of licensed premises".
- 18.3 In particular, these protocols should also provide for the targeting of agreed problem and high-risk premises, which require greater attention, while providing a lighter touch in respect of low risk premises, which are well run. The 2003 Act does not require inspections to take place save at the discretion of those charged with this role. The principle of risk assessment and targeting will prevail and inspections will not be taken routinely but if and when they are judged necessary. This should ensure that resources are more effectively concentrated on problem premises.

19.0 Temporary Event Notices

- 19.1 The Act requires that a minimum of 10-working days notice must be given for a standard temporary event notice and a minimum of 5-working days notice for a late temporary event notice. Section 193 of the Act defines "working day" as any day other than a Saturday, a Sunday, Christmas Day, Good Friday, or a day which is a bank holiday under the Banking and Financial Dealings Act 1971 in England and Wales. "Working days" notice means working days exclusive of the day on which the event is to start, and exclusive of the day on which the notice is given.
- 19.2 There is no discretion to relax either the 10-working days notice or the five-working days notice so the Borough Council encourage notice givers to provide the earliest possible notice within 12 months of events likely to take place. The maximum notice of 12 months should enable the Norfolk Constabulary and the Borough Council's Community Safety team to make a sensible assessment as notices made too far in advance could lead to objections that could be otherwise avoided.

20.0 Personal Licences

- 20.1** An application for a personal licence and 'disclosure of convictions & declaration' form should be dated by the applicant within one calendar month of the application being received by the Borough Council. This is to ensure that the information on the application is as current as the basic disclosure.

21.0 Premises Licence/Club Premises Certificate Applications

- 21.1** Applications for the grant or variation of a premises licence or club premises certificate should be accompanied by two sets of plans (or a digital version), one of which will be ~~endorsed and~~ issued with the premises licence/club premises certificate.
- 21.2** Where applications have to be advertised, licensing officers will routinely check that public notices are displayed at the premises and in a local newspaper as part of the application validation process.
- 21.3** The Borough Council is required under the Act to suspend premises licenses and club premises certificates where the annual fee has not been paid. The Borough Council will invoice each licence holder/club when the annual fee is due setting out the fee that is due. Where the fee has not been paid or there has been no claim of administrative error, the Borough Council will serve a notice to suspend the licence.

22.0 Responsible Authorities and Other Persons

- 22.1** Responsible authorities are public bodies that are statutory consultees that must be notified of licensing applications.
- 22.2** When dealing with licensing applications for premises licences and club premises certificates the Borough Council is obliged to consider representations from two categories of persons, referred to as 'responsible authorities' and 'other persons'. This allows for a broad range of comment to be received both for and against licensing applications.
- 22.3** The Borough Council has carefully considered its role as the Licensing Authority as a Responsible Authority under the Act. It will achieve a separation of responsibilities through procedures and approved delegations within the authority to ensure procedural fairness and eliminate conflicts of interest. A separation is achieved by allocating distinct functions (i.e. those of Licensing Authority and Responsible Authority) to different officers within the licensing team. The Borough Council does not expect to act as a Responsible Authority on behalf of third parties but accepts that there may be exceptional circumstances where this approach may be required.
- 22.4** The contact details of all the Responsible Authorities under the Act are attached to this Statement of Licensing Police as Annex B.

23.0 Administration, Exercise & Delegation of Functions

- 23.1** The Borough Council appreciates the need to provide a speedy, efficient and cost-effective service to all parties involved in the licensing process. The Borough Council will delegate certain decisions and functions and has appointed officers and established sub-committees to deal with them.
- 23.2** Where under the provisions of the Act, there are no relevant representations on an application for the grant of a premises licence or club premises certificate or police objection to an application for a personal licence or to an activity taking place under the authority of a temporary event notice, these matters will be dealt with by officers to speed matters through the system. The Borough Council accepts the Secretary of State's recommendation and delegation will be achieved as set out at Annex BC.
- 23.3** Regulation 24 of the Licensing Act 2003 (Hearings) Regulations requires the Borough Council to give all parties at licensing hearings an equal maximum period of time to present their case. For the purpose of this regulation it is the Borough Council's policy that a maximum of 15 minutes will be allowed.
- 23.4** Copies of applications and letters of representation will be included within the Licensing Manager's report and distributed prior to hearings before a Licensing Sub-Committee. Applicants, responsible authorities and other persons wishing to present additional evidence in support of their application/representation should do so at least 3-working days before the hearing starts. Failure to do so may result in the Licensing Sub-Committee disregarding this additional evidence.

24.0 Other Relevant Matters

- 24.1** Adult entertainment. The Licensing Authority has adopted Schedule 4 of the Local Government (Miscellaneous Provisions) Act 1982 and premises offering regular entertainment of a sexual nature must be licensed as a sex establishment under those provisions. The Borough Council acknowledges that there is an exemption which allows sexual entertainment to be provided at premises licensed under the Licensing Act 2003, as long as it is provided on no more than 11 occasions within 12 months and with at least 1 month between each occasion. Premises using this exemption should ensure that procedures are in place to exclude children when entertainment of this nature is offered.
- 24.2** Gaming machines in licensed premises - Automatic entitlement. There is provision in the Gambling Act 2005 (GA2005) for premises licensed to sell alcohol for consumption on the premises to automatically have two gaming machines of category C and/or D.
- 24.3** Gaming Machine Permit – If a premises wishes to have more than 2 machines of categories C and/or D, then it needs to apply for a permit and the Borough Council will consider that application based upon the licensing objectives, any guidance issued by the Gambling Commission under section 25 of the Act, and such matters as licensing officers consider relevant.

24.4 Exempt Gaming. Premises licensed under the Licensing Act 2003 may offer gaming such as poker and bingo provided the stakes and prizes do not exceed permitted levels. Details of these limits are available from the Borough Council or the Gambling Commission.

24.5 Data Protection. The Licensing Authority also recognises its responsibilities under the Data Protection Act 2018, and the General Data Protection Regulations (GDPR) when it comes to handling and storing personal data, and has created a data retention and sharing policy which can be found on the Borough Council's website. www.west-norfolk.gov.uk

25.0 Further Advice

25.1 Information and advice on all aspects of licensing can be obtained by either:

- Visiting the website on www.west-norfolk.gov.uk, or
- Telephoning the Borough Council's Information Centre on (01553) 616200, or
- By email to EhLicensing@west-norfolk.gov.uk or
- By writing to:
Environment & Planning – Legal
Services & Licensing - Licensing
King's Court
Chapel Street
King's Lynn
PE30 1EX
- In person at King's Court

25.2 The Licensing Act 2003 and Guidance issued under Section 182 can be viewed on the Home Office website at <http://www.homeoffice.gov.uk/>

The Portman Group Code of Practice

The Portman Group operates, on behalf of the alcohol industry, a Code of Practice on the Naming, Packaging and Promotion of Alcoholic Drinks. The Code seeks to ensure that drinks are packaged and promoted in a socially responsible manner and only to those who are 18 years old or over. Complaints about products under the Code are considered by an Independent Complaints Panel and the Panel's decisions are published on the Portman Group's website (www.portman-group.org.uk), in the trade press and in an annual report. If a product's packaging or point-of-sale advertising is found to be in a breach of the Code, the Portman Group may issue a Retailer Alert Bulletin to notify retailers of the decision and ask them not to replenish stocks of any such product or to display such point-of-sale material, until the decision has been complied with. The Code is an important weapon in protecting children from harm because it addresses the naming, marketing and promotion of alcohol products sold in licensed premises in a manner, which may appeal to or attract minors. The Borough Council commends the Code.

Responsible Authorities

The Licensing Authority:

Licensing
Borough Council of King's Lynn & West
Norfolk
King's Court
Chapel Street
King's Lynn
PE30 1EX

Tel: 01553 616200
E-mail: EHLicensing@west-norfolk.gov.uk

Norfolk Trading Standards:

Consumer Operations Manager
Norfolk County Council Trading Standards
County Hall
Martineau Lane
Norwich
NR1 2UG

Tel: 0344 800 8020
Email: trading.standards@norfolk.gov.uk

The Chief Officer of Police:

Norfolk Constabulary Licensing Team
Bethel Street
Norwich
Norfolk
NR2 1NN

Tel: 01603 275729
Email: licensingteam@norfolk.pnn.police.uk

The Fire Authority:

Fire Safety Office
Norfolk Fire Service – Western Area
Kilhams Way
King's Lynn
Norfolk
PE30 2HY

Tel: 01603 812261
Email: westernfs@norfolk.gov.uk

Planning Authority:

Development Services
Borough Council of King's Lynn & West
Norfolk
King's Court
Chapel Street
King's Lynn
PE30 1EX

Tel: _____ 01
553 616200
Email: borough.planning@west-norfolk.gov.uk

Environmental Health:

Health & Safety
Borough Council of King's Lynn & West Norfolk
King's Court
Chapel Street
King's Lynn
PE30 1EX

Tel: _____ 01553
616200
Email: eh.admin@west-norfolk.gov.uk

Norfolk Safeguarding Children
Partnership:

Room 60
Lower Ground Floor
County Hall
Martineau Lane
Norwich
NR1 2UG

Environmental Health:

Community Safety & Neighbourhood Nuisance
Borough Council of King's Lynn & West Norfolk
King's Court
Chapel Street
King's Lynn
PE30 1EX

<u>Tel: 0344 800 8020</u> <u>Email: nscb@norfolk.gov.uk</u>	<u>Tel: 01553 616200</u> <u>Email: csnn@west-norfolk.gov.uk</u>
<u>Public Health Director:</u> <u>Norfolk County Council</u> <u>County Hall</u> <u>Martineau Lane</u> <u>Norwich</u> <u>NR1 2UG</u> <u>Tel: 0344 800 8020</u> <u>Email: licensingapplications@norfolk.gov.uk</u>	<u>Home Office Immigration Enforcement:</u> <u>Alcohol Licensing Team</u> <u>Home Office</u> <u>Lunar House</u> <u>40 Wellesley Road</u> <u>Croydon</u> <u>CR9 2BY</u> <u>Tel: 0300 123 7000</u> <u>Email: IE.licensing.applications@homeoffice.gov.uk</u>

Table of Delegations of Licensing Functions

Matter to be Dealt With	Licensing Sub-Committee	Officers
Application for personal licence	If a police or <u>immigration enforcement</u> objection	If no objection made
Application for personal licence,-with unspent convictions	All cases <u>If a police objection</u>	<u>If no objection made</u>
Application for premises licence/club premises certificate	If a relevant representation made	If no relevant representation made
Application for provisional statement	If a relevant representation made	If no relevant representation made
Application to vary premises licence/club registration Certificate	If a relevant representation made	If no relevant representation made
Application to vary designated premises supervisor	If a police objection	All other cases
Request to be removed as designated premises supervisor		All cases
Application for transfer of premises licence	If a police objection	All other cases
Application for Interim Authorities	If a police objection	All other cases
Application to review premises licence/club premises Certificate	All cases	
Decision on whether a complaint is irrelevant, frivolous, vexatious, etc		All cases
Decision to object when local authority is a consultee and not the lead authority	All cases	
Determination of an objection to a temporary event notice	All cases	
Minor Variation to a Premises License / Club Premises Certificate		All cases
Determination of application to vary premises licence at community premises to include alternative licence condition	If police objection	All other cases

Borough Council of King's Lynn & West Norfolk –
Licensing Act 2003 – Statement of Licensing Policy –~~2020~~

Matter to be Dealt With	Licensing Sub-Committee	Officers
Decision whether to consult other responsible authorities on minor variation application.		All Cases
Determination of minor variation application		All cases

Summary of Consultation Responses Received between 2nd June 2025 and 31st August 2025

Date/Consultee	Comment Received
2 nd June 2025 Janice Campbell (Personal Licence Holder)	<i>'Thank you for including me in the consultation document. I have read it through and understand the reasoning for the amendments and support them all. The only comment I have is the need to include 'terrorism' safeguards...shows how we are all having to adapt to this ever-changing and uncertain World!'</i>
3 rd June 2025 Mr Paul Byatt Licensed Inn-Tuition	<i>'Having read the proposed changes to the policy I can confirm that I am in agreement with the policy changes.'</i>
11 th June 2025 South Wootton Parish Council	<i>'The Parish council have now had the opportunity to read the document and are happy to support the proposed changes.'</i>
24 th June 2025 Dersingham Parish Council	<i>'No objection'.</i>

REPORT TO CABINET

Open		Would any decisions proposed:			
Any especially affected Wards	Mandatory	Be entirely within Cabinet's powers to decide NO			
		Need to be recommendations to Council YES			
		Is it a Key Decision YES			
Lead Member: E-mail: Cllr Chris Morley Cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted: Leader and Cabinet - Briefing 30 July 2025			
		Other Members consulted: Corporate Performance Panel			
Lead Officer: Jo Stanton, Revenues and Benefits Manager E-mail: joanne.stanton@west-norfolk.gov.uk Direct Dial:01553 616349		Other Officers consulted: Carl Holland, Assistant Director, Resources and S151 Officer			
Financial Implications YES	Policy/ Personnel Implications NO	Statutory Implications YES	Equal Impact Assessment YES If YES: Pre-screening only	Risk Management Implications YES	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s) N/A					

Date of meeting: 11 November 2025

COUNCIL TAX SUPPORT: FINAL SCHEME FOR WORKING AGE PEOPLE FOR 2026/2027**Summary**

Our Council Tax Support (CTS) scheme reduces the council tax bills of eligible working age people on low incomes. We are free to decide the rules for our own CTS schemes for working age people in our area, taking into account certain government requirements. There are national regulations for a CTS Scheme for customers who have reached pension age. **This report only refers to our CTS Scheme for working age people.**

Our CTS Scheme is reviewed annually and the rules can only be amended from the start of a financial year. The proposed 2026/2027 CTS scheme is a continuation of the 2025/2026 scheme, with minor updates to reflect wider welfare reform changes. The scheme has also been amended to increase the time a new claim can be backdated from one month to three months in line with the rules for Pension Age claims.

The draft CTS Scheme was open to public consultation from 15 August 2025 to 22 September 2025. 16 responses were received and the results are summarised at section 4 and Appendix C. No further changes are proposed to the draft scheme following the consultation.

Recommendation

Cabinet is asked to note the consultation responses and to recommend to Council that the draft CTS scheme for 2026/2027 is implemented as the final working age CTS Scheme for 2026/2027. This must be agreed by full Council by 31 January 2026 ready for the start of the financial year on 1 April 2026.

Reason for Decision

To ensure a CTS scheme for working age people for 2026/2027 is agreed by full Council by the deadline of 31 January 2026.

1. Introduction

- 1.1. We have a scheme known as Council Tax Support (CTS) to help working age people on low incomes with the cost of their council tax bills. There are national regulations for the CTS Scheme for customers who have reached pension age.
- 1.2. The CTS regulations¹ require us to decide our own CTS scheme for working age people which we must review and agree each financial year, taking into account the government's requirements to consider the impact on vulnerable groups and to incentivise work.
- 1.3. The CTS regulations set out the process we must follow when reviewing and agreeing our scheme². We must first consult with our major Preceptors (Norfolk County Council and the Police and Crime Commissioner), then decide a draft CTS scheme to go to public consultation. The final CTS scheme must then be agreed by full Council by March 2026, before the start of the new financial year, although for operational reasons a January 2026 deadline is imposed.
- 1.4. The draft CTS scheme for 2026/2027 was agreed by Cabinet Member Delegated Decision and the report is available here <https://democracy.west-norfolk.gov.uk/ieListDocuments.aspx?CId=379&MId=6844&Ver=4&Info=1> and has been open to public consultation between 15 August 2025 and 22 September 2025.
- 1.5. This report now covers the recommendations for the final CTS Scheme for working age people for 2026/2027.

2. Statutory Requirements

- 2.1. The final CTS Scheme for working age people for 2026/2027 will be considered by Council on 27 November 2025. The CTS Scheme forms part of the council's taxbase which the regulations³ state we must calculate and notify to the major preceptors by 31 January 2026. Agreeing the scheme in good time in November gives certainty to the budget setting process for 2026/2027.

3. Options Considered

- 3.1 Several options were considered for the draft 2026/2027 CTS scheme. However cost of living pressures are ongoing and households on lower incomes are still experiencing significant financial burdens. To provide ongoing stability and

¹ S13A(2) Local Government Finance Act 1992

² Schedule 1A 3(1) Local Government Finance Act 1992

³ S8 The Local Authorities (Calculation of Council Tax Base)(England) Regulations 2012

certainty for households on CTS the recommended final scheme is a continuation of the 2025/2026 CTS scheme for working age people. The limits for the amount of money and savings someone can have remain at the higher level, and the reductions for other adults in the household are in line with the national pension age scheme.

- 3.2 In addition the recommended 2026/2027 CTS scheme increases the amount of time a new claim can be backdated from one month to three months, in line with the Pension Age CTS scheme rules. This means we can start a claim earlier than the claim date if someone shows a good reason for not claiming before, further helping people on low incomes including vulnerable groups.
- 3.3 Our scheme also protects vulnerable working age people by ensuring everyone has their CTS calculated using the same, more generous, rules as pension age people. We encourage people to take up work by allowing them to keep £10 more of their earnings than the national scheme before it affects their CTS. A summary of the scheme rules is at Appendix B.
- 3.4 The CTS Scheme rules will also continue to reflect any relevant welfare benefit changes made to the working age Housing Benefit scheme or Pension Age CTS scheme. For 2026/2027 these include disregarding (ignoring) payments from government compensation schemes, such as those for the Post Office, Grenfell Tower, and Infected Blood.
- 3.5 Our full set of Council Tax Support Regulations for working age people is available at: https://www.west-norfolk.gov.uk/info/20019/council_tax_support/610/council_tax_support_regulations. These will be amended to reflect the agreed recommendations and will form our final Council Tax Support Scheme for 2026/2027.

4. Consultation Process

- 4.1. The CTS regulations state we must select consult our Major Preceptors then select a draft CTS Scheme to go to public consultation.
- 4.2. Norfolk County Council and Norfolk's Police and Crime Commissioner were contacted for their views. Norfolk County Council has confirmed they are content with our proposals for the 2026/2027 CTS scheme. Norfolk Police has not responded.
- 4.3. The public consultation ran from 15 August 2025 to 22 September 2025. 16 surveys were completed; an increase compared to the 8 responses received for 2025/2026.
- 4.4. The full results of the survey, including all the comments, are included at Appendix C which should be read in conjunction with this section. The responses show the following:
 - 81% of people agree with our proposals, with 19% disagreeing,
 - There was broad support for allowing claims to be backdated for three months, with comments recognising this will help vulnerable people,
 - Some comments suggested changes to the pension age scheme, however this is outside the scope of our consultation on the working age scheme,
 - One person suggested increasing the limit for the amount of capital someone can have before it affects their CTS, whilst another wanted to reduce the limit, and

- One person disagreed with the CTS scheme as it meant they had to pay more council tax.
- 4.5. No changes are proposed to the final CTS scheme for 2026/2027, but modelling work to understand the implications of changing the capital limits will be completed before the 2027/2028 draft scheme is prepared.

5. Financial Implications of Proposal

- 5.1. CTS is treated as a council tax discount and the financial impact is shown as Band D equivalent properties as part of our annual taxbase calculation. This forms part of the council tax and budget setting process for 2026/2027.
- 5.2. The overall cost of both the working age and pension age CTS schemes is shared between the Preceptors in proportion to their shares of the council tax bill. Our share is 6.6%. This cost is accounted for in the Council Tax Base figure in our Financial Plan.
- 5.3. The actual amount of CTS awarded, and therefore the financial impact on our income, can be calculated by multiplying the number of Band D equivalent properties by the Band D council tax charge, either for the total charge to give the overall cost, or the preceptor's charge to give an individual cost.
- 5.4. The table below shows the estimated impact of the 2026/2027 CTS Scheme. The impact is based on the current figures as at 1 September 2025:

2025/2026 - Estimate for 2026/2027	Band D Council Tax		Estimated Budget Impact	2024/2025
Reduction in Band D Equivalent Properties 2025/2026			4,920.2	4,879.7
Norfolk County Council	£ 1,755.63	75.7%	£ 8,637,972	£ 8,159,371
Police and Crime Commissioner	£ 329.85	14.2%	£ 1,622,913	£ 1,541,493
Borough Council	£ 152.87	6.6%	£ 752,144	£ 723,999
Parish / Town Councils	£ 80.28	3.5%	£ 394,990	£ 386,959
Total	£ 2,318.63	100.0%	11,408,019	10,811,822

- 5.5. The estimated impact is in line with the projections within our Financial Plan. Whilst the CTS caseload has increased slightly we still have 782 more band D equivalent properties in the taxbase than we estimated due to:
- New properties being added to the council tax list (+305 band D equivalent properties),
 - The Second Home Premium (+596 Band D equivalent properties),
 - Changes in the CTS caseload (-119 band D equivalent properties)
- 5.6 The financial impact of allowing a longer time for backdating is only expected to be minimal. Therefore there is enough flexibility in the taxbase to cover the impact of continuing with the current CTS Scheme in 2026/2027.

6. Recommendation

- 6.1 **Cabinet notes the consultation responses and agrees to recommend to Council that the draft 2026/2027 CTS Scheme is implemented as the final CTS scheme for working age people for 2026/2027.**

7. Equal Opportunity Considerations

- 7.1 The Equality Impact Assessment Pre-Screening form is included at Appendix A. The CTS scheme continues to have positive equality impacts as it maintains the more generous CTS support for those in vulnerable groups and those with relevant

protected characteristics, whilst providing more help to customers not in vulnerable groups or covered by equality considerations.

8. Any other Implications/Risks

- 8.1 Failure to agree a CTS Scheme by 31 January 2026 means that we are unable to set our council taxbase and budget for 2026/2027. The recommendation is due to be considered by Council on 27 November 2025 which will allow certainty in the budget setting process.
- 8.2 The budget impact of the CTS scheme is based upon the household numbers described above which form the basis of the Financial Plan. The impact will be affected by the changing circumstances and demographic of our taxpayers; for example, household welfare, age mix and additional households entering our tax base.
- 8.3 The CTS scheme is based on an assessment of a household's income against an allowed amount. The cost-of-living crisis is not causing an increase in the CTS caseload as household incomes are generally stable or rising with higher wage and benefit increases. However, household expenditure is also increasing causing pressure on household budgets. Other support with these rising costs is being given by us (for example through the Household Support Fund), from government and from other organisations.
- 8.5 In the current economic climate, the risk assessment cannot be neutral, but it is considered that there is sufficient flexibility in our financial structure to withstand any adverse impact.
- 8.6 If the CTS caseload falls our taxbase and council tax income will increase, creating a surplus on the Collection Fund.
- 8.7 The impact of the CTS scheme is, and will continue to be, operationally reviewed monthly and reported to Members annually in October.

9. Corporate Priorities

- 9.1 The CTS Schemes supports the Corporate Priority to Support our Communities.

10. Personnel Implications

- 10.1. None

11. Environmental Considerations

- 11.1. None

12. Statutory Considerations


- 12.1. The regulations require us to agree a CTS Scheme for the 2026/2027 financial year by 11 March 2026, although in practice it has to be agreed by 31 January 2026 as it forms part of the council's taxbase and budget setting process.

13. Declarations of Interest / Dispensations Granted

13.1. None

14. Background Papers

14.2. None

Appendix A		Borough Council of King's Lynn & West Norfolk			
Pre-Screening Equality Impact Assessment					
Name of policy/service/function	Local Council Tax Support Scheme 2026/2027				
Is this a new or existing policy/service/function?	Continuation of an existing Policy				
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	Council Tax Support is a discount given to residents on a low income to help with the cost of their council tax bill. The council is free to agree its own local scheme for the discount for working age people.				
Question	Answer				
1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.		Positive	Negative	Neutral	Unsure
	Age	√			
	Disability	√			
	Gender			√	
	Gender Re-assignment			√	
	Marriage/civil partnership			√	
	Pregnancy & maternity			√	
	Race			√	
	Religion or belief			√	
	Sexual orientation			√	
	Other (eg low income)	√	√		
	Question	Answer	Comments		
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	Possibly	The CTS scheme is a means-tested discount. There may be a perception amongst people who do not qualify that they are at a disadvantage to those who do, as they cannot receive help and have to pay more council tax.			
3. Could this policy/service be perceived as impacting on communities differently?	No				
4. Is the policy/service specifically designed to tackle <u>evidence of disadvantage</u> or potential discrimination?	Yes	The CTS Scheme is designed to help people on low incomes or in receipt of certain welfare benefits with the cost of their council tax bill.			

<p>5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No	<p>Actions:</p>
<p>Actions agreed by EWG member:</p>		
<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: The CTS Scheme is designed to help working age local residents on low incomes with the cost of their council tax bill. The help is provided through a discount on their council tax bill. The existing CTS Scheme is being continued for 2026/2027 with the addition of extra time for a claim to be backdated, increasing the help available for those on low incomes. This means those already receiving help will see their CTS award stay at the higher amount. These impacts are all positive and will maintain the financial support given to residents.</p> <p>There is potential for people who do not meet the means-testing eligibility to feel they are at a disadvantage to people who qualify for support. They may have to pay a higher council tax bill, a very small part of which is to cover the cost of the CTS scheme. To mitigate this there are other discretionary financial assistance schemes available to help people with the cost of their council tax bill if they are experiencing financial hardship but do not qualify for CTS.</p> <p>Decision agreed by EWG member: <i>Louise Gayton</i></p>		
<p>Assessment completed by: Name</p>	<p>Jo Stanton</p>	
<p>Job title</p>	<p>Revenues and Benefits Manager</p>	
<p>Date</p>	<p>15 September 2025</p>	

Appendix B

Summary of the Working Age and Pension Age CTS Scheme rules

	National Pension Age CTS Scheme	Our Working Age CTS Scheme
Maximum Level of Support	100%	100%
Capital Limit	£16,000	£16,000
Weekly Deduction for a Non-Dependant:		
• Not working	£4.60	£4.60
• Weekly Earnings under £236	£4.60	£4.60
• Weekly Earnings between £236-£410	£9.40	£9.40
• Weekly Earnings between £410-£511	£11.80	£11.80
• Weekly Earnings above £511	£14.15	£14.15
• Any other not included above	£0	£0
Weekly Earnings Disregard:		
• Single	£5	£15
• Couple	£10	£20
• Disabled or Carer	£20	£30
• Lone Parent	£25	£35
Self-employed people – earnings used	Actual earnings	Actual earnings
Second Adult Rebate ⁴	Included	Included
Backdating of a new claim	3 months	3 months

The full set of Council Tax Support Regulations for Working Age people can be found at:

https://www.west-norfolk.gov.uk/info/20019/council_tax_support/610/council_tax_support_regulations



⁴ Certain people who do not qualify for CTS can receive a discount of up to 25% if they have a second adult living with them who is on a low income.

Appendix C – Consultation Survey and Responses

Summary of Consultation Survey Questions

No.	Question
1	Do you agree or disagree with our proposals for continuing with our working age CTS Scheme?
1a	What are your reasons for your answer?
2	Do you agree or disagree with our proposals to keep in line with other welfare changes and to allow claims to be backdated for longer?
3-5	Are there any other changes we should make to our CTS scheme? Please tell us what changes you think we should make and what you think the impact will be on both people receiving CTS and other council tax payers who are impacted by the financial effect of our CTS scheme.
3	The changes I would propose are:
4	The reasons for these changes are:
5	The impact on Council Tax Support recipients and wider council tax payers will be:
6-9	Equality Questions
6	What is your gender?
7	How old are you?
8	What is your Ethnic Group?
9	Do you have a long-term physical or mental illness, impairment or disability?

Appendix C: Responses to Survey Questions

1. Do you agree or disagree with our proposals for continuing with our working age CTS Scheme?				
Answer Choices			Response Percent	Response Total
1	Agree		81.25%	13
2	Disagree		18.75%	3
3	Don't know		0.00%	0
			answered	16
			skipped	0
What are the reasons for your answer? (10)				
1	18/08/2025 6:13 PM ID: 278534976	People who need support should get it when they are working and on a low income		
2	18/08/2025 9:42 PM ID: 278544419	Because it raises the now extortionate price of other tax payer's bills, to facilitate!		
3	19/08/2025 12:31 PM ID: 278570256	With high housing costs , Ctax is a v large bill for households on low incomes and budgets are constantly being squeezed by inflation.		
4	19/08/2025 2:44 PM ID: 278579907	This should be made wider to include people who are retired and on a fixed income		
5	22/08/2025 3:50 PM ID: 278791304	I reluctantly agree. I think the scheme is complicated and would not be understood by most potential claimants. Every exception and change introduced makes it that bit more complicated and more likely to make people give up applying. A simple, straightforward, scheme might not be so financially accurate but it would encourage more people to apply and get more support to more people who should be supported, even if a few people might be over supported.		
6	26/08/2025 10:23 AM ID: 278916748	The cost of living has gone up but for many working people their pay has not gone up in line with the increases they are experiencing		
7	26/08/2025 1:03 PM ID: 278933405	Other people have to make up the shortfall. I would like to see how the council can save costs and improve efficiency to fund any deductions.		
8	04/09/2025 5:36 PM ID: 279548052	<p>I agree with the proposals because they continue to provide support and make some sensible improvements, such as disregarding certain government payments and extending the backdating period.</p> <p>However, I am very concerned that the current savings rules within the scheme — particularly the £6,000 lower limit for capital — create a poverty trap. This discourages people on low incomes from saving for emergencies or future needs, because once their savings go over £6,000 their Council Tax Support begins to reduce. £6,000 is a very low threshold in today's economy given the cost of housing, utilities, and other essentials.</p> <p>This rule undermines efforts to promote financial resilience and responsible planning. Instead of helping people move towards independence, it can penalise them for making sensible financial decisions. I would urge the council to review this part of the scheme in future years — for example, by raising the threshold to a more realistic level, indexing it to inflation, or applying a less severe taper.</p>		
9	18/09/2025 4:30 PM ID: 280578964	I already pay 10% of my salary on council tax, and I am on a decent-ish wage, how people with lower incomes fare I do not know.		

1. Do you agree or disagree with our proposals for continuing with our working age CTS Scheme?

10	19/09/2025 8:19 AM ID: 280604823	The cost of living is so high, working people should be helped with costs
----	--	---

2. Do you agree or disagree with our proposals for the backdating changes?

Answer Choices			Response Percent	Response Total
1	Agree	<div></div>	87.50%	14
2	Disagree	<div></div>	12.50%	2
3	Don't know		0.00%	0
			answered	16
			skipped	0

What are the reasons for your answer? (10)

1	18/08/2025 6:13 PM ID: 278534976	People need to be aware of the support but should not be penalised if they are not aware
2	18/08/2025 9:42 PM ID: 278544419	As previous comments
3	19/08/2025 12:31 PM ID: 278570256	When struggling financially or with ill health it is difficult to know where to access help so it gives help when needed More frequent checks on
4	19/08/2025 2:44 PM ID: 278579907	A lot of people are struggling, as above it should be widened to include retired people who are married/co-habiting and do not qualify for the rate reduction. Many people have retired early but are still ineligible for their state pension which has risen to 67 but still feel unable to work.
5	22/08/2025 3:50 PM ID: 278791304	It's sensible
6	26/08/2025 10:23 AM ID: 278916748	So many people don't realise they have to apply separately to Universal Credit and end up with council tax arrears that they can't pay
7	26/08/2025 1:03 PM ID: 278933405	As above. Everyone should work and contribute equally
8	04/09/2025 5:36 PM ID: 279548052	<p>I agree with this proposal. Extending backdating to three months is fairer and brings the scheme into line with the pension-age scheme. It will help people who may not realise immediately that they are eligible — for example due to illness, caring responsibilities, or language barriers — and it should reduce council tax arrears, which is positive both for households and for the council.</p> <p>While I strongly welcome this improvement, I would also urge the council to look at wider issues in future reviews, particularly the £6,000 savings threshold, which discourages people from building financial resilience.</p>
9	18/09/2025 4:30 PM ID: 280578964	Sometimes people have bigger things to deal with than remembering every single little thing that needs to be done/forwarded. Also vulnerable people may not be able to do this themselves and are reliant on others to support, which may not necessarily be in a timely fashion.

2. Do you agree or disagree with our proposals for the backdating changes?

10	19/09/2025 8:19 AM ID: 280604823	It should be the same as for other claims
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3. The changes I would propose are:

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	16
1	18/08/2025 4:53 PM ID: 278530693	Single parents?		
2	18/08/2025 6:13 PM ID: 278534976	Same as what the council are considering now supporting people in need		
3	18/08/2025 7:11 PM ID: 278538846	N/a		
4	18/08/2025 9:42 PM ID: 278544419	I believe the sceme should be removed, due to your extortionate level of tax demanded.		
5	19/08/2025 12:31 PM ID: 278570256	More frequent checks on pension credit households and those in receipt of passported benefits		
6	19/08/2025 1:47 PM ID: 278575508	No		
7	19/08/2025 2:44 PM ID: 278579907	Widening to include people who are on low incomes but not working. As it stands it is discriminatory		
8	19/08/2025 4:31 PM ID: 278588419	The amount of capital one could have should be reduced		
9	22/08/2025 3:50 PM ID: 278791304	As already mentioned: make it simpler.		
10	26/08/2025 10:23 AM ID: 278916748	Where somebody can provide evidence they are on benefits and should have been in receipt of CS, we should be able to backdate the CTS much further where they have outstanding Ctax arrears that they cannot pay		
11	26/08/2025 1:03 PM ID: 278933405	No		
12	29/08/2025 1:41 PM ID: 279165324	N/A		
13	04/09/2025 5:36 PM ID: 279548052	I would propose reviewing and increasing the current £6,000 lower savings threshold for Council Tax Support, and reconsidering the way capital between £6,000 and £16,000 is treated. A more realistic savings limit would help remove the "poverty trap" effect where people are penalised for building modest financial reserves. The threshold should also be reviewed regularly and adjusted in line with inflation and the rising cost of living.		

3. The changes I would propose are:

14	18/09/2025 2:26 PM ID: 280569058	-	
15	18/09/2025 4:30 PM ID: 280578964	People in the very biggest houses and poshest areas, can afford to pay more, and depending on their income they should, however the richest people only pay marginally more than the poorest people. A complete review is needed.	
16	19/09/2025 8:19 AM ID: 280604823	Not sure, sorry	
		answered	16
		skipped	0

4. The reasons for these changes are:

Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	16
1	18/08/2025 4:53 PM ID: 278530693	Single parents have to struggle even on reasonably paid jobs		
2	18/08/2025 6:13 PM ID: 278534976	Low income earners need support on for most people crippling cost to them of council tax		
3	18/08/2025 7:11 PM ID: 278538846	N/a		
4	18/08/2025 9:42 PM ID: 278544419	Remove, for the aforementioned reason.		
5	19/08/2025 12:31 PM ID: 278570256	To cut down on fraud and over payments		
6	19/08/2025 1:47 PM ID: 278575508	None		
7	19/08/2025 2:44 PM ID: 278579907	as above		
8	19/08/2025 4:31 PM ID: 278588419	It is currently quite high. If you can save that amount of money you should be able to pay your council tax		
9	22/08/2025 3:50 PM ID: 278791304	If it's simpler, more people will apply and so more people will be supported.		
10	26/08/2025 10:23 AM ID: 278916748	There are hundreds of people with ctax arrears that they cannot pay that they should not have been liable for, had they applied for CTS correctly. This takes up resources attempting to recover these debts and also puts undue stress on people when they have no ability to pay the arrears as they're already living in poverty/struggling to get by		
11	26/08/2025 1:03 PM ID: 278933405	N/a		

4. The reasons for these changes are:

12	29/08/2025 1:41 PM ID: 279165324	N/A	
13	04/09/2025 5:36 PM ID: 279548052	<p>The present £6,000 threshold is far too low in today's economy. It actively discourages low-income households from saving, because once their savings go above that amount, their entitlement to support reduces. This creates a poverty trap: people who make responsible financial decisions to save for emergencies (such as a car repair, a rental deposit, or replacing essential household items) find themselves worse off as a result.</p> <p>This is counter-productive for both individuals and the wider community. Instead of supporting financial resilience, the current rule pushes people to spend down savings quickly in order to maintain support. It runs against the broader policy aim of encouraging independence and stability.</p>	
14	18/09/2025 2:26 PM ID: 280569058	-	
15	18/09/2025 4:30 PM ID: 280578964	So that people who have more money can afford to pay more.	
16	19/09/2025 8:19 AM ID: 280604823	Not sure, sorry	
		answered	16
		skipped	0

5. The impact on Council Tax Support recipients and wider council tax payers will be:




Answer Choices			Response Percent	Response Total
1	Open-Ended Question		100.00%	16
1	18/08/2025 4:53 PM ID: 278530693	Little locally. Might impact county or unitary purse		
2	18/08/2025 6:13 PM ID: 278534976	Support people who need it not just single person support		
3	18/08/2025 7:11 PM ID: 278538846	N/a		
4	18/08/2025 9:42 PM ID: 278544419	Less tax.		
5	19/08/2025 12:31 PM ID: 278570256	hopefully to save money for all ctax payers		
6	19/08/2025 1:47 PM ID: 278575508	None		
7	19/08/2025 2:44 PM ID: 278579907	More money to cover essential bills and improved health outcomes		

5. The impact on Council Tax Support recipients and wider council tax payers will be:

8	19/08/2025 4:31 PM ID: 278588419	Less benefits being paid out and therefore not as much pressure on those not receiving benefits
9	22/08/2025 3:50 PM ID: 278791304	more support for those who need it.
10	26/08/2025 10:23 AM ID: 278916748	Free up resources to recover debts from other tax payers, reduce stress on residents and create a better relationship with people in the area
11	26/08/2025 1:03 PM ID: 278933405	I will have to pay more
12	29/08/2025 1:41 PM ID: 279165324	N/A
13	04/09/2025 5:36 PM ID: 279548052	<p>For recipients, raising the savings threshold or softening the taper would encourage financial responsibility, reduce stress, and help households build a small buffer against unexpected costs. This in turn can prevent crises, arrears, and longer-term reliance on support.</p> <p>For the council and wider taxpayers, the impact would be positive overall. Allowing people to save reduces vulnerability, supports long-term independence, and may reduce the demand for crisis interventions or arrears collection. While there may be some modest increase in short-term support costs, this is likely to be outweighed by the longer-term benefits of helping residents build financial stability and avoid falling deeper into hardship.</p>
14	18/09/2025 2:26 PM ID: 280569058	-
15	18/09/2025 4:30 PM ID: 280578964	Other peoples costs will go down.
16	19/09/2025 8:19 AM ID: 280604823	Not sure, sorry
		answered 16
		skipped 0

3. Page 3

6. Gender: What is your gender?

Answer Choices			Response Percent	Response Total
1	Female		62.50%	10
2	Male		25.00%	4
3	Non-binary		0.00%	0
4	Prefer to self-describe		0.00%	0
5	Prefer not to say		12.50%	2
			answered	16

6. Gender: What is your gender?

	skipped	0
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7. Age; How old are you?

Answer Choices			Response Percent	Response Total
1	Under 18		0.00%	0
2	18 - 24		0.00%	0
3	25 - 34	<div></div>	6.25%	1
4	35 - 44	<div></div>	31.25%	5
5	45 - 54	<div></div>	12.50%	2
6	55 - 64	<div></div>	25.00%	4
7	65 and over	<div></div>	12.50%	2
8	Prefer not to say	<div></div>	12.50%	2
			answered	16
			skipped	0

8. Ethnicity: What is your ethnic group

Answer Choices			Response Percent	Response Total
1	Asian or Asian British		0.00%	0
2	Black, Black British, Caribbean or African		0.00%	0
3	Mixed or Multiple		0.00%	0
4	White	<div></div>	81.25%	13
5	Other ethnic group		0.00%	0
6	Prefer not to say	<div></div>	18.75%	3
			answered	16
			skipped	0

9. Disability: Do you have a long-term physical or mental illness, impairment or disability?

Answer Choices			Response Percent	Response Total
1	Yes	<div></div>	25.00%	4
2	No	<div></div>	50.00%	8

9. Disability: Do you have a long-term physical or mental illness, impairment or disability?				
3	Prefer not to say	<div></div>	25.00%	4
			answered	16
			skipped	0

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 Michael De Whalley E-mail: cllr.michael.dewhalley@west-norfolk.gov.uk		Other Cabinet Members consulted: Cllr Jim Moriarty			
		Other Members consulted:			
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), Claire Wiggs (Senior Ecologist), Alex Fradley (Planning Policy Manager).			
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: 11th November 2025

ADOPTION OF NORFOLK LOCAL NATURE RECOVERY STRATEGY

Summary

The Norfolk Local Nature Recovery Strategy (LNRS) is part of a national strategy to restore and protecting nature across England. Preparation of a LNRS is a requirement of the Environment Act of 2021.

Recommendation

Cabinet Resolves:

To recommend adoption of the Norfolk Local Nature Recovery Strategy (LNRS) by the Council.

Recommendations to Full Council:

Adoption of the Norfolk Local Nature Recovery Strategy (LNRS).

Reason for Decision

To formally endorse and adopt the Norfolk Local Nature Recovery Strategy (LNRS) and fulfil the Borough Council's statutory obligations, in accordance with the Environment Act 2021 (Part 6).

1 Background

Preparation of the Local Nature Recovery Strategy (LNRS) is a requirement of the Environment Act 2021. Preparation of the Norfolk LNRS commenced during summer 2024 (preliminary work); led by the Norfolk & Suffolk Nature Recovery Partnership (NRP).

The preliminary work (evidence gathering) was followed by three consultation phases, allowing for supporting authorities (SAs), including the Borough Council, to comment on the LNRS document and mapping:

- Phase 1: 28-day pre-public consultation period (closed consultation for SAs only) – 15 January – 11 February 2025;
- Phase 2: Public consultation (open consultation) – 16 April – 11 June 2025; and
- Phase 3: 28 Pre-publication consultation period (closed consultation for SAs only) – 15 September – 13 October 2025.

The final version was published on the 31 October 2025 shortly after the close of the Phase 3 SA consultation.

The LNRS identifies priorities and actions for restoring and enhancing nature across Norfolk. The Norfolk & Suffolk NRP, consisting of representatives from Norfolk and Suffolk County Councils (“The Partnership”). The Partnership has led production of LNRSs for Norfolk and Suffolk, respectively. It has involved collaboration between the two County Councils, Borough and District Councils, who have been directly involved in preparation. It has also involved wider engagement with external partners such as landowners and farmers, conservation experts (e.g. Local Wildlife Trusts) and local communities. Although preparation of the LNRSs for Norfolk and Suffolk has been undertaken jointly through the Partnership, separate strategies have been produced for each County.

It is emphasised that the LNRS is about identifying opportunities for nature enhancement. It is not about prevention or restrictions, such as forcing or compelling landowners to make changes, blocking new developments or creating new nature reserves.

Section 40 of the Natural Environment and Rural Communities Act 2006 (as amended by the Environment Act 2021) places a duty on all public authorities who operate in England to consider how they can conserve and enhance biodiversity. In complying with this duty all public authorities must “have regard” to any relevant LNRS. The legislation specifies the form that the LNRS should take; i.e. these must:

- agree priorities for nature’s recovery;
- map the most valuable existing areas for nature; and
- map specific proposals for creating or improving habitat for nature and wider environmental goals.

The [August 2025 Public Consultation Report](#) highlights the overarching aims/goals of the Norfolk and Suffolk LNRs. These aim to expand, improve, and link natural areas, guiding the implementation of environmental priorities and funding like Biodiversity Net Gain (BNG).

The final version of the LNR went 'live' on 31 October 2025 alongside the Local Habitat Mapping Tool. Both are available to view here:

- Norfolk Local Nature Recovery Strategy and Local Habitat Mapping Tool [<https://www.norfolk.gov.uk/73317>]

2 Options Considered

No alternative options were considered. Preparation of the LNR is a statutory obligation under the Environment Act 2021.

3 Policy Implications

The Norfolk LNR will function as part of a national suite of 48 separate LNRs, forming part of a national drive to support the protection and enhancement of the natural environment. This focuses on highlighting and revitalising natural habitats across the County, including:

- mapping existing important natural areas;
- identifying key locations and opportunities for creating or enhancing habitats for maximum environmental benefit; and
- planning where and how to establish or connect habitats, benefiting both nature and people.

The LNR is about positive planning; i.e. identifying and supporting enhancement of the natural environment for priority habitats and species. It functions as a toolkit, supporting developers and landowners in identifying potential opportunities to achieve benefits for the natural environment; e.g. the LNR incentivises the delivery of the most significant habitat through a 15% multiplier for BNG through the statutory metric.

When adopted, the LNR will function as a key toolkit for informing both plan-making (e.g. preparation of the Local Plan, neighbourhood plans) and decision making (determining planning applications). It will operate as a live strategy, supporting local planning authorities in making policies and decisions that support conservation and enhancement of biodiversity and the natural environment, in line with the Council's Corporate Strategy priority to protect our environment and legal duties (Environment Act 2021).

4 Financial Implications

There are no current financial implications. The LNR is already funded through the Council's existing commitments to the Norfolk Coast Partnership and The Wash & North Norfolk Marine Partnership.

The LNRS will operate as a “living strategy”. It will consider future opportunities for nature and landscape recovery, habitat creation and community conservation. The supporting evidence base is extensive; the LNRS having been developed with reference to information gathered through a document review process which analysed approximately 300 published documents and studies. Costs have already been borne for this work.

The legislation (Environment Act 2021, paragraph 105) does not set a specific timeframe for undertaking future LNRS reviews, the current requirement being that these would need “*to be reviewed and republished from time to time by the responsible authority*” (paragraph 105(3)). Notwithstanding, expected changes to climate patterns may be unpredictable and the actions to support species should be adapted to the latest understanding of how species and habitats are also being affected by the changing climate when information and evidence is available. This could trigger a need to review the LNRS, which could have future cost implications.

Any future LNRS review would be likely led by the Norfolk and Suffolk Combined Authority, with partner supporting authorities (including the Borough Council and/ or future unitary authority for the west of Norfolk) making appropriate financial contributions.

5 Personnel Implications

There are no personnel implications.

6 Environmental Considerations

The LNRS is all about boosting and enhancing the natural environment (biodiversity, habitats and wildlife).

The 2025 consultation draft LNRS (p7) provides a definition for Nature Recovery. It is defined as: “*the creation and restoration of habitats and biodiversity for example wildlife-rich places, corridors and stepping-stones that help populations to recover, grow, move, thrive and adapt to a changing climate*”

The LNRS is fundamental to achieving this, so should deliver positive environmental outcomes.

7 Statutory Considerations

Preparation and adoption of the LNRS is a statutory obligation, under the Environment Act 2021 (Part 6).

The process for preparing the LNRS is directed by the Environment Act 2021. This requires a wide-reaching public consultation, which took place from 16 April – 11 June 2025. 655 responses were received, consisting of predominantly residents (approx. 75%), or landowners/ managers (approx.

20%). Consultation feedback has now been reviewed by the NRP and the summary report is attached as Appendix 1 to this report.

The next stages in the process are as follows:

- 15 September – 13 October 2025 (inclusive): final (statutory) consultation for Supporting Authorities (final checking of LNRS, prior to adoption)
- October/ November 2025: Norfolk County Council to approve and launch the LNRS
- 27 November 2025: proposed adoption of Norfolk LNRS by the full Council.

Consultation was led by Norfolk County Council, on behalf of the Norfolk & Suffolk NRP ([Local Nature Recovery Strategy Public Consultation – Norfolk County Council](#)).

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

The EIA Pre-Screening process has revealed no negative impacts arising from the LNRS. The completed Pre-Screening EIA form is attached.

9 Risk Management Implications

The LNRS is about fulfilling the Borough Council's statutory 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

- [Norfolk Local Nature Recovery Strategy](#)
- [Local Habitat Map](#)
- [Norfolk Local Nature Recovery Strategy – Public consultation report \(August 2025\)](#)

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	Norfolk Local Nature Recovery Strategy (LNRS)				
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>	New	X	Existing		
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	Supporting the protection and enhancement of the natural environment, through highlighting and revitalising natural habitats across the County, including: <ul style="list-style-type: none"> mapping existing important natural areas; identifying key locations and opportunities for creating or enhancing habitats for maximum environmental benefit; and planning where and how to establish or connect habitats, benefiting both nature and people. 				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	Consultation led by Norfolk County Council, on behalf of the Norfolk & Suffolk NRP. Stakeholders include supporting authorities (including the Borough Council), biodiversity experts, landowners and residents.				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p> <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:					

<p>The LNRS focuses upon the natural environment. Preparation of a LNRS is required by the Environment Act 2021 and provides a toolkit/ mechanism to identify opportunities to deliver Biodiversity Net Gain (BNG). This may have wider health and wellbeing benefits for all communities and groups.</p>		
Question	Answer	Comments
<p>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?</p>	<p>Yes/ No</p>	<p>The LNRS, if effectively used and implemented, should deliver health and wellbeing benefits for all.</p>
<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	<p>Yes/ No</p>	<p>The LNRS, if effectively used and implemented, should deliver health and wellbeing benefits for all.</p> <p>At a site-specific level, there could be a potential health and wellbeing benefits. However, these would depend on each site and what they could deliver (as some biodiversity sites may not be publicly accessible).</p>
<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</p>	<p>Yes/ No</p>	<p>Actions: n/a – No negative impacts identified</p>
		<p>Actions agreed by EWG member: N/A</p>
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member: Claire Dorgan</p>		
<p>5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>	<p>Yes/ No</p>	<p>Please provide brief summary: The LNRS is focused upon the natural environment, although it is noted that secondary benefits for people could be achieved, which would benefit all groups and communities.</p>
<p>Assessment completed by: Name</p>	<p>Michael Burton</p>	
<p>Job title</p>	<p>Principal Planner (Planning Policy)</p>	
<p>Date completed</p>	<p>20/08/2025</p>	

Reviewed by EWG member	Claire Dorgan	Date	31/10/2025
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✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy
corporate.policy@west-norfolk.gov.uk

Appendix 1: Norfolk's Local Nature Recovery Strategy – Public consultation report (August 2025)

Appendix 2: Norfolk Local Nature Recovery Strategy (October 2025)



Norfolk's

Local Nature Recovery Strategy

Public consultation report

August 2025

More nature ⁸⁰ for Norfolk

Summary

This report summarises the response to the public consultation on Norfolk's draft Local Nature Recovery Strategy (LNRS), which ran from 16th April until 11th June 2025.

Overall, a total of 655 responses to the public consultation were received. 288 online survey responses, 15 detailed stakeholder responses and 352 comments on the Local Habitat Map. The responses were analysed using a combination of artificial intelligence and manual approaches to identify key themes, which are presented in this report.

The survey responses reflected strong support for and engagement with both the draft strategy and the Local Habitat Map. The responses demonstrated a high level of local knowledge throughout. The public consultation has provided evidence that there is consensus with the draft LNRS:

- 78% agreed or strongly agreed that the purpose and aims of the Norfolk LNRS are clear
- 78% agreed or strongly agreed that the strategy explains what nature recovery could take place in each area
- 74% agreed or strongly agreed that the draft strategy was easy to understand
- 69% agreed or strongly agreed that the mapping was easy to understand, with 63% agreeing or strongly agreeing that the mapping was easy to use
- 92% agreed or somewhat agreed with the proposed priority habitats and recovery measures, with only 8% expressing disagreement
- 89% agreed or somewhat agreed with the identified priority species and associated recovery measures, and just 11% disagreed

10 key themes emerged around how the strategy could be improved and strengthened:

1. Document Accessibility and Length
2. Mapping, Data and Evidence
3. Nature Recovery Scope
4. Implementation, Monitoring and Governance
5. Development and Land Use Pressures
6. Environmental Pressures and Climate Change
7. Benefits and Co-Benefits of Nature Recovery
8. Social Engagement and Inclusion
9. Funding, Incentives and Feasibility
10. Habitats and Species

What is next?

Norfolk County Council, as the Responsible Authority, is working to action these responses as far as possible. These changes will be reflected in the final version of the strategy document and Local Habitat Map, demonstrating how the public consultation impacted the final document and supported the path to publication.

By integrating this feedback, we will ensure that Norfolk's LNRS is locally significant and geographically and ecologically relevant, reflecting the views and knowledge of Norfolk's population.

Contents

Contents	4
Glossary	5
1. What was consulted on?	6
1.1. Next steps – response to this consultation report	7
2. Consultation and engagement process	8
2.1. Consultation period overview	8
2.2. Engagement - Measures taken to promote the Norfolk LNRS Public Consultation	10
2.3. Gunning Principles	11
3. Analysis and Responsible Authority response to Public Consultation:	12
3.1. Approach to analysing Consultation Responses	12
3.2. General support	12
3.3. Online Public Consultation survey data	13
3.4. Common themes and responses	27
3.5. Comments out of scope	38
4. Revisions to the strategy	39
4.1. Overview of changes made to the strategy document	39
4.2. Overview of changes made to measures and actions	39
4.3. Overview of changes made to the mapping	39
4.4. Impact on overall strategy	40
5. Expected stages to publication	41
What's next?	41
6. Conclusion:	42
Appendices	43
Appendix 1 - Triage approaches	43
Appendix 2 – Norfolk & Suffolk Nature Recovery Partnership Steering Group	45
Appendix 3 - Norfolk Local Nature Recovery Strategy Public Consultation questions	46

Glossary

Key terms used:

- **ACB:** Areas that could become of importance for biodiversity
- **APIB:** Areas that are of importance for biodiversity
- **Defra:** Department for Environment, Food and Rural Affairs
- **eNGOs:** Environmental Non-Governmental Organisations e.g. Norfolk Wildlife Trust, Suffolk Wildlife Trust, RSPB, The National Trust
- **LHM:** Local Habitat Map
- **LNRS:** Local Nature Recovery Strategy
- **LRS:** Landscape Recovery Scheme
- **NE:** Natural England
- **NSNRP:** Norfolk and Suffolk Nature Recovery Partnership
- **PHI:** Priority Habitat Inventory
- **Pin:** A point shown on a map denoting a particular location or set of coordinates.
- **RA:** Responsible Authority
- **Steering Group:** Governance group within the process of LNRS development and the NSNRP
- **SSSI:** Site of Special Scientific Interest

1. What was consulted on?

The Norfolk Local Nature Recovery Strategy (LNRS) is designed to be part of the nationwide move to create the space and connectivity needed across our region for nature to thrive, recover and be resilient. It is a requirement of the Environment Act of 2021 and will be part of 48 planned strategies across England.

The LNRS for Norfolk has been produced by Norfolk County Council (NCC), acting as the Responsible Authority. NCC is working in partnership via the [Norfolk and Suffolk Nature Recovery Partnership](#) (NSNRP), ensuring collaboration, engagement and continuity across the two counties.

The LNRS aims to identify opportunities and priorities for nature recovery at the local level. There are 4 key sections in Norfolk's Local Nature Recovery Strategy, in addition to the Local Habitat Map and Appendices. These are:

- **Part A: 'Strategy Area Description'**. This provides a description of the current state of nature, including a summary of the habitats found in Norfolk and the pressures they face.
- **Part B: 'Opportunities Identified'**. This sets out the opportunities to restore and enhance habitats in Norfolk. It focuses on practical actions which target key habitat types, address biodiversity loss and strengthen ecological resilience. This section also includes wider environmental co-benefits that could be realised through recovering nature.
- **Part C: Norfolk's 'Priority Habitats, Assemblages and Species'** outlines the practical actions identified for the habitats, species, and habitat-based species assemblages most in need of recovery.
- **Part D: 'Locations for Action'** that have been mapped onto the LNRS Local Habitat Map and which are based on the potential measures from the statement of biodiversity priorities. These locations for action are where the measures could have the greatest impact in terms of delivering Norfolk's nature recovery priorities.
- The **Local Habitat Map** displays:
 - **Areas of Particular Importance for Biodiversity (APIB)**: These are strictly defined in the statutory guidance to include only certain types of designated sites (SSSIs, National Nature Reserves, Local Nature Reserves, Local Wildlife Sites, Special Areas of Conservation) and 'irreplaceable habitats', which includes ancient woodlands and ancient or veteran trees. Nature recovery actions ('potential measures') can be

mapped to all these areas except SSSIs, as these are expected to have legally binding suitable management plans.

- **Areas that Could Become of Particular Importance (ACB):** These are the identified highest priority target areas for taking nature recovery action ('potential measures') to maintain and enhance existing habitats and create new habitats where suitable.
- The **Appendices** provide an overview of:
 - the legislative background and analysis of related strategies and documents
 - the methods used for species and habitat priority generation
 - how the LNRS links to delivering wider environmental benefits
 - the methods used to create the mapping
 - the methods used during the engagement and consultation process to gather information and feedback
 - background on the Norfolk and Suffolk Nature Recovery Partnership (NSNRP)

The draft Local Habitat Map was shared as an interactive map that allowed people to view different component layers. The map included the core APIB layer of designated sites and irreplaceable habitats, as well as the proposed target areas for future nature recovery action. These were presented as a set of mapped layers for specific habitat restoration actions, referred to as 'potential measures'. Some 'potential measures' in the written Statement of Biodiversity Priorities are not mapped to locations. This is either because they are important across wide areas of the county, or because there is not yet sufficient spatial data to add them to the map. This included potential measures in urban areas.

1.1. Next steps – response to this consultation report

The remainder of this report provides an overview of the feedback received during the public consultation on the draft LNRS. Norfolk County Council will begin actioning changes to the strategy based on the consultation responses. The changes will be reviewed and signed off by the NSNRP Steering Group, which includes a range of local, regional, and national partners (see Appendix 2 for membership of this group). The findings of this report will be used to make changes to the draft map and documents to create a final version of the LNRS. Before the LNRS is finalised, Norfolk County Council will publish this report demonstrating changes made as a result of the consultation.

2. Consultation and engagement process

2.1. Consultation period overview

The online consultation ran for 56 days (from 16 April to 11 June 2025) and was hosted on Citizen Space. The consultation page held the draft strategy document and a link to the draft LNRS Local Habitat Map (LHM), which was hosted on ArcGIS. During the consultation, the page was viewed 4,513 times, and the draft LNRS strategy document was downloaded 1,137 times. The map was viewed 4,319 times. In total there were 655 responses to the public consultation.

People could engage with and respond to the consultation in three ways:

- **Online survey.** People could respond to a series of questions on the draft LNRS documents and LHM. Survey responses could be submitted online. The full list of questions asked is at Appendix 3.
- **Map.** Users were able to add location pins and directly comment on the online map (LHM).
- **Email.** In addition, users could submit attachments such as mapping data sets, and word document responses via the natural.norfolk@norfolk.gov.uk email address.

2.1.1. Online survey statistics

288 survey responses were received during the public consultation. 77% of these were from Norfolk residents and 19% were from landowners, land managers or farmers. In addition, the survey was completed by:

- 18 councillors
- 26 nature recovery organisations
- 31 local community groups
- 18 businesses
- 1 developer

There was a good distribution of responses from across Norfolk, see Figure 1 below:



Figure 1. Map of respondent locations from public consultation online survey. An additional 17 responses were from locations outside of Norfolk. Some responses had no plottable location.

2.1.2. Local Habitat Map (online map) statistics

During the public consultation period, Norfolk's Local Habitat Map had 4,319 views. There were 352 comments on the map. People were able to place 'feedback pins' on the map with their comments attached. People could select from four categories for each pin:

- General observation or comment (42 comments)
- I disagree with or dislike something in this area (140 comments)
- I support or like something in this area (42 comments)
- I would like to suggest an action to support biodiversity that isn't currently included on the map (128 comments)

Mapping comments were submitted from a wide range of stakeholders, including:

- 197 from farmers, landowners or land managers
- 86 from 'other'
- 43 from residents
- 11 from community groups
- 6 from local authorities.
- 5 from charities
- 3 from government bodies
- 1 from town or parish councils.

Comments were added to the mapping tool from people across all Norfolk districts, and from a district in Suffolk:

1. 116 comments in Breckland
2. 18 comments in Broadland
3. 10 comments in Great Yarmouth
4. 89 comments in King's Lynn and West Norfolk
5. 1 comment in Mid Suffolk
6. 48 comments in North Norfolk
7. 21 comments in Norwich
8. 49 comments in South Norfolk

2.1.3. Email responses

In addition, there were 15 detailed stakeholder submissions by email containing map comments, document comments and other information.

2.1.4. Local Habitat Map instructional guides

To help with the usability of Norfolk's Local Habitat Map (LHM), two interactive, instructional guides were provided. The first, 'Creating Norfolk's LHM' outlined the methods used to create the Local Nature Recovery Strategy (LNRS) mapping. The second, 'Navigating Norfolk's LHM', provided instruction on how to use the LNRS mapping. During the public consultation period there were:

- 154 views on 'Creating Norfolk's LHM'
- 885 views on 'Navigating Norfolk's LHM'.

2.2. Engagement - Measures taken to promote the Norfolk LNRS Public Consultation

Engagement was key to ensuring that the consultation reached as wide an audience as possible. This involved both digital and in-person engagement and reached over 8,205 people during the consultation period.

Social media was a key tool in reaching public audiences. In addition to posting on Norfolk County Council's own platform, a communications pack was shared with partners and supporting organisations encouraging them to share the consultation with their audiences. These included eNGOs, businesses and local authorities. Posts were also made in relevant local groups and forums.

Efforts were also made to promote the consultation in targeted e-newsletters and member bulletins reaching professional, agricultural and public audiences.

In person engagement focused on audiences that were likely to have an interest in nature recovery. Meetings were held with action-focused local community groups

and the consultation was additionally advertised at high footfall, environmentally focused events including Open Farm Sunday and Earth Day celebrations. To ensure the consultation was reaching younger people, a presentation was given to representatives of the Norfolk Youth parliament.

Posters were displayed across Norfolk, in libraries and in spaces frequented by visitors including nature reserves and camping sites.

Recognising the importance of land managers' and farmers' input, Norfolk County Council worked with the Norfolk and East branches of the National Farmers Union to present and promote the consultation to their members. In addition, engagement with Farm Cluster groups via in person meetings or online briefings was integral to promoting awareness of the LNRS and the consultation.

2.3. Gunning Principles

The LNRS public consultation sought to follow the Gunning Principles, guidelines to ensure public consultations in the UK are conducted fairly and transparently. First established in the 1985 case *R v London Borough of Brent ex parte Gunning*, these principles require that:

1. Consultation must occur while proposals are still at a formative stage.
2. Sufficient information must be provided to allow for intelligent consideration and response.
3. Adequate time must be given for consultees to respond.
4. The decision-makers must conscientiously take consultation responses into account before making a final decision.

The Norfolk LNRS Public Consultation met these principles as:

1. The consultation took place when the draft LNRS was at a formative stage and feedback could help shape the final strategy.
2. The full draft strategy and Local Habitat Map were provided, along with a guide and explanation of the mapping methodology.
3. The public consultation ran for 8 weeks, which was above the minimum recommended 6-week period.
4. This report identifies how the consultation responses have been considered when writing the final Norfolk LNRS.

3. Analysis and Responsible Authority response to Public Consultation:

3.1. Approach to analysing Consultation Responses

The LNRS public consultation closed on 11th June 2025.

- Questions and comments received through the consultation and by email were assessed and triaged following the process outlined in Appendix 1.
- Where possible, the responses were grouped into themes, and an answer has been provided in thematic summary below.
- All comments and proposed amendments to the map were assessed individually.
- Inclusion of suggested changes to the mapping followed an assessment via the triage process outlined in Appendix 1.

3.2. General support

Data from the survey and online map indicate that the draft LNRS is broadly meeting the expectations of a wide range of stakeholders (including eNGOs, local experts, farmers, landowners and land managers, the public and government bodies). The public consultation has given us evidence that there is consensus with the draft LNRS:

- 78% agreed or strongly agreed that the purpose and aims of the Norfolk LNRS are clear
- 78% agreed or strongly agreed that the strategy explains what nature recovery could take place in each area
- 74% agreed or strongly agreed that the draft strategy was easy to understand
- 69% agreed or strongly agreed that the mapping was easy to understand, with 63% agreeing or strongly agreeing that the mapping was easy to use
- 92% agreed or somewhat agreed with the proposed priority habitats and recovery measures, with only 8% expressing disagreement
- 89% agreed or somewhat agreed with the identified priority species and associated recovery measures, and just 11% disagreed

Local Habitat Map (LHM) responses from the online public consultation period:

- 128 (36%) responses suggested an action to support biodiversity
- 140 (40%) responses disagreed/disliked an area of the map
- 42 (12%) responses were a general observation/comment
- 42 (12%) responses supported/liked an area of the map

Some people found it difficult to engage with the LNRS map due to its complexity, and because the size of the data increased loading times on many devices. Creating

the two guides outlined in the previous section aimed to address this. In addition, further improvements were made to the process for adding feedback to the map, and a second simplified version of the mapping was provided, which offered better performance on a wider range of devices and connections.

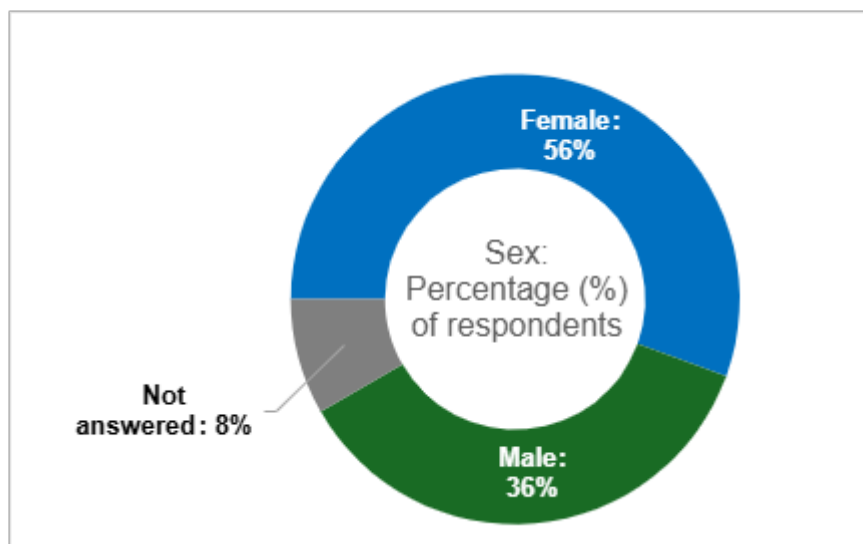
Further improvements to the mapping to make it more accessible will continue to be explored, including the development of a mapping 'toolkit' that will help users to interact with and understand the maps.

3.3. Online Public Consultation survey data:

The following sections provide an overview of the data submitted by respondents during the public consultation survey:

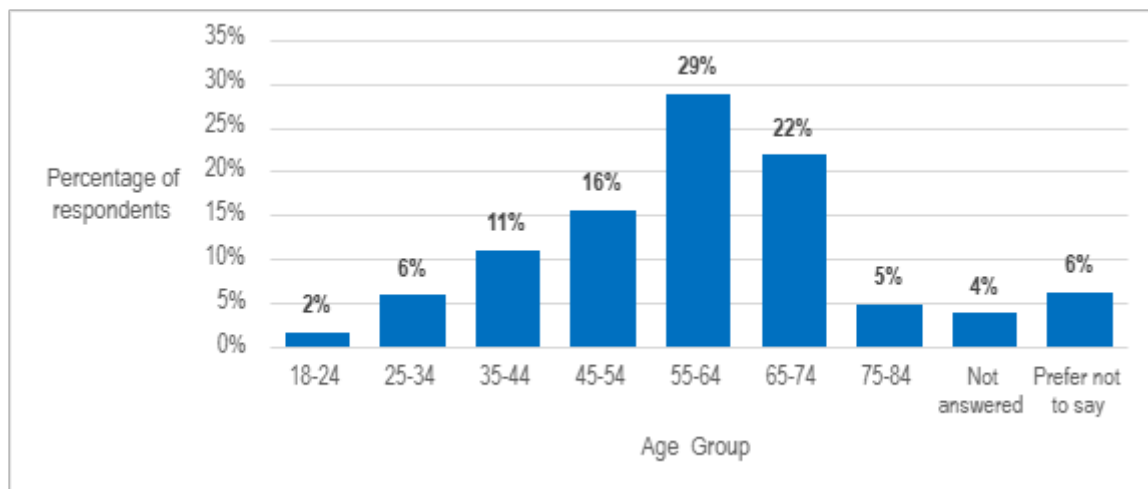
Who responded

Figure 2. Proportion of respondents by sex



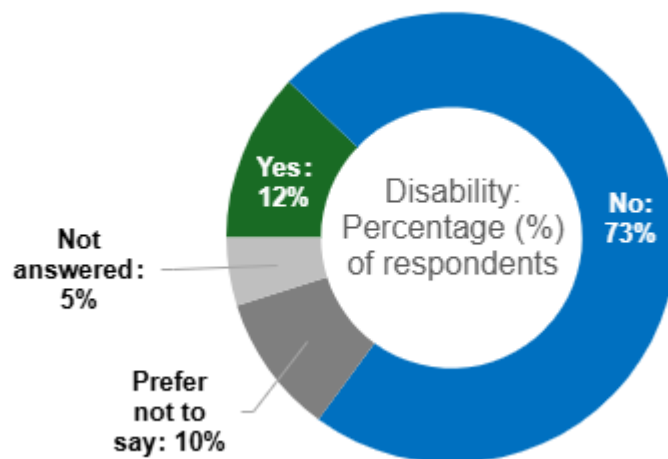
Over half of respondents were female which made up the majority, but it should be noted that this question was not mandatory and 8% of people did not respond.

Figure 3. Proportion of respondents by age group



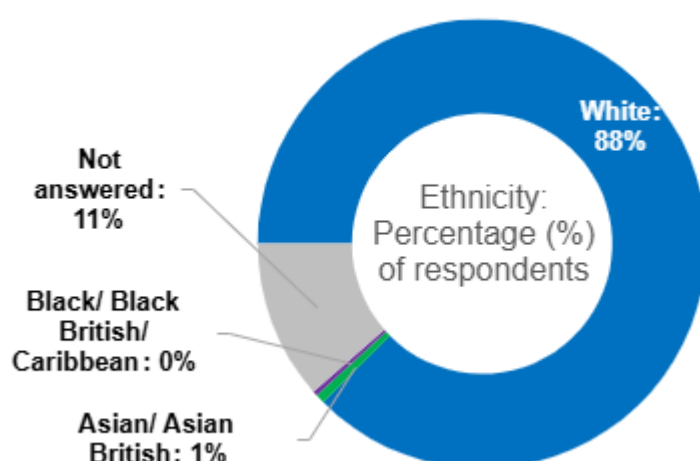
Adults of all ages took part in the consultation. Whilst around half of the respondents are aged between 55-74 years old, almost 10% of respondents were under 35. Around 10% of people chose not to disclose their age.

Figure 4. Proportion of respondents by disability status



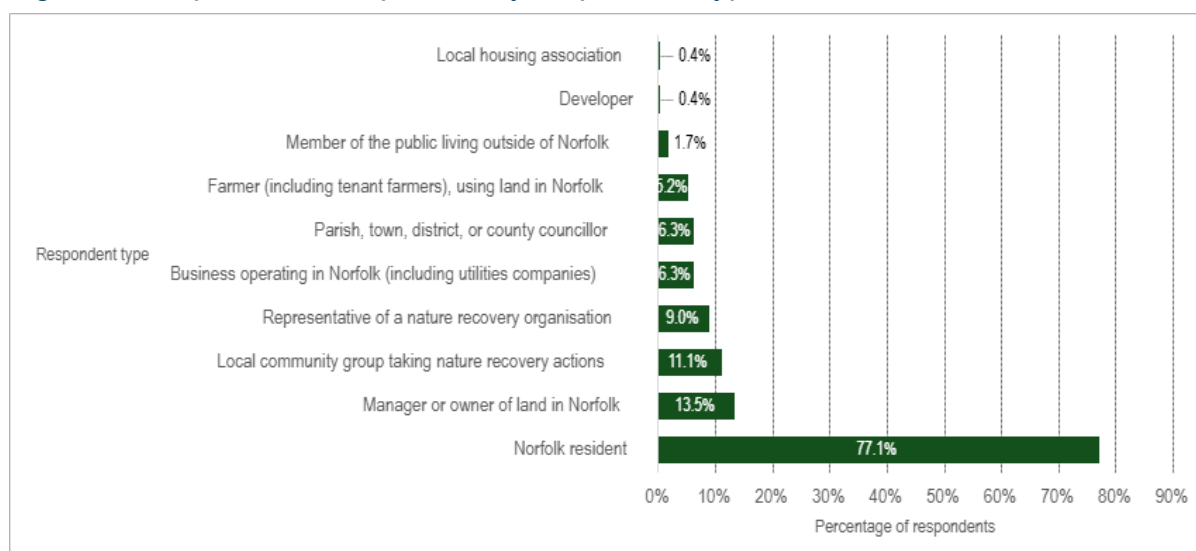
12% of respondents considered they have a disability, with a further 15% choosing not to answer

Figure 5. Proportion of respondents by ethnicity



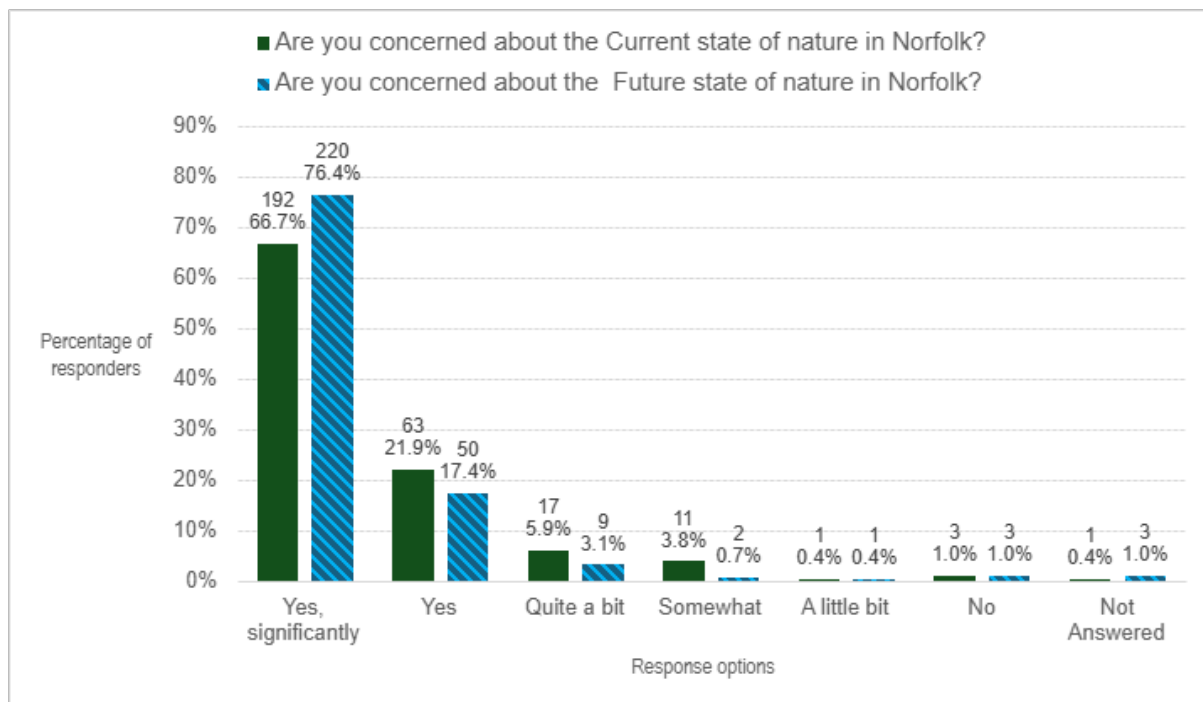
88% of respondents identified as White, with less than 1% of people identifying as Asian or Black. Over 10% of people chose not to answer.

Figure 6. Proportion of responses by respondent type



The survey asked people what they were responding as and they could choose more than one option. Almost 80% of respondents are Norfolk residents and almost 20% farm, own or manage land in Norfolk. Community groups taking nature recovery actions and people responding on behalf of a nature recovery organisation made up another 9% and 11% each. Councillors and local businesses were a further 6% each and less than 1% were developers and from local housing associations.

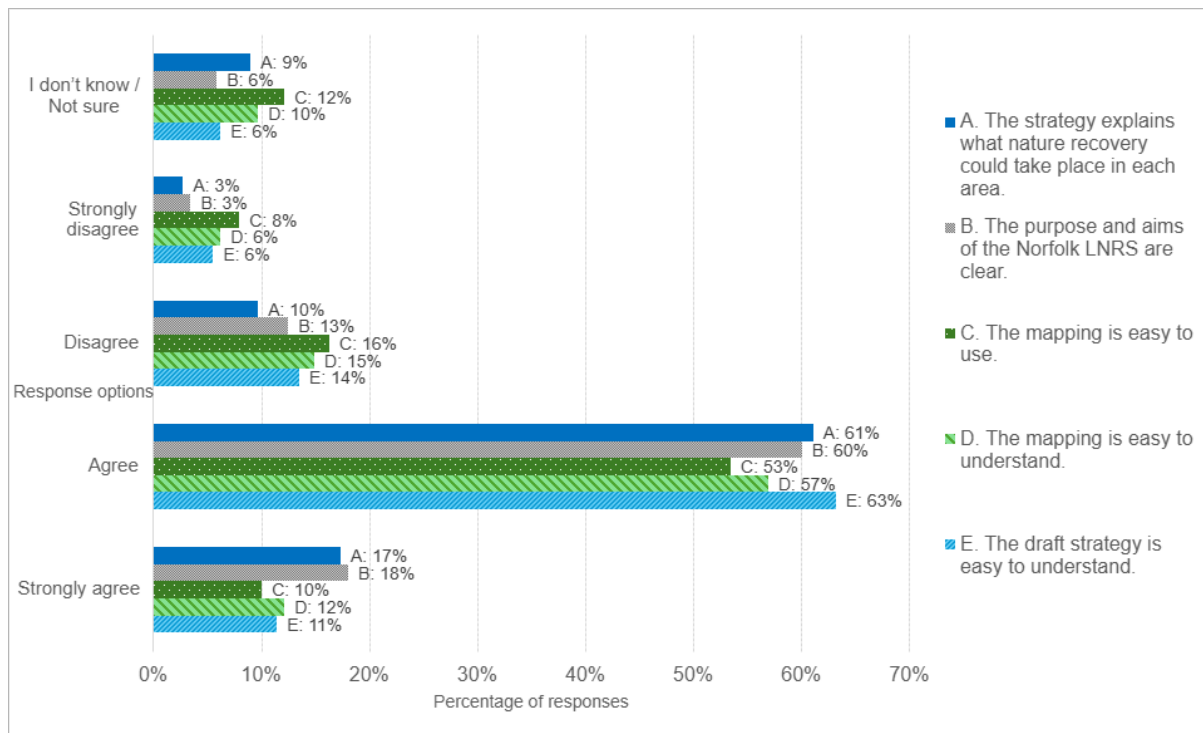
Figure 7. Concern of respondents about the current and future state of nature in Norfolk



90% of respondents were concerned with both the current and future state of nature in Norfolk. The rest were at least somewhat concerned with only 3 people responding that they are not concerned at all.

Accessibility Questions

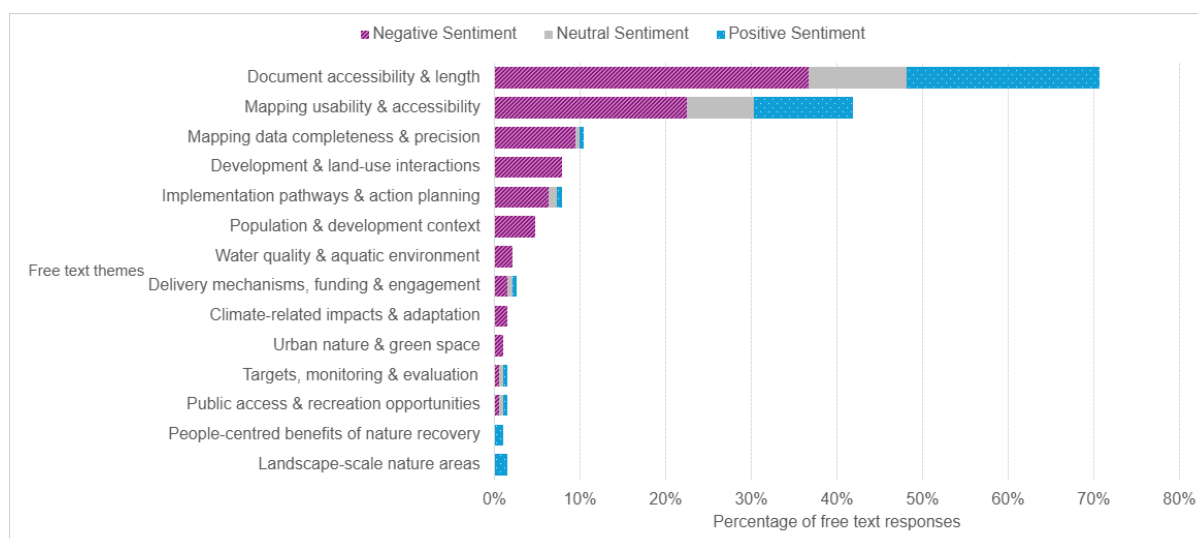
Figure 8. Respondent opinions on accessibility, understanding and purpose of the draft LNRS and the Local Habitat Map



When asked about the ease of use for both the draft strategy and LHM, between 63-74% of respondents agreed they were easy to use and understand. 78% also agreed that the strategy clearly explained what nature recovery could take place in each area and that the LNRS's purpose and aims are clear; around 13-16% disagreed.

Respondents had a free text box option to expand on their response to this question. Analysis of these responses are shown in the graph below.

Figure 9. Themes and sentiment from free text responses for the question ‘Please explain why you answered this question the way you did’

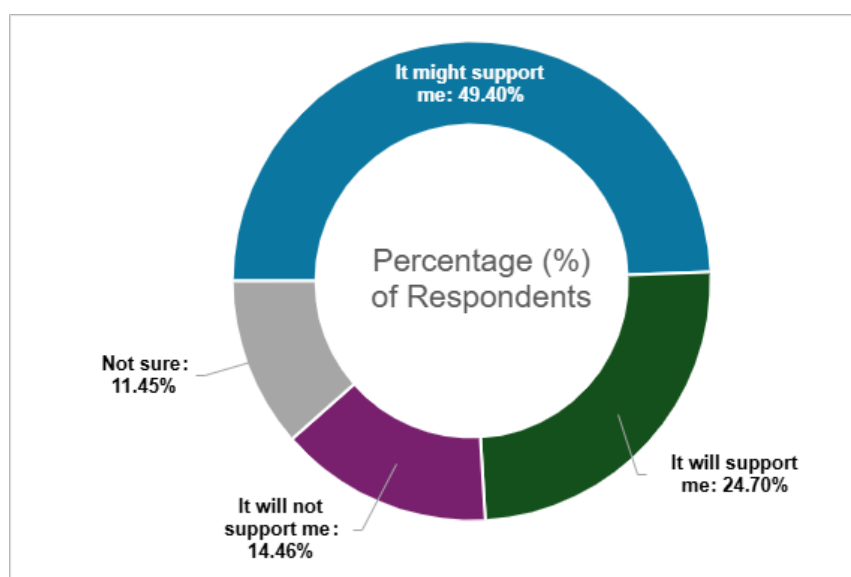


Almost 40% of the explanations with a negative sentiment centred around the length and accessibility of the LNRS document, a further 25% of people had issues with the usability of the map.

Smaller numbers of negative comments focused on the interactions between land-use and development, associated environment pressures, water quality and funding and engagement.

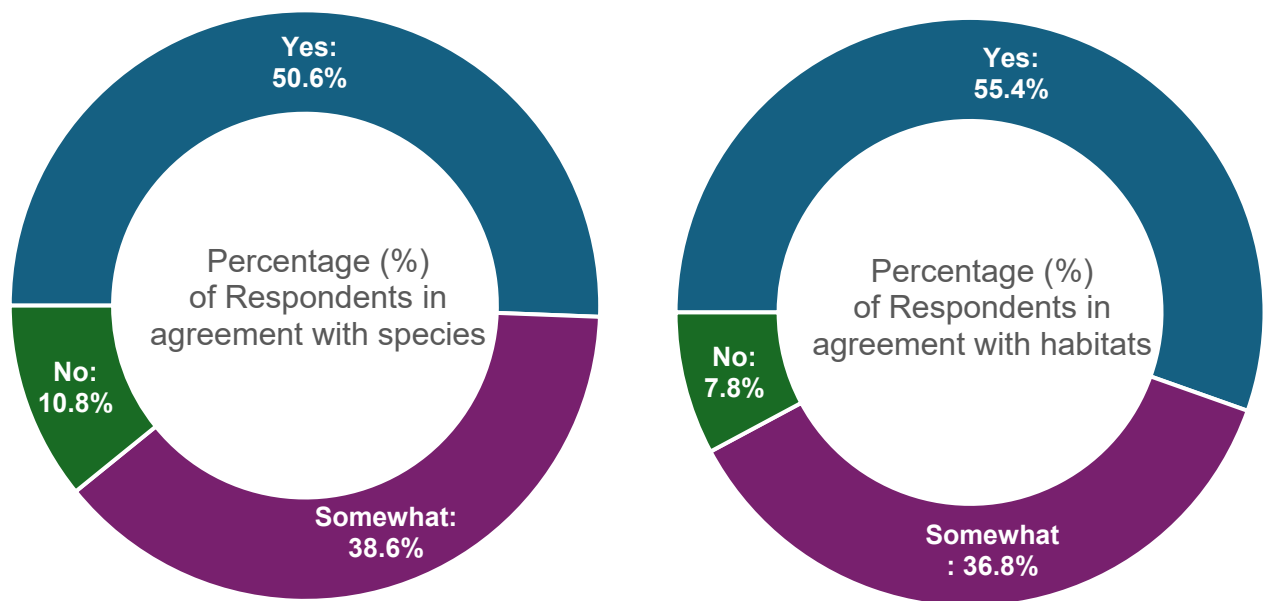
Strategy Impact Questions

Figure 10. Responses for the question ‘To what extent do you think the draft LNRS will support you (or group/s you represent) to take more effective action to recover nature?’



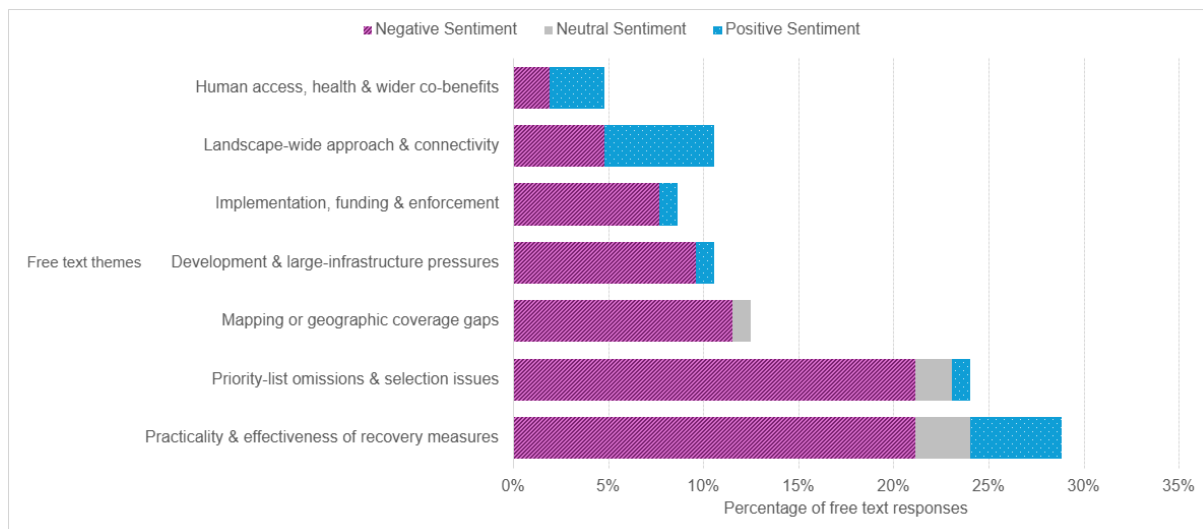
A quarter of respondents are sure the LNRS will support them to take more effective action for nature's recovery with nearly half of respondents thinking it might support them. 15% don't think the LNRS will support them and a further 11% were unsure.

Figure 11. Responses for the questions 'are you in agreement with the priority habitats and measures for recovery?' and 'are you in agreement with the priority species and measures for recovery?'



Over 50% of people were in total agreement with the priority habitats and species and measures for recovery. An additional 37% of people were somewhat happy. Around 10% of people disagreed with the choices of priority species and habitats. Where people answered 'somewhat' or 'no', they were asked to explain their reasoning. This is summarised below.

Figure 12. Themes and sentiment from free text responses for the question ‘If you have answered “somewhat” or “no”, then please explain why in the box below’

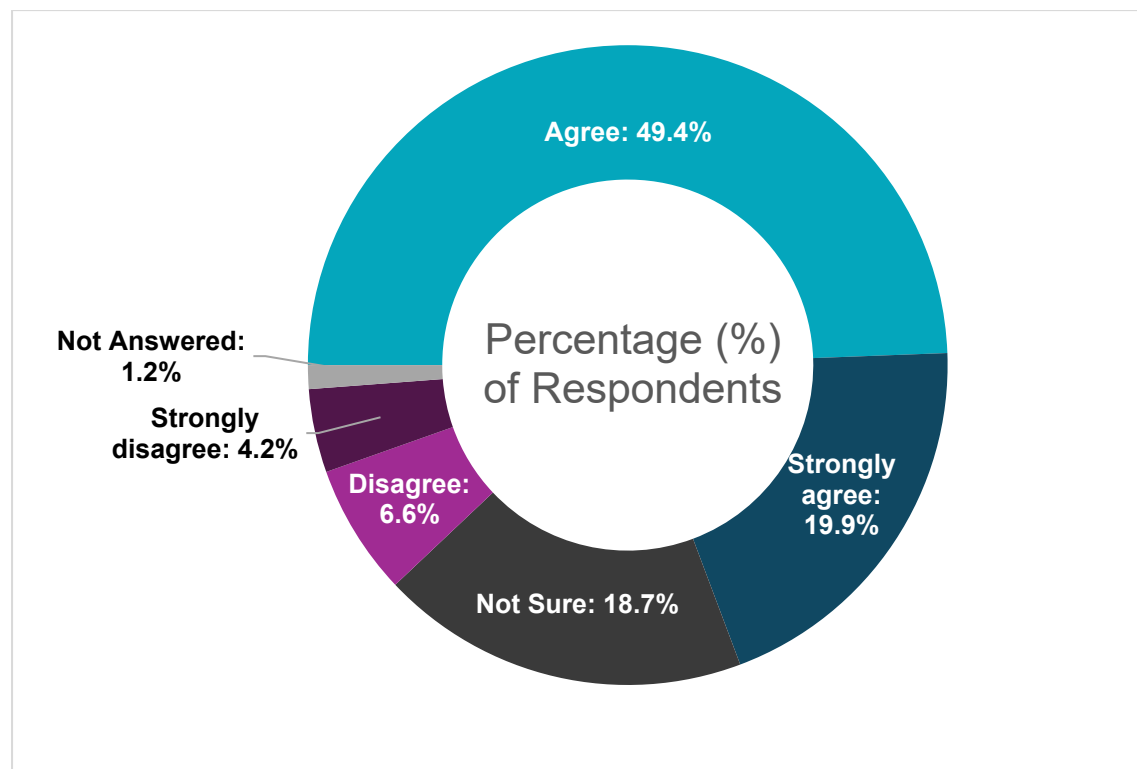


Where people only partially agreed or disagreed with the priority habitats and measures, many of the reasons given were around the practicality and effectiveness of the recovery measures identified or that there were key omissions (20% each).

Other reasons for partially agreeing or disagreeing included geographic gaps, development pressures and implementation and funding restrictions (all around 10% of responses).

Content Questions

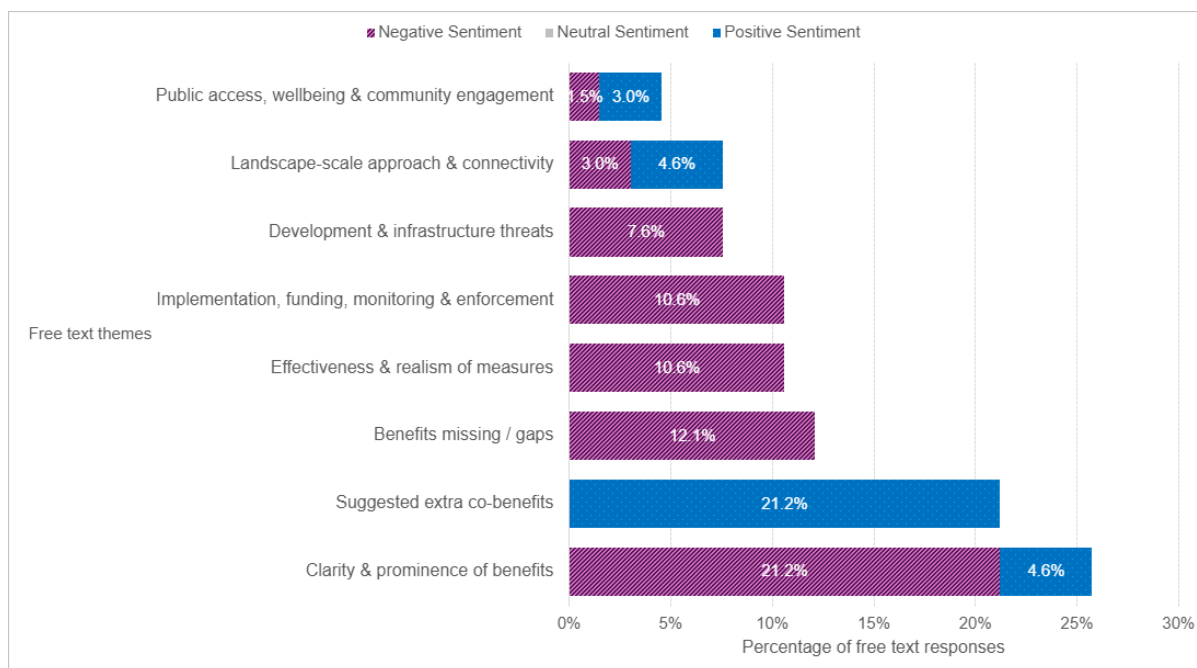
Figure 13. Responses to the question 'To what extent do you agree that the strategy includes other appropriate environmental benefits?'



Most people (70%) agreed that the strategy includes other appropriate environmental benefits, with a further 20% being unsure. 10% disagreed that the strategy includes other appropriate environmental benefits.

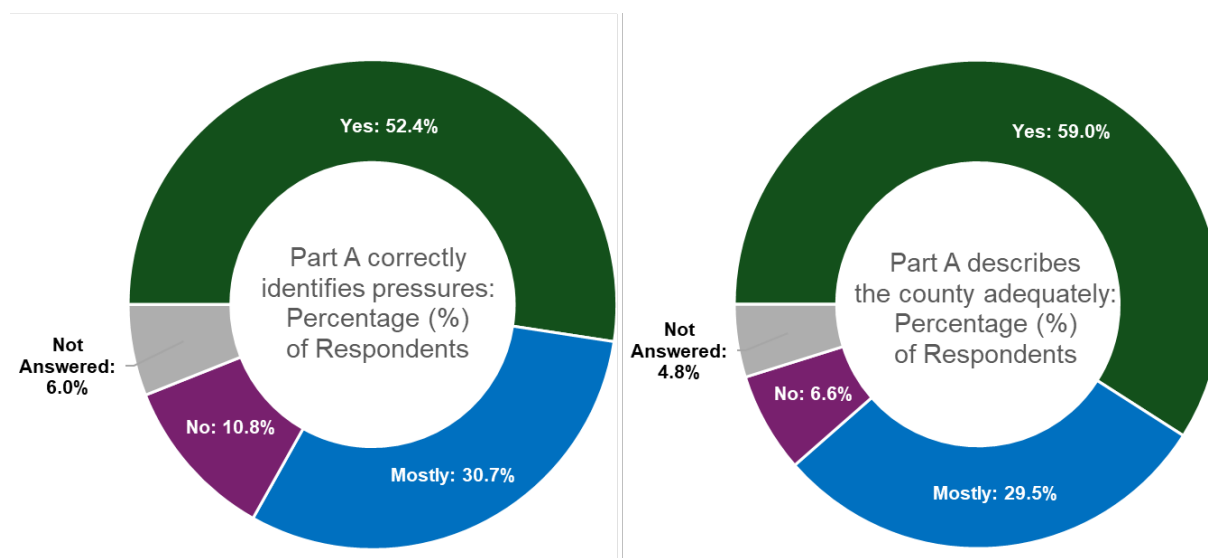
People were asked whether they had any further comments related to the environmental benefits and the answers are summarised below.

Figure 14. Theme and sentiment of free text responses for the question ‘any further comments about this question?’



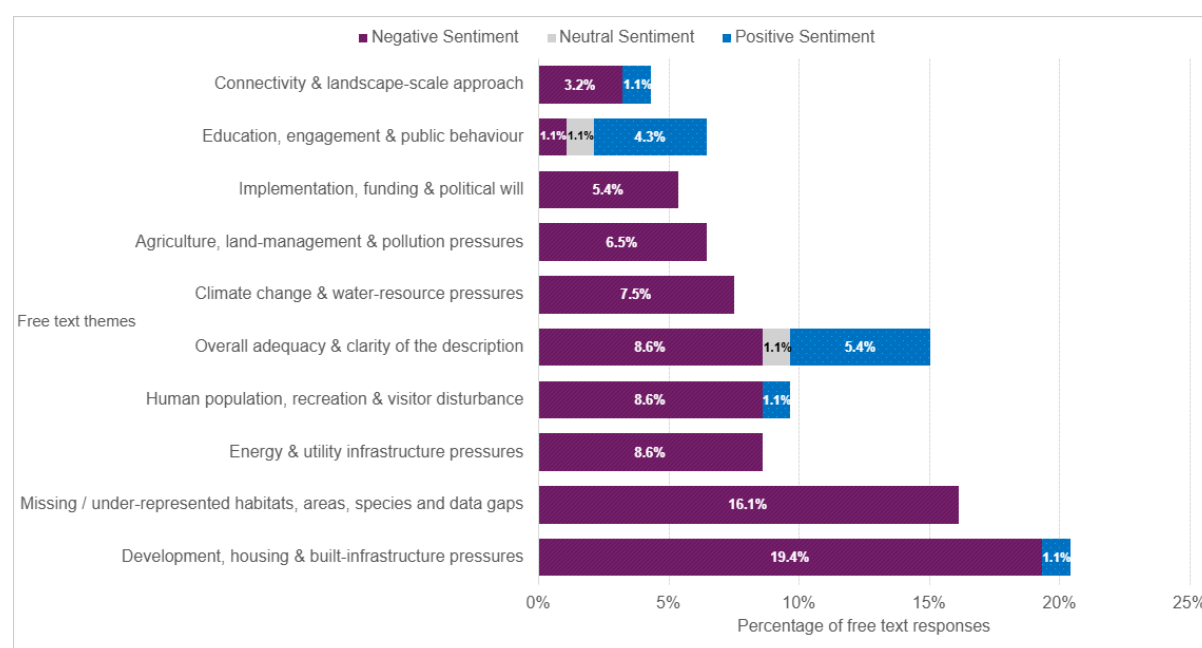
20% of respondents suggested extra co-benefits while a further 20% queried the clarity and prominence of the benefits. There were concerns around the effectiveness and realism of measures, the ability to implement, monitor and fund measures and the threat of development and infrastructure.

Figure 15. Responses for questions regarding part A of the document: strategy area description. ‘Do you think that Part A correctly identifies the pressures on nature in Norfolk’, and ‘Do you think that part A describes the county adequately?’.



80% of people agreed completely (50%) or mostly (30%) that Part A of the LNRS correctly identified the pressures on nature in Norfolk. 10% did not agree and a further 6% chose not to answer the question. The figures were similar but more in support when questioned whether the county was described accurately, 90% of people agreed completely (60%) or mostly (30%) and only 7% disagreed. People who answered 'mostly' or 'no' were asked to explain their reasoning. The themes and sentiments from these answers are summarised below.

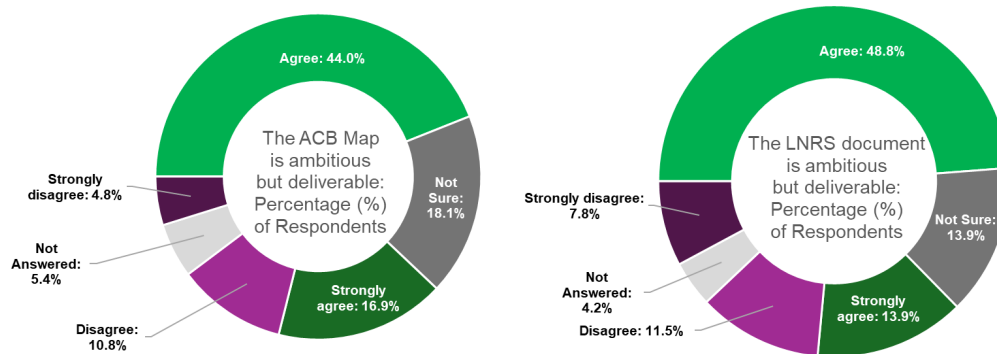
Figure 16. Themes and sentiment from free text comments for those who answered 'mostly' or 'no' to the previous questions



The main points raised in respect of Part A were that the pressures of development, housing and infrastructure were not reflected enough (20%) and that there were data gaps and some habitats and species not recognised (15%). While 9% of comments were critical of the clarity and overall adequacy of the description, just over 5% of comments were positive about this.

Other comments focused on infrastructure pressures from energy and utility infrastructure (9%), recreation and visitor disturbance (9%) and climate change and water pressures (7.5%).

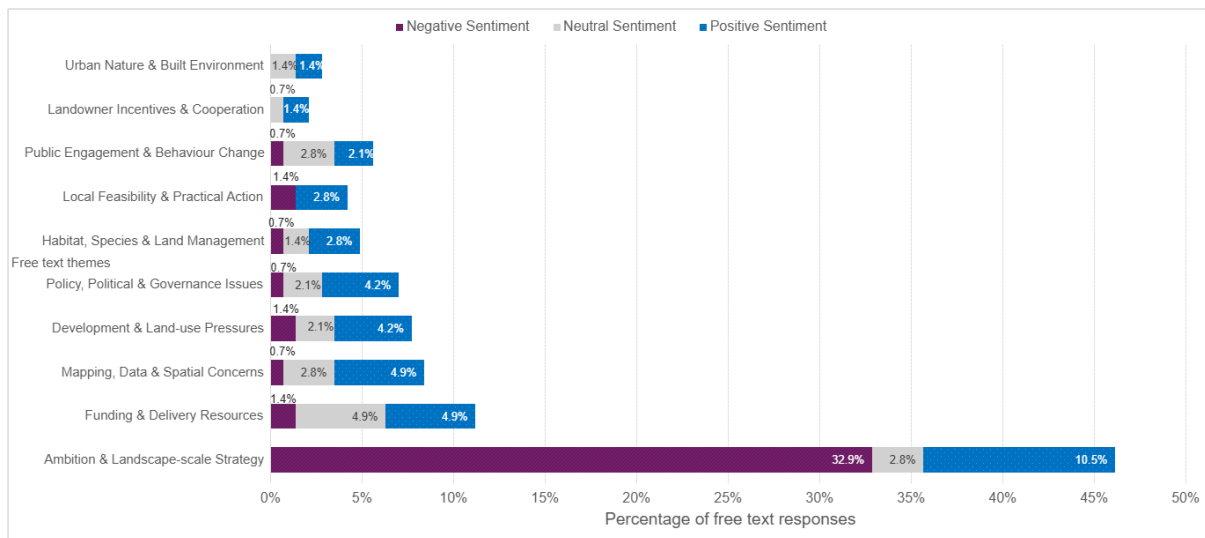
Figure 17. Responses to questions about ambition and deliverability of the ACB map and LNRS document



When asked about the ambition and deliverability of the ACB Map 60% agreed it was both ambitious and deliverable, nearly 20% of people were unsure and 15% of people disagreed. For the LNRS document 62% of people agreed, only 14% were unsure and nearly 20% of people disagreed.

Respondents had a free text box option to expand on their response to this question. Analysis of the responses are shown in the graph below.

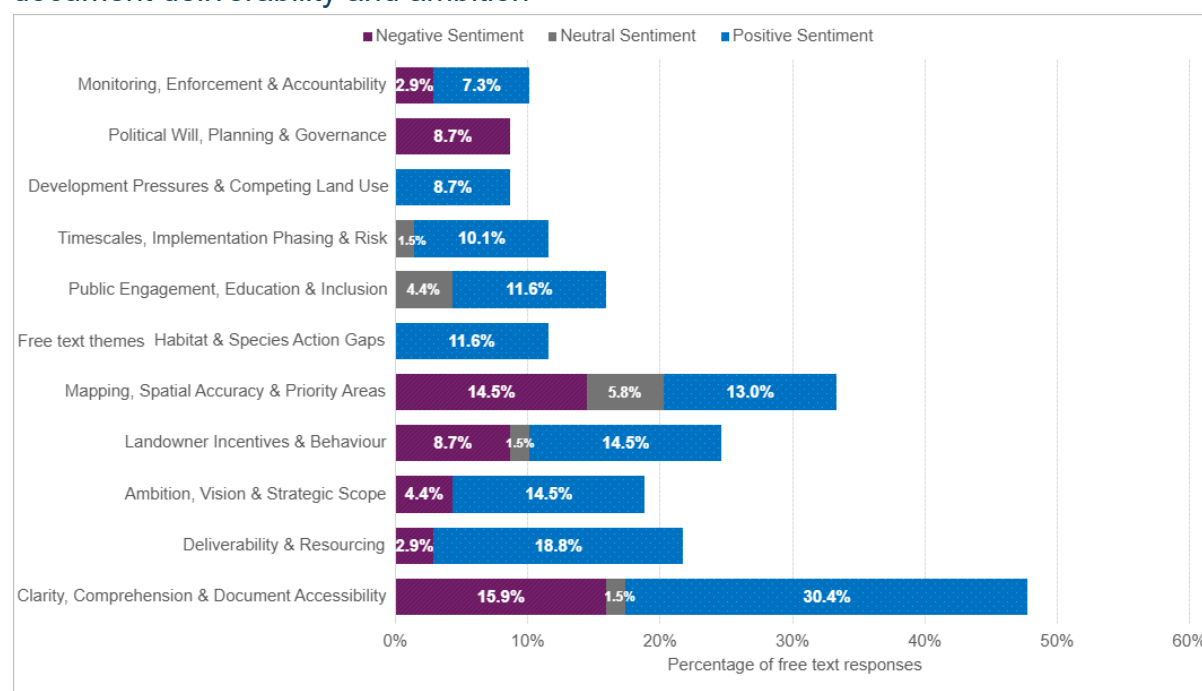
Figure 18. Themes and sentiment from free text responses regarding ACB map deliverability and ambition



When asked to explain why they disagreed that the map was deliverable and ambitious the majority of negative comments focused on problems with ambition and landscape-style strategy (33%).

However, this question additionally received positive responses that praised the implementation, planning, public engagement and ambition.

Figure 19. Themes and sentiment from free text responses regarding strategy document deliverability and ambition

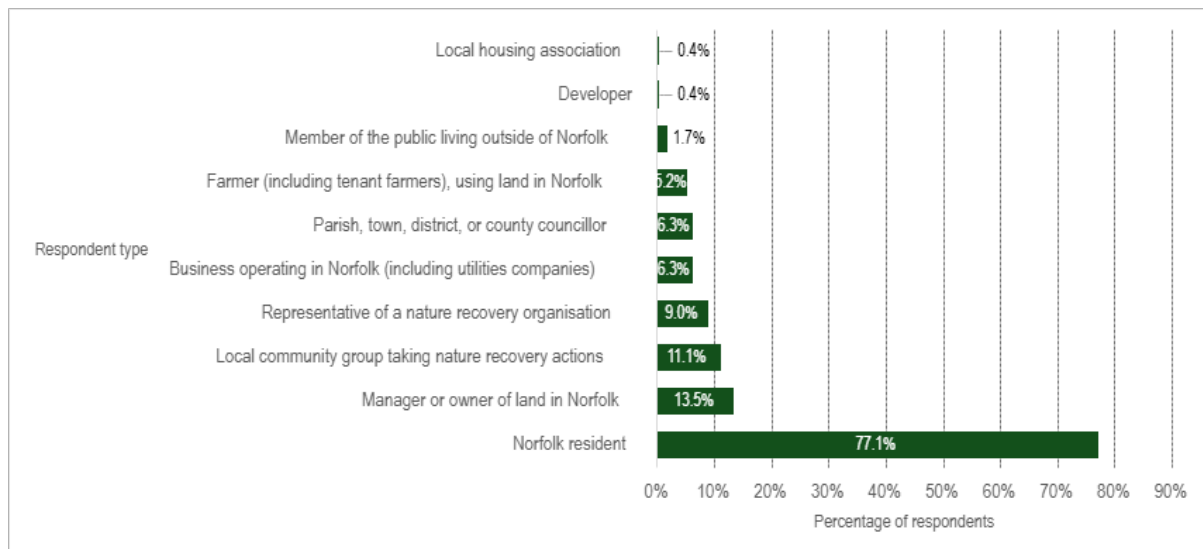


When asked to expand on their disagreement that the strategy document was deliverable and ambitious the majority of comments centred around three key themes. The clarity, comprehension and accessibility of the document (16%); concerns with the mapping, spatial accuracy and priority areas (15%); and a belief that a lack of political will, planning requirements and governance (9%) would hinder the effectiveness of the LNRS.

However, this question additionally received a lot of positive responses that praised the clarity of the document, it's ambition and resourcing.

Additional Feedback Questions

Figure 20. Proportion of respondents who heard about the survey through different methods



The majority of respondents were made aware of the survey through social media (75%) and/or direct emails (almost 70%), with 30% hearing about it through a local group they belong to. The rest of the answers covered around 5-10% each and included, local parish council, through a friend, NCC or district council's webpages. Less than 10% did not answer.

3.4. Common themes and responses

All comments from the public consultation were compiled and categorised. All comments are recorded as submitted and have not been edited. However, any personal information has been redacted.

Analysis of the public consultation comments identified ten main themes for consideration and response. These are listed below, with an indication of how these will be reflected in any changes to the LNRS document and mapping from those that were consulted on.

Document Accessibility and Length

The consultation highlighted the need for greater clarity and improved navigation and signposting throughout. Many respondents found the draft LNRS clear and easy to navigate therefore any changes will be focused on enhancing what is already there.

Norfolk County Council recognises the concerns raised with the length of the document. However, as Responsible Authority, NCC is required to follow statutory and non-statutory guidance and include a level of detail to ensure compliance with

this. The aim was to create a document that appealed to a wide range of stakeholders, both professional and the public, and met accessibility criteria.

In the final documents, signposting and navigation will be updated and enhanced where appropriate. In addition, the document will be split into separate parts when made available for download. The intention was always to create an executive summary of the document once it was finalised for publication. The executive summary will highlight the key priorities and focus areas.

In addition, Norfolk County Council will work with the NSNRP to make the LNRS as user-friendly as possible for anyone to utilise and refer to the documentation and mapping.

Spelling, punctuation or grammar changes suggested by stakeholders or via the consultation will be reviewed and incorporated as appropriate.

Mapping, Data & Evidence

Consultation feedback on the mapping highlighted two areas of improvement or concern - the usability and accessibility of the mapping and limitations with the accuracy and strength of the data sets that had been used to create the map. The mapping methodology and outputs have been refined and improved in line with the priorities in the LNRS. Throughout the development of the methodology, the approach adopted has been to use the best data available under open-source licence for the required process. The main changes implemented include:

Changes to strategic areas:

- Removal of barbastelle bat habitat buffers to treat the inclusion of all species included in the mapping in a consistent manner and emphasise the focus of the strategic zones on opportunities for connectivity corridor strengthening.
- Retaining the current buffer of Priority Habitat Inventory (PHI) areas outside of Natural England habitat networks and the defined APIB, as included within the draft version for the consultation.
- If all defined PHI areas were buffered, as suggested by some respondents, the increase in ACB created would be significant and not represent a process of defining strategic opportunity for this iteration of the LNRS.
- Addition of 50m buffers to chalk streams and priority rivers to emphasise the 'natural' corridor features of the riparian environment and to reflect the importance of the habitat, as suggested by some respondents.
- Updating available data sets to those newer versions where they have been published. This includes deep peat mapping and baseline information, including County Wildlife Sites and Ancient Woodland inventories where available.

Addition of measures:

- Where suggestions have been made to add measures to land parcels, these were assessed on a case-by-case basis to determine suitability.
- The following triage and decision process (approved by the Steering Group) was employed:
 - Initial assessment of each suggestion to check for alignment with existing measure descriptions.
 - If no, it will not be considered suitable for inclusion.
 - If yes, it will be checked to discover if accurate spatial data is available
 - If accurate spatial data is available, the location will be checked to assess if it is included in the planned updates to the map and, if not already included, identified land parcels will be added.
 - If accurate spatial data is not available, information from the consultation will be extrapolated to identify the location if possible and, if successful, will follow the step immediately above.
 - If it is not possible to identify any location, it will not be considered suitable for inclusion.
 - If the location is possible to identify, but it does not fall within current or updated strategic areas, a separate ecological justification will be required to support inclusion in the mapped areas. If necessary, this will involve advice and support from the Steering Group.

Changes to constraints:

- For urban greenspaces such as allotments, sports grounds etc., inappropriate measures such as woodland/scrub creation will be excluded and appropriate caveats added for the other measures applied. The map will reflect inclusion of any appropriate landowner or manager measures that have been submitted and, where necessary the text will be updated to clarify how measures can apply in an urban context. A full list of caveats and constraints on measures will be provided in the mapping methodology appendix to the LNRS document.
- Where suitable data exists and there is sound ecological reasoning for constraining suitable areas for habitat creation, additional constraints will be added to refine the suitability criteria. For example, the addition of Environment Agency Flood zones to inform locations for wetland habitats.

Other amendments and updates:

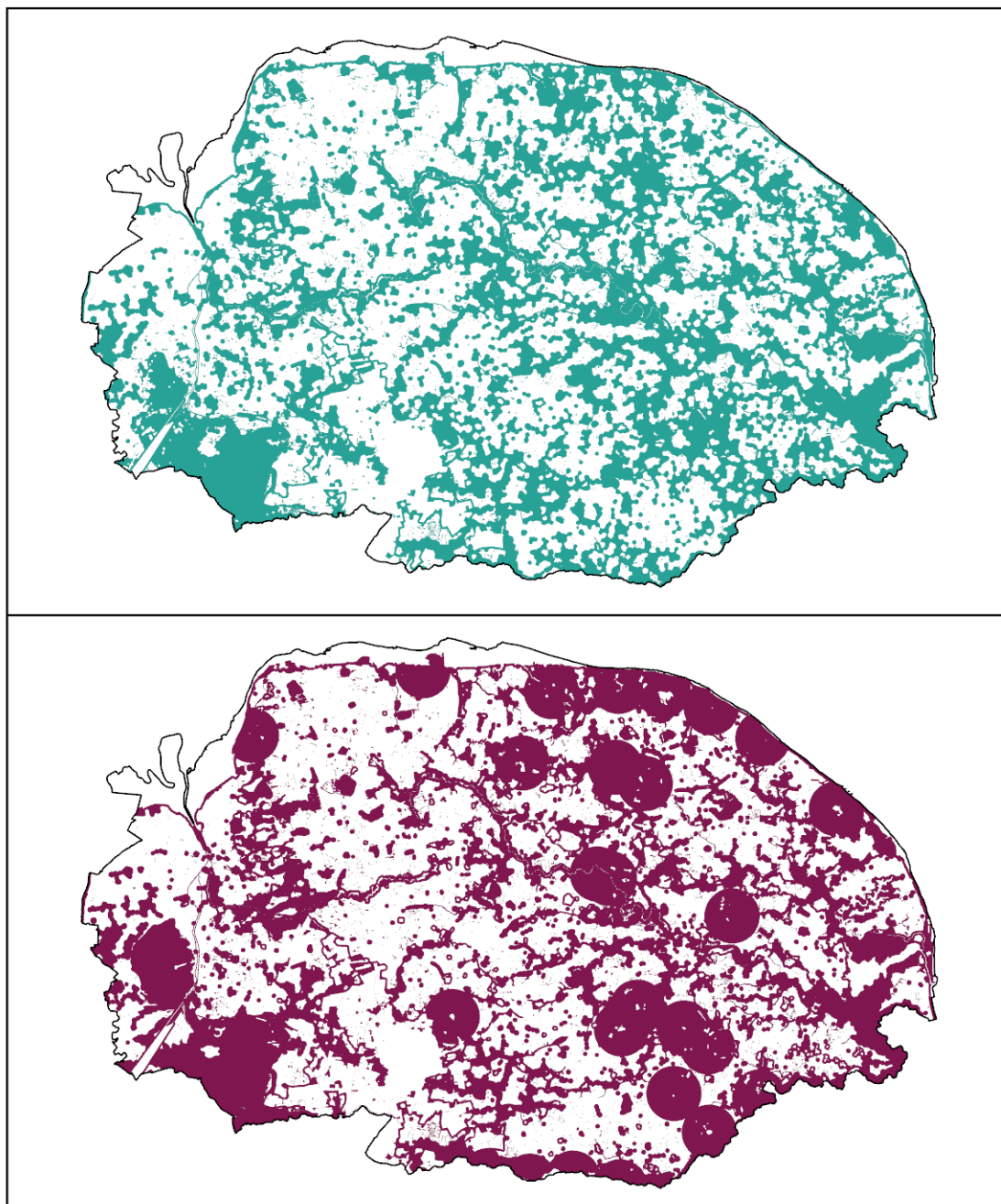
- Outside of the strategic area defined within the map, measures will remain unmapped but details will be strengthened within the text to emphasise the opportunities presented e.g. hedgerow mapping and pond restoration.
- Multiple measures will remain on land parcels where mapping options have equal priority and are justifiable based on the rules applied. Where necessary a single option will be applied. It is considered that multiple options can be

further prioritised when implementation of nature recovery measures are required, and appropriate checks and suitability assessments can provide a stronger data set for decision making.

- Nature Based Solutions data from work by Water Resources East will be incorporated into the datasets. Where this is not available for coverage across the region, equivalent data from the Environment Agency will be employed to designate those areas.
- Some landowners or managers requested that land parcels were removed e.g. where woodland creation opportunities were allocated to cropland currently in production. The decision was made to not remove land parcels from the Local Habitat Map except for occasions where land use decisions have been made or are in place which would negate the land from nature recovery potential. This included some industrial areas and infrastructure areas. Inclusion within the ACB does not compel any landowner to take any action, as it is only an opportunity map. In addition, the position of the Responsible Authorities is that land ownership and financial incentives can change and therefore it is not yet known what benefits may arise from LNRS in the future. The LNRS is an advisory document and there are no adverse consequences if a land parcel is part of the LHM, so land parcels will remain on the map.

Changes to the strategic areas lead to a strengthened focus on connectivity corridors across the landscape, with some new areas now classed as in-scope for mapping measures. Some areas are no longer in-scope, largely due to the updated Priority Habitat Inventory and peat map being used. The overall proportion of the strategy area that is suitable for mapping measures to has decreased slightly, at 43% compared to 47% in the public consultation draft. This is shown below in Figure 21. The final area defined as ACB will not be calculated until all amendments and refinements have been processed. It is anticipated this will remain at approximately 30%.

Figure 21. Comparison of strategic areas in original Local Habitat Map and after updates.



Map Above:
New Strategic
Areas

Map Below:
Original
Strategic
Areas

An additional incorporation includes specific measures that relate to enhancement of habitats for existing populations of key species. As the map has developed, it was considered most appropriate to link to these factors nearer the end of the process when strategic opportunity areas have been defined.

It was not possible or feasible to ground truth the data used to generate the mapping as this would require a significantly larger resource than was available. Additionally, the statutory guidance and data standards provided had no requirement for this. It was always considered that the public consultation highlighted the chance to gather additional information for the process and provided a chance for those who know the land best to give insight and updates. These comments have been incorporated to the mapping and document following the appropriate triage process, checking for ecological significance and sufficient data. This further supports the statements included within the document indicating that appropriate site-specific reviews, supported by expert advice and input, should be carried out to determine the suitability of the land for nature recovery actions.

Nature Recovery Scope

The LNRS has been designed to reflect priorities across the county and to work on a local and countywide scale. This includes specific measures for species, assemblages and habitats which are designed to benefit biodiversity, the wider environment and people.

The wording within the document will be strengthened to take into account suggestions for updated and refined measures in all areas. These suggestions have come from Supporting Authorities, eNGOs, community groups, landowners, farm clusters and residents. Where multiple suggestions have been made, the measure will aim to reflect all views where possible.

The LNRS contains mapped measures, unmapped measures and wider priorities. The mapped measures are allocated to specific locations which have been reviewed as stated above. This includes urban areas. Unmapped measures and wider priorities are more independent of location and can be applied in a wide range of situations representing an opportunity for all sectors to be involved in nature recovery. These measures will be further emphasised in the final document.

There are a wide range of Landscape Recovery Schemes currently in development stages. Landscape recovery schemes are part of the Environmental Land Management initiatives aimed at providing long-term benefits for nature and the environment. They focus on four main areas:

- 1) Large-scale projects
- 2) Long-term public funding
- 3) Bespoke agreements

4) Blending funding

They represent an important delivery mechanism for the LNRS and the priorities should align where possible.

The final document and mapping will ensure alignment with these projects. Where available, detailed land parcel data will be incorporated. Those LRS projects that are in development will be able to utilise the information in the LNRS to determine spatial and biodiversity priorities where applicable.

The importance of connectivity across the landscape in determining of the strategic opportunity areas and mapping measures has been refined during the mapping methodology review. This will be emphasised in the final document and has the potential to provide a basis for prioritisation of project implementation, in terms of creating new habitat 'corridors' or 'stepping stones'.

In addition, further detail on Protected Landscapes, including National Landscapes and National Parks, will be reviewed and additional sections included in the document to reflect the duty that all public bodies have to support statutory purposes of Protected Landscapes.

All factors included above feed into the ambition of the LNRS, to reflect the views and suggestions from the public consultation and engagement. Within the document, where there are links to alignment with stakeholders and how the LNRS will be implemented in the future. Additional statements of clarification or support will be added. This will also feed into plans for the NSNRP to maintain and develop engagement across a wide range of key stakeholder groups to support use of the document and mapping. This will include developers, local planning authorities, businesses, farm clusters and landowners, health and wellbeing groups and community groups.

Implementation, Monitoring and Governance

The consultation raised comments about how the strategy will be converted from a document to on the ground action, how it be will implemented and who holds the responsibility for this.

The purpose of the LNRS is the prioritisation, mapping and determination of appropriate measures for nature recovery. The statutory guidance did not require delivery plans or implementation structures to be incorporated into the document.

Plans for delivery and implementation of the LNRS will be developed through the NSNRP whilst working closely with partners. As a Responsible Authority, NCC will continue to work closely with stakeholders to maximise the effectiveness of the

LNRS to enhance use and interpretation of the information contained in the document and mapping.

This is the first iteration of the LNRS. The Environment Act states that once published, a LNRS will be reviewed no sooner than 3 years after that date, and no longer than 10 years. Any review will be triggered by the Secretary of State.

The responses to the public consultation included queries regarding targets and monitoring of the implementation. No changes are to be made to the document within these areas, as the available and relevant information is included.

Where possible, the strategy has been designed to align with national environmental targets (NEOs), targets from the Environment Act 2021 and the non-statutory protected landscape targets alongside wider environmental benefit aims.

The Responsible Authority will continue to follow all guidance available within the next steps of delivery and implementation and maintain close communication with Defra and the advisory bodies.

Development and Land Use Pressures

The consultation responses included multiple comments on how the LNRS should incorporate and reflect changing land use across the region, for example increased housing allocations and Nationally Significant Infrastructure Projects (NSIPs) such as solar farms.

It is recognised that there will always be conflicting priorities over land use within the region. During the course of the LNRS development, priorities and planned projects will have evolved and changed.

The LNRS is not designed to be a barrier to development but is considered a tool to use to identify the best opportunity for integrating nature recovery practices within planning systems. It does not have the ability to create new designations or protect pieces of land as the ultimate decision lies with the landowner.

Clarification on how the LNRS interacts with planning policy, for communities, landowners and planning officers will be highlighted, where possible, in the LNRS documentation. In addition, future plans involve specific engagement with developers and planning officers to maximise the efficiency and use of the LNRS. Within the public consultation, requests to recognise planned infrastructure projects are acknowledged, but these are considered beyond the scope of the LNRS, so they have not been included.

Guidance and alignment with planning law has been developing throughout the process of producing the LNRS and all relevant documentation has been included and referred to. The most recent update from Defra was included prior to the public consultation. The strategies will be part of the 'material considerations' for planners, and it will be a requirement that they are 'taken account of' in any planning decisions following publication of the LNRS. The LNRS could, for example, be used to help guide future Local Plan allocations and inform green infrastructure within planned developments.

At the time of writing, the relevant legal documents state 'have regard to' in reference to the LNRS. However, the advice and information provided to the RAs indicates that this wording will be clarified as 'take account of' before the publication of the final strategy. Therefore, it is included to align with that documentation. As the LNRS will be in place for a period of time, it is considered appropriate to reflect the upcoming wording.

Environmental Pressures and Climate Change

The consultation highlighted the need for more detail surrounding Norfolk's water quality and the impacts of pollution and the changing climate on our aquatic environment.

The LNRS has been designed to recognise the importance of water quality and resources and to emphasise the pressures faced by the freshwater environment, alongside the opportunities presented by maximising and enhancing the biodiversity in terms of habitat areas and relevant species.

Where appropriate, specific suggestions to enhance potential measures and increase clarification on aquatic environments will be included in the document. Additional inclusion and refinement of Nature Based Solutions in the mapping methodology will support the mapped potential for identifying wider environmental benefits within the LHM.

Collaboration and communication across water companies, landowners and other businesses will be highlighted where appropriate in the document and the plans for implementation to recognise the importance of delivering solutions.

The strategy also includes relevant pressures and challenges from a wide range of factors including development, some agricultural practices and recreational use. Where comments and suggestions have been provided to clarify, support or amend these, the LNRS document will be updated accordingly.

Benefits and Co-Benefits of Nature Recovery

Recognition and emphasis of the wider environmental benefits and co-benefits of nature recovery are considered an integral part of the purpose of the LNRS. These factors also promote traction and discussions on projects, ensuring multiple delivery aspects are considered and maintaining a balance across sector groups.

The feedback from supporting authorities, public health organisations, eNGOs and others, will be used to strengthen and clarify statements and assigned benefits from habitat specific actions in the final document. This includes emphasising those factors which align with wider reaching targets and may assist with prioritisation of implementation and delivery of projects in the next phase. In addition, key stakeholder engagement will review the ecological strength of these benefits.

In the current documentation, benefits are indicated using icons in the potential measures tables and additional details are included in an appendix. Both sections of the document will reflect any changes.

Social Engagement and Inclusion

The LNRS aims to be relevant to all sectors across the county and seeks to include actions and measures which can be utilised by all stakeholders. This message will be strengthened in the executive summary of the final document, as well as associated information and events to support that. Case studies will be carried forward into the final document to demonstrate best practice and will be clarified or updated as necessary.

The public consultation comments highlight work already in progress by community groups and volunteers, which include monitoring activities, nature recovery actions and citizen science projects. These don't require changes to the final document, but reflect the strength of community interest and support for nature recovery. The NSNRP will continue to work with the community and education sector to promote and support this work. Where appropriate, more specific links and examples will be added to the documentation.

Co-design of projects will be critical to success. Support in terms of access to knowledge and potential funding streams will help to achieve the LNRS priorities.

Funding, Incentives and Feasibility

The document is considered to reflect the appropriate information regarding funding and delivery given the scope that it is required to meet. Therefore, there are no significant changes to the wording in the final document as a result of suggestions in the consultation responses. These comments will instead help shape the next stage of work to develop delivery of nature recovery in Norfolk. This includes information

on current groups, suggestions for expanding the NSNRP, and ideas regarding training and green skills.

As part of this, the NSNRP and individual partners will be working to align with opportunities from public and private funding streams to drive nature recovery on the ground. This will link into the publication of the final document, future guidance from government and the intention and vision of the partnership members.

Due to the extensive partnership and stakeholder engagement, it is anticipated the strategy will be adopted and provide a framework for action across a wide range of stakeholders.

In addition to completing the publication of the LNRS, the current role for NCC as the Responsible Authority includes:

- Leading and convening a partnership focused on LNRS delivery, building on existing governance and partnerships, including Local Nature Partnerships
- Making links with other parts of the authority and supporting authorities to promote use of the LNRS in other decision making (for example Spatial Development Strategies, Local Growth Plans, public health, climate resilience and adaptation)
- Identifying, developing and publicising projects that will contribute to LNRS delivery
- Tracking activities or projects delivering LNRS priorities that are being funded outside of public funding schemes and sharing this information with Natural England

Habitats and species

The Statement of Biodiversity Priorities and the Species Long and Short lists were created in collaboration across the NSNRP and involved expert opinion and input. Through the consultation process, contributions and updated data from all stakeholders resulted in some amendments to potential measures for species, assemblages and habitats, which are incorporated where appropriate.

Where information has been supplied regarding the presence of habitat types or appropriate species in key areas, these have been incorporated into the LHM following the approach detailed above (within Mapping, Data and Evidence).

Additional details will also be used to strengthen or clarify information on the appropriate measures or justification for incorporating these species in the published version of the LNRS.

Decisions to change key species or flagship species for assemblages have been taken following a review of information supplied and with regard to updated or

existing data and advice. Within assemblages, some species details will be adjusted to ensure ecological suitability across the habitat areas. These changes are summarised below:

- Remove Suffolk Lungwort as a key species. Historical data restricts this species to Suffolk and ongoing work to restore populations is still in its early stages. Norfolk habitat areas would require long-term monitoring to assess suitability, and this is considered out of scope of the current LNRS.
- Remove Starry Breck Lichen as a key species. Additional advice and research indicates this species requires a significant reduction in aerial nitrogen within a localised habitat area to have suitable recovery potential. This is considered beyond the scope of the LNRS at this stage and therefore will be removed.

The number of Key Species identified for Norfolk will therefore decrease to 23.

- For assemblage species:
 - Fish species in the River and Riverside Habitats assemblage will be reviewed to remove Salmon and replace with Burbot, Bullhead, Spined Loach and Brown Trout species to also reflect the importance of the chalk stream habitats. Although there are some records of Salmon species within the region, the rivers are not considered to be spawning areas and therefore the alternative species are more appropriate for inclusion.
 - The flagship species for Chalk Grassland will be amended to the Rock-Rose from the Chalkhill Blue butterfly, to ensure this is a better representative of the habitat as it has not been subject to a re-introduction

There will be no changes to the number of assemblages or habitats prioritised within the LNRS.

3.5. Comments out of scope:

Consultation responses included a number of comments on matters that were out of scope for the LNRS. These included:

- Preventing development
- External pressures on farming
- Mitigations to reduce overheating in homes
- How the LNRS is implemented in law

Since they are out of the LNRS scope, these suggestions will not be incorporated into the final version of the strategy document or LHM.

4. Revisions to the strategy

4.1. Overview of changes made to the strategy document

- Strengthening content and clarifying/emphasising key statements
- Updating and refining measures and actions for habitats, assemblages and species
- Enhancing links within document and to mapping
- Wider environmental benefits and co-benefits
- Increasing information on National Landscapes and Landscape Recovery Schemes
- Species amendments – some removal, some suggestions
- General Spelling and Grammar issues amended.

4.2. Overview of changes made to measures and actions

- Remove Suffolk Lungwort and Starry Breck Lichen as key species - therefore, Norfolk's Key Species number will decrease to 23.
- Fish species within River and Riverside Habitats assemblage will be reviewed to remove Salmon and replace with Burbot, Bullhead, Spined Loach and Brown Trout species
- The flagship species for Chalk Grassland will be amended to the Rock-Rose (*Helianthemum nummularium*) from the Chalkhill Blue butterfly to ensure this is a better representative of the habitat as it has not been subject to a re-introduction program.

4.3. Overview of changes made to the mapping

- Changes to strategic areas:
 - Barbastelle buffers removed
 - No buffering of PHI outside of NE habitat networks/APIB
 - Chalk and priority river 50m buffers added
 - New deep peat map added
- Adding measures
 - Decided on case-by-case basis.
 - Initial suggestion for triage process is as follows:
- Changes to constraints
 - For urban greenspaces such as allotments, sports grounds exclude inappropriate measures such as woodland/scrub creation and add caveats to other measures.
 - Amendments to suitability criteria where appropriate (e.g. inclusion of EA Floodplain constraints)

- Other changes
 - No mapping of measures (e.g. hedgerows) outside strategic areas (these will be assigned as unmapped measures)
 - Keep multiple options on land parcels, rather than prioritise one
 - Use updated baseline input datasets to improve accuracy
 - Appropriate Nature-based Solutions data incorporated

4.4. Impact on overall strategy

The impact of these changes mean that the final document will be slightly longer than the draft document. An executive summary will be prepared to help with accessibility and the review process will look for opportunities to reduce the size of the document.

The draft strategy document and Local Habitat Map prepared for the public consultation remain available on [Norfolk County Council's Local Nature Recovery Strategy public consultation webpage](#)

5. Expected stages to publication

What's next?

Steps to complete to ensure delivery

- Amendments and responses – preparing report
- Prepare for and deliver at two internal committees
- Prepare for cabinet
- Supporting Authority Pre-Publication Consultation period
- Norfolk County Council cabinet
- Portfolio Holder approval
- Release and publication of final LNRS to Defra
- Launch across the NSNRP

The changes will be reviewed and signed off by the NSNRP Steering Group which includes a range of local, regional, and national partners (see membership of this group in Appendix 2). The data used in this report has been used to plan changes to the draft map and documents to create a final version of the LNRS. Once the LNRS is finalised, Norfolk County Council will publish this report online to offer transparency to this process.

6. Conclusion

The Norfolk Local Nature Recovery Strategy (LNRS) public consultation has provided a robust and insightful evidence base, demonstrating public support for the draft strategy and its aims. The consultation process, which followed the Gunning Principles, enabled meaningful engagement and generated a wide range of feedback from individuals, communities, and organisations across the county.

The responses show a strong level of agreement with the purpose, clarity, and proposed actions of the strategy, while also identifying areas for improvement. Key themes emerged around accessibility, mapping usability, ambition, implementation, and the desire for stronger links to funding, governance, and monitoring. These insights have directly informed revisions to both the strategy document and the mapping outputs.

As the Responsible Authority, Norfolk County Council has responded to this feedback by strengthening the clarity and accessibility of the document, refining habitat and species actions and improving the mapping methodology. While some comments fell outside the scope of the LNRS, all feedback was reviewed and considered through a structured process.

This consultation has reaffirmed the importance of collaborative, locally informed action for nature recovery, which the NSNRP will take forward. The revised strategy will now progress through internal and external governance and publication stages.

Appendices

Appendix 1 - Triage approaches

Document

A triage approach was taken to ensure all comments received during the consultation were reviewed appropriately. That process was as follows:

- Norfolk County Council reviewed all comments, answering the majority using a standardised comment bank covering the main, reoccurring themes.
- Comments that were out of scope of the main themes or required a more comprehensive response were escalated to senior staff members to draft a response.
- Where a comment required a particular environmental expert's input, this was escalated again to ensure a thorough response was provided.

Mapping

The triage process for mapping related comments was as follows:

- All comments pinned directly to the map were reviewed by the mapping team, as well as all emailed responses. Comments in the public consultation were flagged up by the wider team for review where there was a mapping related element.
- Mapping comments were themed for consistency, based on whether the comment was requesting an area be added to the map, removed from the map, or the methods otherwise changed. Comments were also tagged as either 'site specific' or 'applicable across the strategy area'.
- Most comments required a tailored response, so it was deemed unsuitable to use a comment bank in most cases.
- For comments applicable across the strategy area, potential actions were compiled and the suggested changes to the methodology reviewed by senior staff members, steering group members and other stakeholders as appropriate to determine suitability.
- For comments requiring a site-specific change, the following process was then used to determine whether the suggestion was suitable for inclusion (see Figure 22).

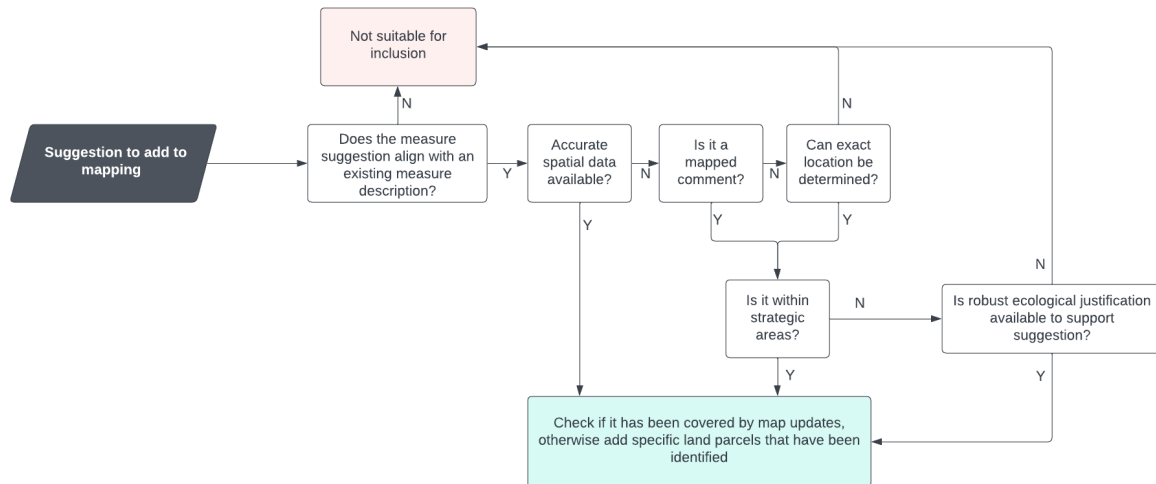


Figure 22: Site specific additions to the LHM triage process

The suggestions will initially be assessed to check for alignment with existing measure descriptions.

- If no, it will not be considered suitable for inclusion.
- If yes, it will be checked to discover if accurate spatial data is available.
 - If accurate spatial data is available, the location will be checked to assess if it is included in the planned updates to the map, and if not already included, identified land parcels will be added.
 - If accurate spatial data is not available, information from the consultation will be extrapolated to identify the location if possible, and if successful, will follow the step detailed above.
 - If it is not possible to identify any location, it will not be considered suitable for inclusion.
 - If the location is possible to identify, but it does not fall within current or updated strategic areas, a separate ecological justification will be required to support inclusion in the mapped areas.

If necessary, this will involve advice and support from the Steering Group.

Appendix 2 – Norfolk & Suffolk Nature Recovery Partnership Steering Group

Co-Chairpersons

- Wendy Brooks: Norfolk County Council – Head of Environment
- Tim De-Keyzer: Suffolk County Council – Head of Natural and Historic Environment

Membership

- Broads Authority
- East Suffolk Council - representing Suffolk District and Borough Councils
- Environment Agency
- Forestry Commission
- Natural England
- Norfolk Association for Local Councils
- Norfolk County Council - Norfolk Coast National Landscape
- Norfolk County Council - Public Health
- Norfolk Wildlife Trust (NWT)
- North Norfolk Coastal Group (Farm Clusters)
- Norwich City Council – representing Norfolk District and Borough Councils
- Royal Society for the Protection of Birds (RSPB)
- Suffolk Chamber of Commerce
- Suffolk County Council - Suffolk Coasts & Heaths and Dedham Vale National Landscapes
- Water Resources East

Appendix 3 - Norfolk Local Nature Recovery Strategy Public Consultation questions

Question	Section	Question type
1. Please tick to confirm that you have read the personal information, confidentiality and data protection statement above.	Personal information, confidentiality and data protection	Select only one item (tick box)
2. To provide feedback on the draft LNRS, please tell us which sections of the draft document you have viewed: <ul style="list-style-type: none"> • Introduction • PART A – Strategy Area Description • PART B – Opportunities Identified • PART C – Norfolk's Priority Habitats, Assemblages and Species • PART D – Locations for Actions • Appendices • Local Habitat Map 	Introduction	Choose all that apply
3. I am responding to this consultation as a: <ul style="list-style-type: none"> • Local community group taking nature recovery actions • Parish, town, district, or county councillor • Representative of a nature recovery organisation • Norfolk resident • Business operating in Norfolk (including utilities companies). • Manager or owner of land in Norfolk • Farmer (including tenant farmers), using land in Norfolk • Member of the public living outside of Norfolk • Developer • Other group (please specify): 	About You	Choose all that apply
4. What is your postcode?	About you	Text box

Question	Section	Question type
5. What is your organisation, if applicable?	About you	Text box
6. Are you concerned about the: <ul style="list-style-type: none"> • Current state of nature in Norfolk? • Future state of nature in Norfolk? 	About you	Scale: <ul style="list-style-type: none"> • Yes, significantly • Yes • Quite a bit • Somewhat • A little bit • No
7. To what extent do you agree or disagree with the following statements: <ul style="list-style-type: none"> • The draft strategy is easy to understand. • The purpose and aims of the Norfolk LNRS are clear. • The strategy explains what nature recovery could take place in each area. • The mapping is easy to understand • The mapping is easy to use 	Accessibility	Scale: <ul style="list-style-type: none"> • Strongly agree • Agree • Disagree • Strongly disagree • I don't know / Not sure Open text to explain answer
8. To what extent do you think the draft LNRS will support you (or group/s you represent) to take more effective action to recover nature? <ul style="list-style-type: none"> • It will support me • It might support me • It will not support me • Not sure 	Strategy Impact	Select only one item (tick box)
9. Are you in agreement with the: <ul style="list-style-type: none"> • Priority habitats and measures for recovery • Priority species and measures for recovery 	Strategy Impact	Scale: <ul style="list-style-type: none"> • Yes • Somewhat • No Open text to explain answer, if answering 'somewhat' or 'no'.

Question	Section	Question type
10. To what extent do you agree that the Strategy includes other appropriate environmental benefits?	Content questions	Scale: <ul style="list-style-type: none"> Strongly agree Agree Disagree Strongly disagree I don't know / Not sure Open text to comment
11. Do you think that the Strategy Area Description (Part A) <ul style="list-style-type: none"> Describes the county adequately? Correctly identifies the pressures on nature in Norfolk? 	Content questions	Scale: <ul style="list-style-type: none"> Yes Mostly (comment to explain answer) No (comment to explain answer)
12. Are there any additional measures that should be included in the LNRS?	Content questions	Tick box: <ul style="list-style-type: none"> Yes (comment to explain answer) No
13. To what extent do you agree with the following statement? "The Areas that Could become of Particular Importance for Biodiversity (ACB) map is ambitious but deliverable"	Content questions	Scale: <ul style="list-style-type: none"> Strongly agree Agree Disagree Strongly disagree I don't know / Not sure Open text to comment
14. To what extent do you agree with the following statement? "The LNRS document is ambitious but deliverable."	Content questions	Scale: <ul style="list-style-type: none"> Strongly agree Agree Disagree Strongly disagree I don't know / Not sure Open text to comment

Question	Section	Question type
<p>15. Is there anything else that you would like to see changed to improve the Local Nature Recovery Strategy?</p> <p>Please tell us whether you are commenting on:</p> <ul style="list-style-type: none"> • Introduction • PART A – Strategy Area Description • PART B – Opportunities Identified • PART C – Norfolk's Priority Habitats, Assemblages and Species • PART D – Locations for Actions • Appendices • Local Habitat Map 	Additional feedback	Tick box and text box to comment
<p>16. If you would like to be included in future updates on the Local Nature Recovery Strategy and the Norfolk and Suffolk Nature Recovery Partnership, please provide an email address.</p>	Additional feedback	Text box
<p>17. How did you hear about this consultation?</p> <ul style="list-style-type: none"> • Local media (e.g. newspaper, radio) • From a social media post (e.g. Facebook) • From a friend • From a group I belong to • From my place of work or education • The Norfolk Residents' Panel • Norfolk County Council web page • My Parish Council • From an email I received • Other, please write here 	Equality and demographic questions	Choose all that apply
<p>18. (a) What is your sex?</p> <ul style="list-style-type: none"> • Male • Female <p>(b) Is the gender you identify with the same as your sex registered at birth?</p> <ul style="list-style-type: none"> • Yes • No, write in gender identity • Please write here 	Equality and demographic questions	Tick box

Question	Section	Question type
<p>19. How old are you?</p> <ul style="list-style-type: none"> • Under 18 • 18-24 • 25-34 • 35-44 • 45-54 • 55-64 • 65-74 • 75-84 • 85 or older • Prefer not to say 	Equality and demographic questions	Select only one item (tick box)
<p>20. Do you have any long-term illness, disability or health problem that limits your daily activities or the work you can do?</p> <ul style="list-style-type: none"> • Yes • No • Prefer not to say 	Equality and demographic questions	Select only one item (tick box)

Question	Section	Question type
<p>21. How would you describe your ethnic background? Please choose one answer only, from the list below:</p> <ul style="list-style-type: none"> • Asian or Asian British <ul style="list-style-type: none"> ○ Asian British ○ Indian ○ Pakistani ○ Bangladeshi ○ Chinese ○ Any other Asian background, please describe here • Black, Black British, Caribbean, or African <ul style="list-style-type: none"> ○ Black British ○ Caribbean ○ African ○ Any other Black, Black British, or Caribbean background, please describe here • Mixed or multiple ethnic groups <ul style="list-style-type: none"> ○ White and Black Caribbean ○ White and Black African ○ White and Asian ○ Any other mixed or multiple ground, please describe here • White <ul style="list-style-type: none"> ○ English, Welsh, Scottish, Northern Irish or British ○ Irish ○ Gypsy or Irish Traveller ○ Roma ○ Other White background, please describe here: • Another ethnic group <ul style="list-style-type: none"> ○ Arab ○ Any other ethnic group please describe here 	<p>Equality and demographic questions</p>	<p>Select only one item (tick box)</p>

Norfolk Local Nature Recovery Strategy



**Together, we can recover
nature in Norfolk**



Contents

6	Foreward
7	Introduction
8	What is nature recovery?
9	What is a Local Nature Recovery Strategy?
10	Overview of Norfolk's LNRS area
11	What should the LNRS be used for?
11	What should the LNRS not be used for?
12	Who created Norfolk's LNRS?
17	How can the LNRS support the people of Norfolk?
20	Why does nature in Norfolk need recovering?
21	What nature recovery can do: Wendling Beck*
23	Elevating under-represented voices for nature recovery: Community Naturescapes*
25	Part A: Strategy Area Description
27	The geology underlying Norfolk's habitats
29	The historic environment
30	Norfolk's coast
32	Coastal pressures
34	Norfolk's farmland
36	Farmland pressures
37	Woodland, trees and scrub
39	Woodland, trees and scrub pressures
41	Freshwater habitats
43	Freshwater pressures
45	Grassland and heathland
47	Grassland and heathland pressures
49	Urban and built environment
51	Urban and built environment pressures
53	Distinct areas: The Broads
54	Distinct areas: The Brecks
55	Protected Landscapes
55	Norfolk Coast National Landscape
56	Recreational pressures in Norfolk
58	Biological pressures
60	Areas of Particular Importance for Biodiversity
63	Conserving the Brecks: The Brecks Fen Edge and Rivers Landscape Partnership*
65	Healing through nature: Nature Connect*
67	Restoring and resurrecting Norfolk's ponds: Norfolk Ponds Project*
69	Part B: Opportunities
70	Nature recovery principles
74	Habitat opportunities

77	Wider environmental benefits and co-benefits of nature recovery
84	Reviving peatlands for wildlife and climate: Buttle Marsh restoration project*
86	Restoring wood pasture: Oxburgh Estate*
88	Community conservation: Little Ouse Headwaters Project*
90	Part C: Norfolk's Priority Habitats, Assemblages and Species
93	Habitat Priorities: More, bigger, better and more connected
96	Mixed Deciduous Woodland
100	Wet Woodland
102	Wood Pasture and Parkland
104	Scrub
106	Habitats in Farmed Landscapes
110	Traditional Orchards
111	Traditional Orchards continued
112	Habitats in Urban, Built and Garden Environments
116	Heathland and Acid Grassland
118	Neutral and Calcareous Grassland
121	Wet Grassland
123	Open Mosaic Habitat on Previously Developed Land
125	Rivers and Streams
129	Still Water Habitats
132	Fen Habitats
134	Reedbeds
136	Coastal Saltmarsh and Intertidal Mudflats
139	Coastal Sand Dunes
141	Coastal Vegetated Shingle
143	Maritime Cliffs and Slopes
145	Saline Lagoons
148	Prioritising species
150	Nature-based solutions for water security: Norfolk Water Strategy Programme*
152	Community driven nature recovery in urban and developed areas: Sweet Briar Marshes*
154	Landscape recovery: Waveney and Little Ouse Recovery project*
156	Habitat-based assemblages
158	Coastal Shingle and Dunes
160	Saltmarshes and Lagoons
163	Reedbeds and Freshwater Wetlands
166	Farmed Landscapes
169	Lowland Meadows and Pastures
172	Native Woodland
176	Trees Outside of Woodland
179	Scrub and Mosaic
182	Still Waters
185	Rivers and Riverside Habitats
188	Lowland Fen
192	Chalk Grassland

195	Brecks Grass Heath
198	Acid Grassland and Heathland
201	Urban, Built and Garden Environments
204	Bigger, better and more joined up: Langley Abbey Environment Project*
206	Restoring fens: High Fen Wildland*
208	Landscape recovery: Wilder, wetter and better for nature*
210	Key species
211	Basil-thyme case-bearer
213	Crested buckler fern
215	Crested cow-wheat
217	Dwarf eelgrass
219	Eurasian curlew
221	European eel
223	Fen raft spider
225	Holly-leaved naiad
227	Intermediate stonewort
229	Lapwing
231	Lesser water measurer
233	Little whirlpool ramshorn snail
235	Narrow-mouthed whorl snail
237	Natterjack toad
239	Northern pool frog
241	One-grooved diving beetle
243	Orange-fruited elm lichen
245	Scarce vapourer
247	Serotine bat
249	Starlet sea anemone
251	Water vole
253	White-clawed crayfish
255	Witham orb mussel
257	Locations of key species across Norfolk
259	Wider priorities
262	Species recovery: Fen raft spider translocation programme*
264	Protecting beach-nesting birds: Return of the tern*
266	Part D: Locations for Action
272	What are the next steps and how can you be involved?
274	Sustainable farming: Chet Valley Vineyard*
276	Restoring peatlands: Cowles Drove extension to Lakenheath Fen*
278	Appendices
279	Appendix 1: Legislative context and analysis of existing strategies and documents
283	Appendix 2: Methodology - Species and habitat priority generation
289	Full Norfolk species shortlist
295	Appendix 3: Priorities associated to environmental objectives
319	Appendix 4: Methodology - Mapping

326	Appendix 5: Partnership overview
327	Appendix 6: Glossary
333	Appendix 7: References and resources
337	Appendix 8: Photo credits
341	Map Data Credits
342	Appendix 9: Acknowledgements

There are case studies throughout the document that showcase nature recovery in action. These are denoted in the contents in **green** text and with an asterisk (*).

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Words or phrases that may require further explanation are explained in the **Glossary (Appendix 6)**. These are also coloured **magenta** throughout the document (**Appendix 8**).

References and resources are listed at the end of the document (**Appendix 7**) and are denoted throughout the text by numbers in square brackets [].

When viewed as a PDF, interactive features enable readers to navigate through the document with ease.

Foreward

Norfolk's wildlife is diverse and dynamic, with its mix of coastlines, marshes, forests, and heathlands supporting a wide range of species. From migratory birds to elusive mammals, Norfolk remains a vital haven for wildlife in the UK, offering both residents and visitors the chance to experience the natural world in its raw, beautiful form. Much of our outstanding wildlife is protected but to sustain it into the future we must help our wildlife to grow and expand out from these havens to new places across the county.

As we look to the future, the Norfolk Local Nature Recovery Strategy stands as a beacon of hope and determination, guiding us through the challenges of nature recovery with a vision grounded in optimism and possibility.

This strategy is more than just a plan; it is a reflection of our collective strength, our unwavering belief in the power of collaboration, and our deep-rooted connection to the land, to our wildlife and to each other. It is built upon the idea that recovery is not just about restoring what was lost, but about creating a brighter, more sustainable future for all who call Norfolk home.

As we embark on this journey of recovery, we do so with hope in our hearts and a shared belief that our best days lie ahead. The Norfolk Local Nature Recovery Strategy is our roadmap to that future — one where opportunity, prosperity, and wellbeing are not only restored but enhanced for generations to come.



Wendy Brooks

Head of Environment

Communities and Environment
Norfolk County Council

Co-Chair

Norfolk and Suffolk Nature Recovery
Partnership

Introduction



Muckleburgh Hill and Weybourne, with a sunrise over Sheringham.

What is nature recovery?

Nature recovery is the creation and restoration of **habitats** and **biodiversity**. This includes wildlife-rich places, **corridors** and **stepping-stones** that help populations to recover, grow, move, thrive and adapt to a changing climate.

We will do this by regenerating **wetlands**, reintroducing native species, conserving coastal habitats, and creating more **green and blue spaces** for nature. Sustainable land and coastal management across our county will help to nurture wildlife, improve soil health and produce cleaner water, providing more and better spaces for us to enjoy and connect with nature where we live, work and play. It also supports improved air quality through increased tree cover and reduction of airborne pollutants, delivering benefits for respiratory health and overall health and wellbeing.

Working with nature helps us to provide the resources required, and **nature-based solutions** like planting woodlands, restoring rivers and creating wetlands tackle climate impacts while benefiting outdoor recreation through improved water quality and air quality. Cross-sector collaboration that combines local knowledge and science helps revive Norfolk's nature in harmony with its economies and cultural heritage.

Nature recovery is an essential part of our future, as the United Kingdom has been rated as being within the bottom 10% of nature depleted countries in the world.

For nature to recover across Norfolk, we want to highlight the opportunity, ambition and potential available across all sectors to collaborate and contribute. This document intends to support this action and provide guidance and inspiration.



Managed wetlands at RSPB Strumpshaw Fen showcase nature recovery in action, creating space for wildlife and people within the Broads' green and blue spaces.

What is a Local Nature Recovery Strategy?

Local Nature Recovery Strategies

(LNRs) are a new approach to restoring and protecting nature in England.

LNRs are part of a national push to give nature more room to grow. They are a requirement of the Environment Act of 2021 [1, 2]. They focus on highlighting and revitalising natural habitats across Norfolk, including:

- mapping existing important natural areas
- identifying key locations and opportunities for creating or enhancing habitats for maximum environmental benefit
- planning where and how habitats could be established or connected, benefiting both nature and people.

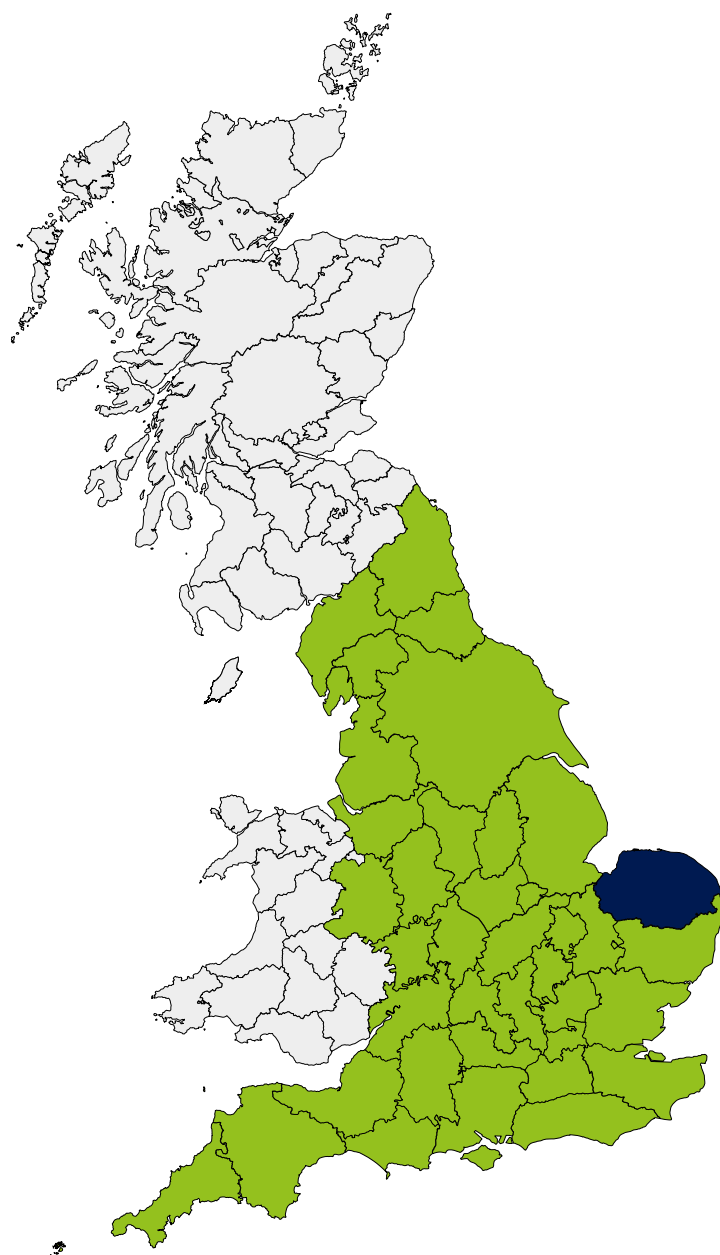
Forty-eight LNRs developed across England (**Figure 1**) will collectively form a national **Nature Recovery Network** (NRN).

The LNR consists of this document, also referred to as the Statement of Biodiversity Priorities and the associated mapping tool, referred to as the Local Habitat Map. It is considered to be a valuable tool for promoting partnership working across Norfolk to drive nature recovery.

Norfolk's landscape will contribute to this network as it consists of a wide range of habitats, key geographical features and

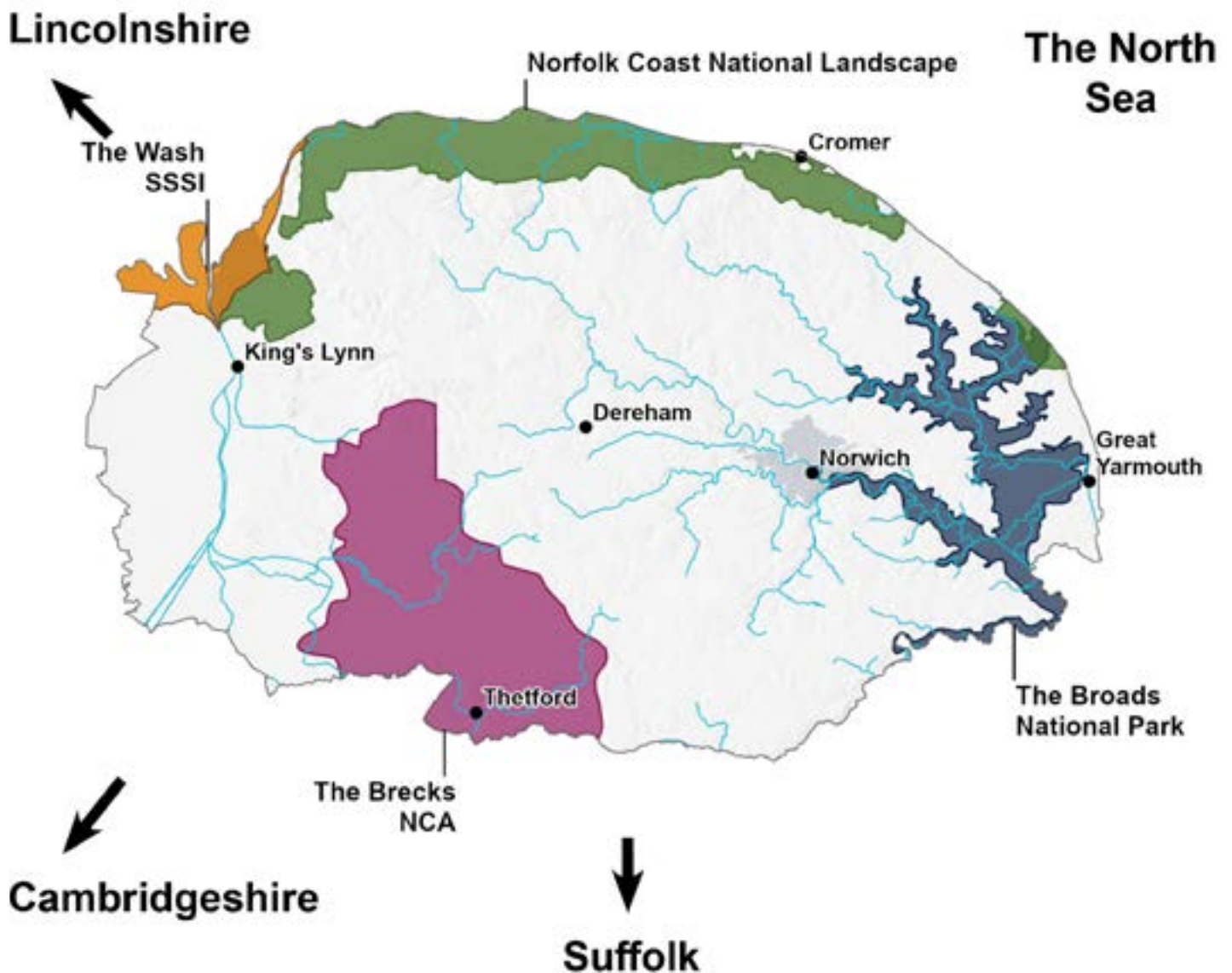
specific areas, shown in **Figure 2**. following. As per statutory guidance, the LNRs will not extend into the marine environment beyond the low tide line. However, it is considered that by improving habitat across the landscape, there will be a related benefit to the marine environment [3].

Figure 1. Forty-eight LNR Areas in England (green) with Norfolk highlighted (blue).



Overview of Norfolk's LNRS area

Figure 2. Map of Norfolk's LNRS area and key landscapes: the Broads National Park, the Brecks National Character Area (NCA), The Wash, the Norfolk Coast National Landscape and major waterways.



The strategies aim to expand, improve, and link natural areas, guiding the implementation of environmental priorities and funding like **Biodiversity Net Gain** (BNG) [4]. The LNRS will target where habitat creation will be of 'high strategic significance', a 15% uplift in the biodiversity metric (using the **strategic significance multiplier**) will be applied if the measures and actions set out in the strategy are followed.

What should the LNRS be used for?

The contents of the LNRS link into legal duties for delivering environmental factors across the county and the country. These include:

- the duty in Section 85 of the Countryside & Rights of Way Act 2000 [5] for **public bodies** to 'seek to further' the purposes of Protected Landscapes (for example conserving and enhancing the natural beauty of National Landscapes and to 'protect and improve the natural beauty, wildlife, and cultural heritage of the area' in National Parks)
- the duty of all **planning authorities** to 'have regard to' Local Nature Recovery Strategies in preparing relevant plans, which will be strengthened to 'take account of' once the relevant sections of the Levelling Up and Regeneration Act (LURA) 2023 are activated
- the strengthened duty of all public bodies to conserve and enhance biodiversity as embedded in Section 40 of the Natural Environment and Rural Communities Act 2006 [39].
- acting as one source of evidence to inform the preparation of plans that will determine where development should occur (these plan preparation processes have their own consultation and engagement requirements so that different needs for land can be balanced by the plan maker). This can allow biodiversity investigations to be part of the earliest stages of planning.

What should the LNRS not be used for?

LNRSs are not designed to be prescriptive but are tools to drive forward action to recover nature. They will not be used to:

- require land managers or owners to make specific proposed land-use changes – this will remain their choice
- place new restrictions on developing land or act as a specific barrier or blocker for proposals
- identify areas to be given legal nature protections that create restrictions on how land can be used or managed – LNRSs do not propose new nature reserves or any other kind of legal designation
- prevent nature conservation work in areas not prioritised by the LNRS
- determine regulatory decisions, such as the result of **Environmental Impact Assessments** – they can be a source of evidence to inform decision making but determination must still be made on the basis of relevant legislation and statutory guidance.

Who created Norfolk's LNRS?

Norfolk County Council has been designated as the responsible authority for developing Norfolk's LNRS. Under the shared banner of the '[Norfolk and Suffolk Nature Recovery Partnership](#)' (NSNRP) (visit the partnership website at [nsnrp.org](#) and see **Appendix 5**), the Norfolk LNRS has been delivered by working closely with:

- Norfolk district and borough councils
- Broads Authority
- the Norfolk Coast Protected Landscape (comprising the Norfolk Coast Partnership, the Wash and North Norfolk Marine Partnership and the Norfolk National Trail Partnership)
- nature conservation organisations
- landowners and land managers
- local people, groups and stakeholders
- private companies and local businesses.

Working with neighbouring Suffolk County Council, the Norfolk and Suffolk LNRSs have been developed in a joined-up way to reflect the shared natural habitats and species that sit across both counties. Close working with Cambridgeshire and Lincolnshire has ensured cohesion across shared boundaries.

[The Department for Environment, Food and Rural Affairs'](#) (Defra) guidance encouraged involving diverse participants in the LNRS process. Steering and expert groups provided advice, while stakeholders like nature specialists, community groups, landowners and local

councils shaped the strategy through targeted engagement.

Six Themed Working Groups (TWG) were established to give as many stakeholders and interest groups as possible the opportunity to help influence and shape the content of the LNRS, as well as providing valuable technical input and expertise. These were:



Mapping



Land Management



Species and Biodiversity



Water and Coast



Planning Norfolk



Planning Suffolk

Alongside specialist engagement, input and suggestions were sought from the wider public throughout the process of developing the strategy (**Figure 3**). Involving the public alongside professional opinions ensured a wide range of perspectives were included. To reach all the different groups, engagement was conducted through multiple formats:



Events (11)

- Public event stands
- Talks and panel sessions
- Site visits and networking meetings



Presentations (33)

- Presentations to organisations and businesses
- Invitations to speak at partnerships
- Presentations to stakeholders



Digital engagement

- Social media platforms
- News updates on websites
- Email information distribution



Surveys (2)

- Public opinion surveys
- Surveys for target groups
- Public consultation



Webinars (9)

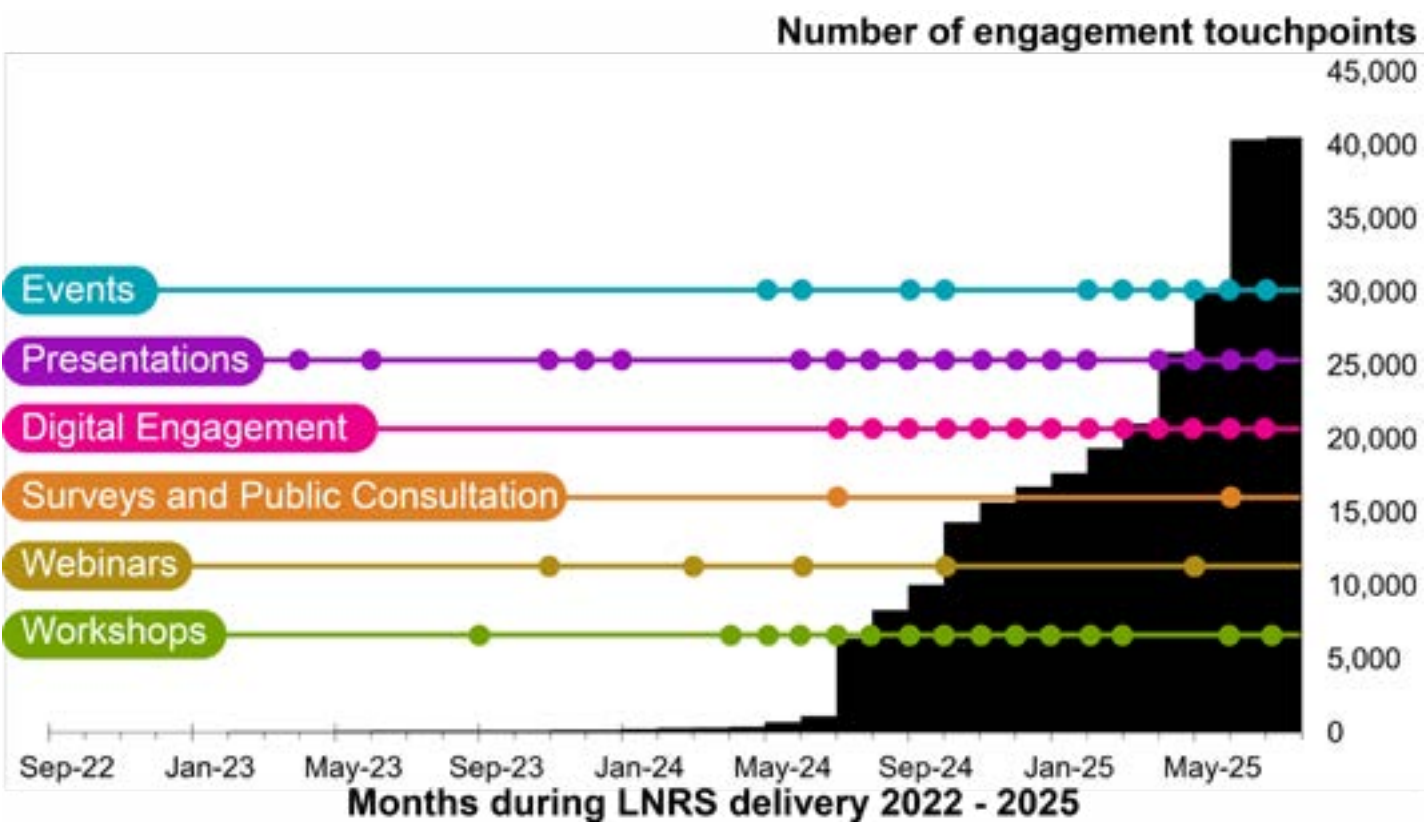
- Webinars with guest speakers for public and professionals
- Online roundtables



Workshops (37)

- Themed Working Groups
- Focus groups
- Collaboration discussions and data sharing

Figure 3. Numbers of people engaged through Norfolk-led and NSNRP efforts during LNRS delivery.



Numbers of engagement for Norfolk-led and NSNRP activities during the LNRS delivery. Engagement activities – events (teal), presentations (purple), digital engagement (pink), surveys and public consultations (orange), webinars (gold), and workshops (green) – are displayed below with timelines indicating their occurrence from September 2022 to July 2025. The black area represents cumulative engagement, showing the growing reach to over 40,000 engagement touchpoints – that is, the individual moments where people connected with the project (such as attending an event, completing a survey, or interacting online) – through these activities and stakeholder interactions over the delivery timeline.

In Spring 2024 land managers and the public were asked which species and habitats they thought were the most important to prioritise in the LNRS; 1,590 people responded to the surveys.

It was anticipated that the species and habitats that are important to the public may differ to those that landowners and other stakeholders involved in the process, due to the varied factors involved with experiencing nature and working within the landscape.

To ensure the LNRS represents the full county, all the survey suggestions were included on the longlist for biodiversity **priorities** and were given the same consideration as those included using a data-based approach or presented by conservation experts (see further information in **Part C**). The full longlist can be found on the NSNRP website: www.nsnrp.org.

Public survey responses flagged pollinators and hedgehogs as key species for residents in Norfolk – you can find them both in our priority lists (**Part C**).

Introduction

Norfolk County Council greatly appreciates the valuable contributions and perspectives provided by all those involved in developing this plan, including:

- individuals who participated in public surveys, events and workshops
- landowners who responded to surveys and joined workshops
- local subject matter experts from the NSNRP and its steering committee
- Natural England, Environment Agency and Forestry Commission.

Landowners, conservation and community experts and organisations have contributed case studies that demonstrate successful nature recovery in practice. These case studies have been included to highlight existing efforts and best practices, and to support the potential implementation of future projects.

Funding to support the creation of Norfolk's LNRS has been provided by Defra.



Guided tours exploring rewilding, regenerative farming and conservation at Wild Ken Hill.

How can the LNRS support the people of Norfolk?

The strategy outlines a plan for how everyone in Norfolk – individuals, local communities, landowners, local governments, businesses, and national agencies – can come together to restore nature through planning and on-the-ground action.

For everyone in Norfolk the LNRS will:

- inform how all public authorities in England meet their legal duty to conserve and enhance biodiversity, through land management and regulatory decisions
- seek to enhance the positive effects of nature on community wellbeing that contribute to improved physical and mental health and wellbeing, including direct and indirect benefits like clean air, water and food
- help identify key areas within the local community to prioritise nature recovery efforts while fostering community ownership at various levels, from nest boxes to nature reserves, so everyone can get involved
- promote active travel by supporting access improvements and integrating green corridors and trails that connect green spaces, encouraging walking and cycling and supporting healthier, more sustainable lifestyles. This can include use of Public Rights of Way, National Trails and the King Charles III England Coast Path.
- provide potential locations for initiatives aimed at creating and enhancing habitats
- aid in aligning **local and neighbourhood plans** and other spatial strategies with countywide objectives, and informing priority actions in future plans
- support funding applications for nature recovery projects
- encourage local community groups, schools and home-owners focused on nature recovery.



For land managers the LNRS

can:

- signpost ways to help enhance and restore nature, providing a strategic spatial guide for habitats and species recovery and supporting environmental funding schemes under **Environmental Land Management Scheme** (ELMS) such as **Countryside Stewardship**, **Sustainable Farming Incentive**, **Farming in Protected Landscapes** and **Landscape Recovery schemes**, enabling large-scale positive changes for nature
- support **sustainable agriculture**, **flood risk management**, **water management** (both availability and quality) and **carbon capture** using measures such as planting trees and improving soil health
- identify the highest priority opportunity areas for **habitat creation** and **connectivity**, helping to channel BNG investment

- provide guidance on actions to achieve nature recovery – linking efforts across the county for expanding and connecting habitats, including development and implementation of Protected Landscape Management Plans.

For environmental Non-Governmental Organisations, the LNRS aims to:

- facilitate the connection of long-term goals and generate greater ambition for nature recovery across partnership organisations
- further promote nature and wildlife recovery projects and strategic objectives including development and implementation of Protected Landscape Management Plans.
- help prioritise areas, **potential measures** and collaborative efforts for nature recovery, including species monitoring and evidence gathering as appropriate.



Wildflower meadow scything at Gressenhall Farm & Workhouse.

For planners and developers, the LNRS can:

- provide information to **local planning authorities** on the nature recovery priorities in their area and best practices for enhancing biodiversity, including development and implementation of Protected Landscape Management Plans and Delivery Plans within the Planning & Infrastructure Bill
- inform **green infrastructure** delivery for local plans and neighbourhood plans (including links to the Natural England Green Infrastructure Framework [40])
- support decision making for offsite potential for BNG
- help to inform potential measures for embedding nature into urban and new infrastructure such as stormwater management, contributing to **climate resilience** and delivering the most suitable nature-based solutions for Norfolk in the right places.

Planners have a legal requirement to 'have regard to' or 'take account' of the content of the LNRS (determined by the activation of the LURA, 2023), alongside other relevant objectives, to ensure nature recovery is properly reflected in the planning system [6].

The key documentation is available on the natural environment guidance page of the Government's website but is summarised below:

- Local planning authorities should be aware of mapped areas and proposed measures in the relevant LNRS and consider how these are reflected in their local plan
- The LNRS is an evidence base that may be a '**material consideration**' in planning; the decision-maker determines its relevance based on circumstances.

For local businesses, the LNRS:

- signals Norfolk is open for **green investment**, showing that nature is at the heart of a successful local economy
- unlocks opportunities and provides supporting evidence for businesses and tourism to meet environmental and social goals while driving economic growth
- has the potential to promote and encourage a balanced approach to private and public investment into ecosystem creation and restoration, guiding investment and donation to specific projects.



Why does nature in Norfolk need recovering?

Norfolk's habitats have been shaped by centuries of human interaction with the land and sea. They have been continually managed in ways to provide us with shelter, food, water, fuel, natural materials and recreation. Over time, the majority of our habitats and species have undergone significant dynamic changes shaped by a range of environmental and social factors. Evidence from the last 50 years indicates that nature is in decline and we have experienced a significant loss of biodiversity [7]. The loss and degradation of nature has contributed to climate breakdown, as carbon dioxide is released through the loss and degradation of all habitat types, or is not absorbed effectively due to changes in the landscape. Contributing factors include:

- intensive agricultural practices
- increased demand on water and other natural resources
- air and water pollution
- **invasive non-native species**
- animal and plant diseases
- degradation of peat
- development and new infrastructure, including large scale energy projects
- **fragmentation** of habitats

- loss of coastal habitats
- climate change
- loss of traditional land management techniques
- reliance on artificial pesticides and herbicides
- changes in the use of natural resources
- increased recreational pressures.

On average, species abundance in England has fallen by about one-third (32%) since 1970 [7]. Among UK species in Norfolk that are classified as **critically endangered** are:

- European eel
- Northern pool frog
- Starry Breck lichen

Among those on the **endangered** list in Norfolk are:

- Barberry carpet moth
- Crested cow-wheat
- Common swift

Lots more are '**vulnerable**' (threatened with extinction) or '**near threatened**' (close to being endangered in the near future) – see **Appendix 2** for further details. As indicated in the State of Nature report from 2023 [7], the UK overall has seen significant habitat impacts, with only 1 in 7 habitats assessed as being important for wildlife reported to be in a good condition.



Barberry carpet moth
Pareulype berberata



Crested cow-wheat
Melampyrum cristatum



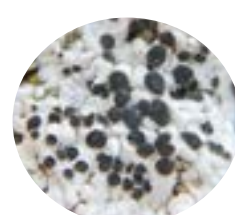
Common swift
Apus apus



European eel
Anguilla anguilla
150



Northern pool frog
Pelophylax lessonae



Starry Breck lichen
Buellia asterella

What nature recovery can do: Wendling Beck

Wendling Beck Environment Project is a 2,000 acre nature restoration initiative near Dereham. Working collaboratively with landowners and farmers, the project spans four farms and three Sites of Special Scientific Interest (SSSIs). The aim is to reverse local biodiversity loss and inspire climate action by creating a sustainable balance between agriculture and nature.

Who's involved?

The project was launched during the 2020 COVID-19 lockdown by Glenn Anderson of Dillington Hall Estate, who sought a new direction as agricultural subsidies were phased out. He works with neighbouring landowners Rosie and Alex Begg, Tom Cross, and the Bullard family, in partnerships with Norfolk County Council, Breckland Council, Anglian Water, environmental NGOs, and Natural England.

What have they achieved?

Habitat Restoration and Creation

- 65 acres of heathland
- 50 acres of lowland meadow
- 75 acres of other species-rich grassland
- 100 acres of parkland
- 10 acres of lowland fen
- 20 acres of woodland
- 15 acres of scrub
- 2000 metres of hedgerows
- 600 metres of rare chalk stream restoration

There are many more habitats to follow.

Biodiversity Net Gain

Wendling Beck is one of the pilot projects for Natural England's Biodiversity Net Gain initiative, pioneering the requirement for all new developments to leave the environment in a measurably better state than it was before. The project is estimated to deliver around 2,500 BNG units. They have entered into a long-term Conservation Covenant, with RSK Wilding as their Responsible Body.

Carbon Sequestration

The project is expected to sequester over 250,000 tonnes of carbon, (the equivalent energy use of about 60,000 UK homes) significantly contributing to climate change mitigation efforts. They are collaborating with the University of East Anglia and Treeconomy are helping to track and monitor carbon sequestration in above ground biomass and the soil.



Neighbouring landowners Glenn Anderson and Rosie Begg in the Wendling Beck project area.

How do they do it?

Spanning four farms and three SSSIs, WBP aims to reverse local biodiversity loss and inspire climate action through a holistic approach that integrates:

Regenerative Agriculture

The project shows that food production can coexist with thriving ecosystems by using regenerative farming practices and grass-fed livestock to manage species-rich grasslands and high-value habitats.

Environmental Finance

The project is exploring innovative funding mechanisms, including the sale of **ecosystem services** such as BNG units, **nutrient neutrality credits**, and **natural flood management** solutions.

Data-Driven Management

Wendling Beck uses advanced **geospatial data modelling** and AI-powered analysis to inform decision-making, optimise habitat creation, and monitor progress.

Community Engagement

They are working to reconnect people with nature by providing immersive experiences in a wilder landscape. Plans include the development of cycling and walking trails, as well as an environmental education hub at the nearby Gressenhall Museum of Rural Life.

What's next?

The project will continue to create and restore high distinctiveness habitats over the next 2-3 years. Wendling Beck aspires to be an exemplar for monitoring and verification and is pioneering novel species monitoring techniques such as bioacoustics and eDNA.

Recently, the team has launched Wildscapes, an eco-tourism initiative aiming to deepen people's connection with nature and a farm shop and cafe will be opening very soon.

Find out more at www.wendlingbeck.org



The Wendling Beck nature recovery project area in Norfolk.

Elevating under-represented voices for nature recovery: Community Naturescapes

The Community Naturescapes Norfolk (CNN) project was a pioneering initiative aimed at enabling grassroots community action for nature recovery across the county. The project focused on engaging seldom-heard groups in co-creating local nature pilot projects. Led by Norfolk County Council (NCC) and supported by WWF-UK, with funding from the John Lewis Partnership, the project aimed to empower communities and strengthen their role in shaping local environmental strategies by providing more accessible ways to contribute. It also sought to encourage community involvement in nature recovery, supporting outcomes such as ongoing community action and more inclusive access to nature.

Who's involved?

NCC led the CNN project, in partnership with WWF-UK as part of WWF-UK's Norfolk Wholescape programme. The project worked with groups of community participants from five organisations: English+, Independence Matters, the Norfolk and Norwich University Hospital, the Wild Hub and East Norfolk Sixth Form College. A team of artists were contracted to work directly with group, helping them to conceptualise and deliver nature recovery and connection projects that reflected local priorities and perspectives.

What have they achieved?

Key achievements include:

Community involvement

Groups from diverse backgrounds including migrants, refugees, and people with learning disabilities have been actively involved in identifying opportunities to take action for nature recovery, helping to support the development of a more inclusive strategy.

Nature Recovery pilot projects

Groups have come up with project ideas like building bee and bug hotels, creating educational materials about nature, local nature trail maps, and community events with local farmers designing and fabricating creative installations which help make space for nature.

Increased connectivity to nature

These activities have helped participants feel more connected to their local environment and encouraged a deeper sense of responsibility for nature.

Local community engagement experts take part in a workshop which explored opportunities for engaging under-represented groups with nature recovery.

How do they do it?

The project leveraged the expertise of both environmental practitioners and artists to engage communities in innovative ways. Techniques include:

Co-Creation

Each community group worked with an artist to co-create a nature pilot project tailored to their interests and needs.

Creative Pathways

These sessions use art, sound, crafting, music, and other creative outlets to explore nature recovery concepts and foster a deeper connection to the local landscape, in ways that were meaningful for each group.

Participatory Methods

By involving groups in hands-on activities such as nature walks, knowledge-sharing sessions, and outdoor creative activities, the project made the concept of nature recovery accessible, relevant and engaging.

Community Naturescapes aimed to create positive local impacts, enhancing biodiversity and fostering connections with nature. NCC and WWF-UK are using the insights gained across delivery of the project to inform future nature recovery efforts and updates to the LNRS, ensuring diverse community involvement remains central to consultation and strategy development, and inspiring long-term stewardship.



Left: A new self-guided sensory nature trail developed for the grounds at Norwich Cathedral by English+ group participants. Right: Independence Matters participants took part in wildflower seed planting to create space for nature in the grounds of their community hub'. Bottom: A butterfly visits the new rewilding area at the Independence Matters Dereham community hub.

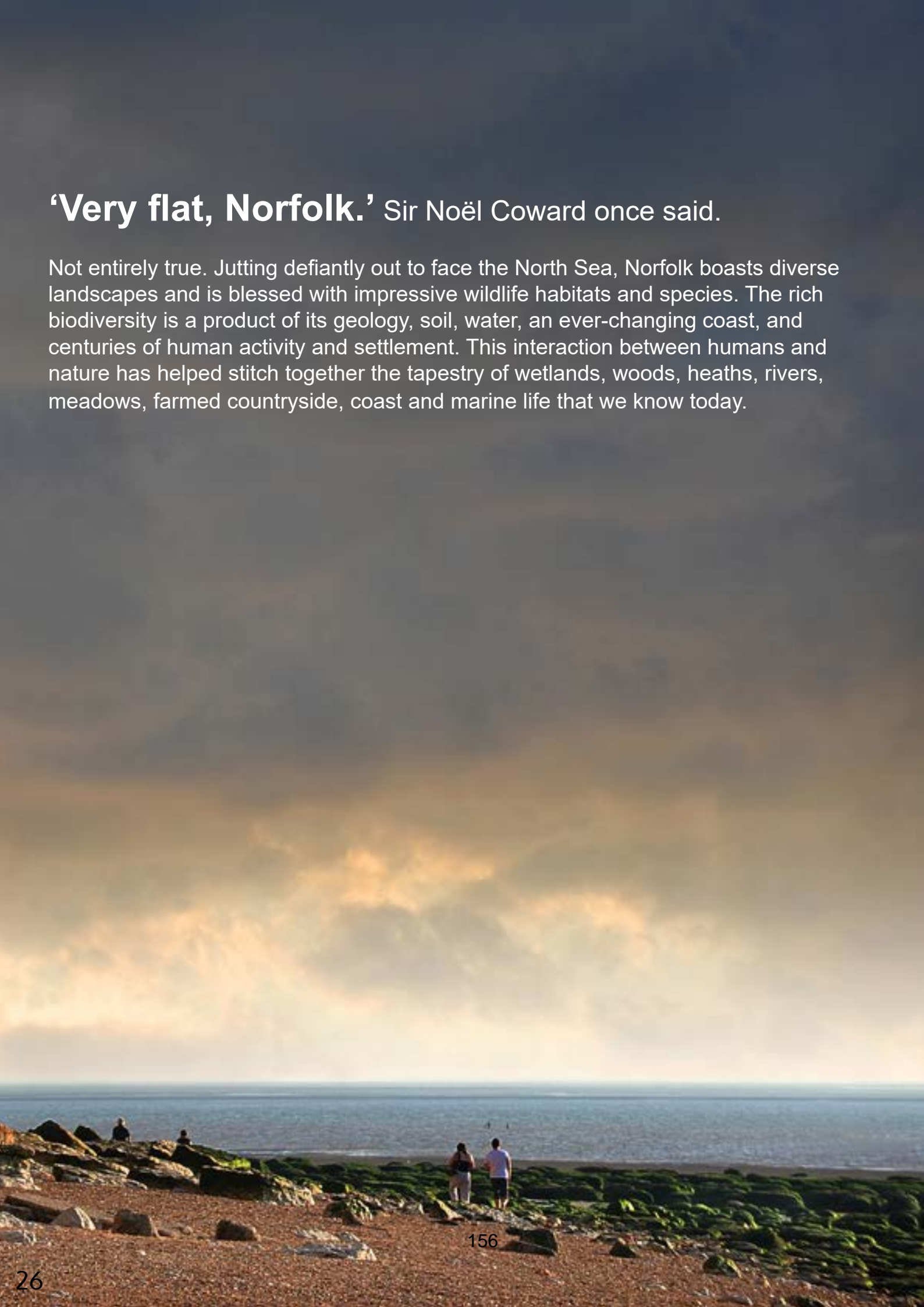
Part A: Strategy Area Description



Hunstanton's striking red and white cliffs are a vibrant ecosystem for diverse species, from nesting seabirds to coastal flora. 155

‘Very flat, Norfolk.’ Sir Noël Coward once said.

Not entirely true. Jutting defiantly out to face the North Sea, Norfolk boasts diverse landscapes and is blessed with impressive wildlife habitats and species. The rich biodiversity is a product of its geology, soil, water, an ever-changing coast, and centuries of human activity and settlement. This interaction between humans and nature has helped stitch together the tapestry of wetlands, woods, heaths, rivers, meadows, farmed countryside, coast and marine life that we know today.

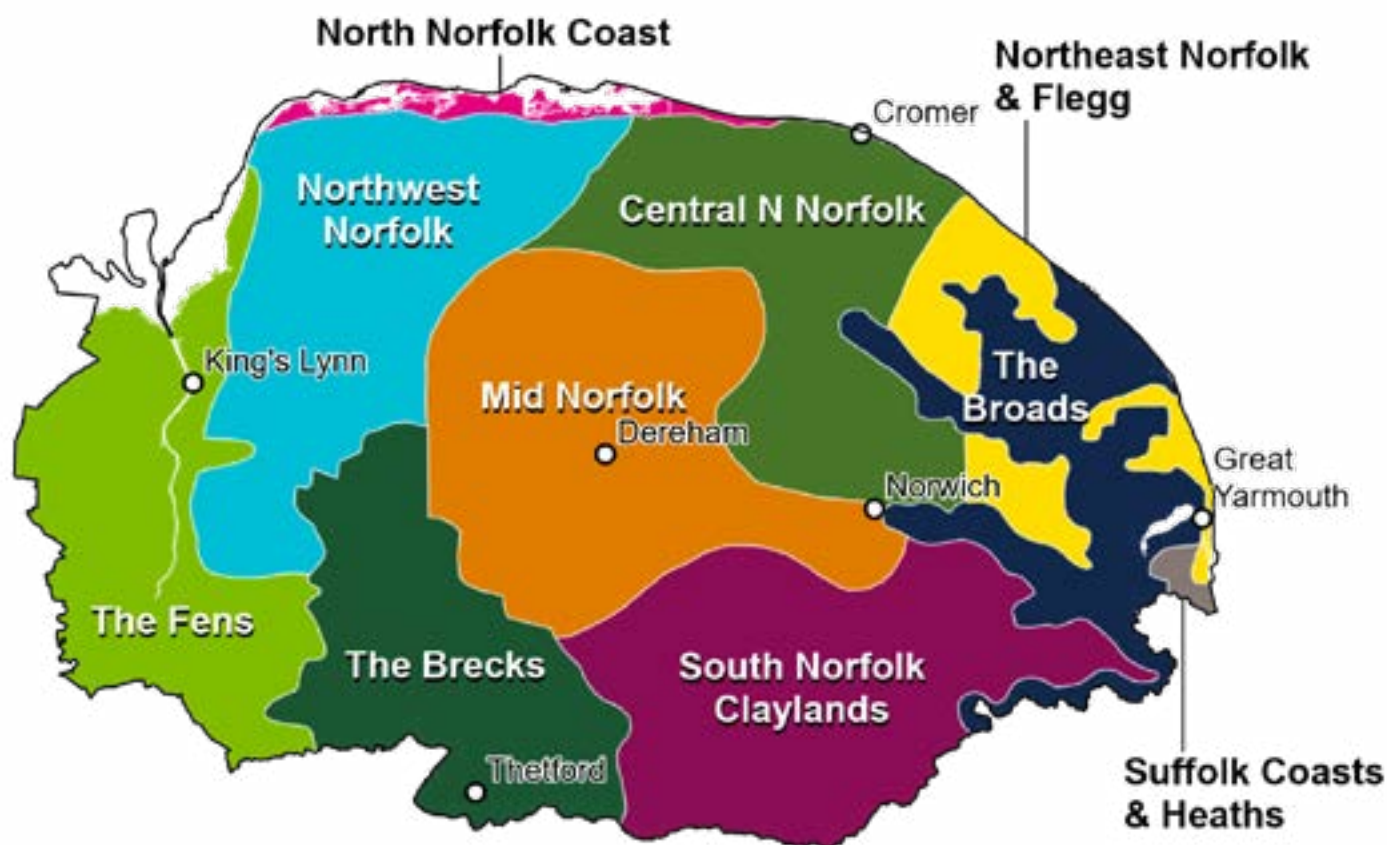


The geology underlying Norfolk's habitats

Norfolk is characterised by gentle hills and river valleys, large flatlands and wetlands and bounded by the coast. Mostly flat, with the highest point at only 105 metres above sea level, about a third of Norfolk lies below 20 metres. The Rivers Waveney and Little Ouse emerge near the wetland of Redgrave and Lopham Fen, but then flow in opposite directions. The main river catchment of the Wensum flows across the county from near Fakenham in the north west to the Broads in the east. The larger river valleys reveal hidden chalk and rock

layers, especially visible in Hunstanton Cliffs' stripes unveiling the varied geology from coast to sandy heath of The Brecks. Norfolk's underlying geology is mostly chalk, with water stored in layers called **aquifers**, surfacing as springs to nourish unique wetland habitats, important for providing water for farming, businesses, and homes. The Fens and Broads, with their underlying soils of peat, **silt**, or clay, host diverse wetland environments like lakes, marshes, fen, wet meadows, reed-beds, and wet woodland. These areas not only serve as the primary drainage for Norfolk's rivers, creating extensive basins and floodplains that lead to the sea but also are home to a remarkable array of biodiversity.

Figure 4. Map of Norfolk's National Character Areas (NCAs) highlighting distinct regions that reflect unique geographical and ecological characteristics.



Strategy Area

In Norfolk, water and **sedimentary** rocks like chalk, sand and clay underpin the area's habitats, wildlife, and farming. The county features diverse soil types with ice age debris shaping hills and valleys, dominated by chalk. These geological features, rich in fossils and glacial landforms, offer a nationally significant glimpse into Norfolk's ancient history.

Soils are the second largest carbon sink after the oceans. Peat is an ancient soil, formed several thousands of years ago in bog or fen habitats. It is found in the Broadland area and fens of southwest Norfolk and northwest Suffolk where it can be several metres thick. Peatlands are the largest natural terrestrial carbon store **sequestering** 0.37 gigatonnes of **carbon dioxide** (CO₂) a year globally and, according to the International Union for Conservation of Nature (IUCN) [8], store more carbon than all other vegetation types in the world combined.

Norfolk's diverse landscapes host a tapestry of interconnected environments,

each adding to the ecological network. Across the strategy area, this is reflected in the range of **landscape character areas** as shown in Figure 4, which can influence the complex techniques required to manage each effectively.

This complexity becomes especially apparent in **ecotones**, the transitional areas where different habitats like woodlands and meadows or rivers and marshes meet. These zones are biodiversity hotspots, offering varied resources, microhabitats and opportunities that support many species.

By focusing on connectivity and the enhancement of habitats, the LNRS will support the resilience and vibrancy of local ecosystems. This approach is vital for supporting wildlife and ensuring community physical and mental health and wellbeing, adapting effectively to environmental changes.



Found to the East of Sheringham, Beeston Bump is a 63m mound of sand, boulders and gravel formed by the last ice age.

The historic environment

From flints up to a million years old to underground Cold War bunkers, from Roman villas and forts to medieval castles, moats and churches, Norfolk's historic environment is the evidence of our past and a unique and precious inheritance.

Many sites are designated due to their ecological importance and their inclusion of **heritage assets** – past human activity, design and land use or management mean that there can be a concentration of protected species and habitats present. This could include a wide range of features such as ancient and **veteran trees**, defensive or ornamental **water bodies** or long established woodland and grassland communities [9].



Earthworks of the Iron Age fort, Warham Camp, sitting within Norfolk's agricultural landscape.

Norfolk's coast

The Norfolk coast, stretching over 90 miles from The Wash to Great Yarmouth, is a prime area for diverse plant and animal life, bordered by the North Sea. Here, habitats like wetlands, **saltmarshes**, dunes, shingle beaches, and cliffs, essential for rare plants and many bird species act as crucial breeding and wintering grounds. Part of this coastline is designated as the Norfolk Coast National Landscape, highlighting its landscape value. Freshwater and saline habitats attract thousands of waders and wildfowl, with bitterns and marsh harriers inhabiting the reedbeds. This stretch of the coast supports up to 40% of the world's overwintering population of pink-footed geese and a significant percentage of the planet's brent geese. Their noisy flight between fields and marshes in autumn and winter is a magical sight.

The Wash, with its saltmarshes and **intertidal mudflats** and rich marine life, stands as one of the most vital **embayments** for birds in Europe. Together with the broader Norfolk coast, it forms an essential part of the **East Atlantic Flyway**, a major bird migration route extending from the Arctic to Africa, and are currently under consideration for UNESCO World Heritage status. Norfolk's saltmarshes and coastal sand dunes are nationally significant, making up 9.6% and 9% of the UK's total for these habitats, respectively. Saltmarshes, areas of land regularly covered by the tide, are a sea of purple in late summer as common sea lavender flowers, and alongside dunes and shingle support colourful and rare plants and animals. The low, wetter areas between dunes and their pools are a home for orchids, and the rare natterjack toad.

Additionally, mudflats, saline lagoons, maritime cliffs, and coastal vegetated shingle, are all Priority Habitats found on Norfolk's coast.

Coastal habitats are naturally dynamic, with the coast constantly responding to waves, tides, and storms, shaping landmarks like Blakeney Point and Winterton Dunes. The slumping cliffs of Trimmingham and Overstrand, altered by both water on the ground and by the sea itself, illustrate the coast's ever-changing nature. Managing these changes is crucial for nature recovery, as rising sea levels and shrinking coastal habitats pose challenges.

Norfolk's coastal landscapes have long inspired countless artists and writers, drawn to the unique beauty and tranquility of Norfolk's environments.

Such connections underline the inseparable bond between the land and its people, a relationship that continues to define Norfolk's identity and conservation ethos.

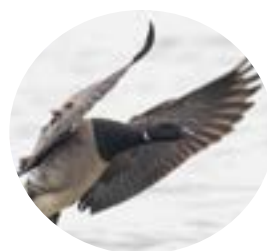
Species found on Norfolk's coast:



Bittern
Botaurus stellaris



Marsh harrier
Circus aeruginosus



Brent goose
Branta bernicla



Natterjack toad
Epidalea calamita



A flock of pink-footed geese takes flight at Holkham, on Norfolk's north coast.

Coastal pressures

The Norfolk coast faces significant pressures from climate change and human activity, threatening its unique habitats and globally important biodiversity. With average temperatures set to rise by up to 1.6°C in summer and 1.3°C in winter by the 2040s, climate change is driving significant impacts. Rising sea levels, projected to increase by 0.2–0.4 m by mid-century and potentially exceeding 1 m by 2100, directly threaten habitats like **saltmarshes** and mudflats [10].

The region's water systems are under strain. Norfolk and Suffolk, among England's driest counties, face projections of up to a 13% summer rainfall reduction and a 5 – 8% winter rainfall increase by the 2040s [10, 11]. These shifts, coupled with higher temperatures, could reduce freshwater flows, increase groundwater **abstraction**, and enable **saline intrusion** into marshes and estuaries, degrading habitats. A summary of key pressures identified by regional experts is as follows:

- sea level rise due to climate change and '**post-glacial**' **rebound**
- sea defence structures and artificial stabilisation measures change sediment deposition and affect the dynamic nature of all coastal habitat systems
- large-scale built development and infrastructure is a risk to these habitats. However, when designed well, impacts can be properly mitigated and compensated

- excessive recreational pressures from visitors will continue to cause damage and disturbance to sensitive habitats and species
- climate change impacts include higher temperatures and prolonged periods of drought which, if impacts on resources are not addressed, have the potential to result in ground water **abstractions** increasing and freshwater river flows reducing. Estuaries may become increasingly saline, negatively affecting the intertidal habitats. Increased groundwater abstraction may also lead to **saline intrusion** of the coastal marshes. Conversely, wetter winters can lead to increased flooding and impacts on surrounding habitats due to waterlogged soil
- habitat loss caused by artificial coastal defences also leads to '**coastal squeeze**' which results in habitat loss, including vegetated shingle and saltmarsh
- poor agricultural practice can lead to air and water pollution which negatively impacts on coastal habitats and species
- unsustainable fisheries management can lead to a reduction in prey species for some of our important fish-eating birds.

Despite these challenges, Norfolk's coastal landscapes also offer opportunities for restoration and adaptation to enhance biodiversity and resilience. These are explored further in **Part B: Opportunities Identified**.

For further details on coastal pressures, visit The Natural Capital Evidence Compendium for Norfolk and Suffolk at www.nsnrp.org/publications or scan the QR code.



Sea defences on Norfolk's coastline can reduce erosion but also disrupt coastal biodiversity and habitats.

Norfolk's farmland

Norfolk's diverse farmed landscapes have nurtured a high level of biodiversity and have also deeply influenced the county's cultural fabric. Intricate networks of rivers and waterways and fertile soils of its agricultural heartland have underpinned the county's farming heritage, visible in the historic mills dotting the landscape and in the ongoing reed and sedge cutting for thatched roofs.

Norfolk's heartland is marked by dense clay soils and small streams amidst heavily farmed land, extending into Suffolk. This region, dotted with wildlife havens, also boasts the county's oldest countryside landscapes, with intricate mosaics of fields, old hedges, **veteran trees**, and commons dating back centuries.

Some of Norfolk's hedges date back to the Bronze Age and have remained in place throughout agricultural practices creating planned countryside enclosure during the late eighteenth and nineteenth centuries. These, among other factors, have resulted in a rich history of hedges in our landscape, alongside regular fields. However, the agricultural intensification of the 1940s to 1970s resulted in the loss of many hedges as fields were made bigger.

In many areas, the remaining hedges are not in good condition, with gaps between fragmented sections of hedge and relatively few surviving field oaks in the hedgerows.

Like much of England, Norfolk's **arable** lands have seen species declines in recent decades. Despite biodiversity losses, it remains a refuge for rare plants, arable weeds, and birds like the turtle dove and tree sparrow.

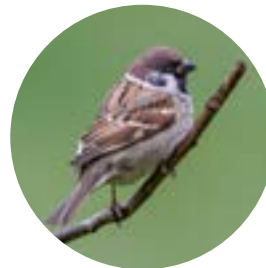
Species found on Norfolk's farmland:



English oak
Quercus robur



Turtle dove
Streptopelia turtur



Tree sparrow
Passer montanus



Wildflower field margin and hedgerow showing how agricultural fields can support wildlife and farming together.

165

Farmland pressures

Norfolk and Suffolk have a greater proportion of the best grades of food-producing land compared to the average for England (25.5% Grades 1&2 and 53.8% Grade 3 respectively, compared to 16.9% and 48.1% for England) [11]. However modern farming practices and land management techniques can impact the biodiversity and soil productivity of our farmland and create a lack of connection with surrounding habitats.

A summary of key pressures on Norfolk's farmland include:

- intensive farming practices, such as use of pesticides and fertilisers, negatively impact soil biodiversity and health as well as invertebrates, including pollinators
- removal and/or poor management of hedgerows removes vital habitat for many species and increases disease introduction
- abstraction of water for irrigation practices impacting on water availability
- loss of traditional field margins, small copses, isolated and hedgerow trees and farmland ponds limits habitats and wildlife corridors that allow species to traverse agricultural land
- removal of existing woodland areas to increase farmland reduces biodiversity and contributes to climate change through the release of carbon dioxide
- **monocropping** and other modern farming practices such as increased specialisation diminishes plant diversity and can make crops more vulnerable to pests and diseases

- soil erosion and degradation (especially in the lowland agricultural fens of west Norfolk) due to a variety of factors including stock pressures, lack of ground cover and use of unsuitable land types for agricultural practices
- land-use change due to increased pressure for infrastructure, development and housing
- agricultural runoff transports harmful pollutants and excess nutrients into waterbodies and ecosystems, which in extreme cases can create areas of low oxygen in aquatic environments. These water quality issues can pose risks to human health, particularly where pollutants affect drinking water sources or recreational waters. Additionally, certain agricultural practices, such as fertiliser storage and application can influence local air pollution, with implications for both environmental and human health. Actions to reduce these emissions present co-benefits for biodiversity and local air quality

Norfolk's farmland can and will play a crucial role in nature recovery and increasing biodiversity. This is explored further in **Part B: Opportunities Identified** and highlighted in appropriate case studies.

For further details on farmland pressures, visit The Natural Capital Evidence Compendium for Norfolk and Suffolk at www.nsnrp.org/publications or scan the QR code.



Woodland, trees and scrub

Norfolk has blocks of priority deciduous woodland across the county, excluding the Fens. This includes **ancient woodlands**, wet woodlands known as carrs, normally comprising alders, willows and birches, areas interspersed with old trees, and woodlands that were used for grazing. The Norfolk and Suffolk Broads hold some of the largest extent of wet woodlands in the UK, and south and mid Norfolk is notable for scattered ancient oak, ash, and hornbeam woods. Many Norfolk woods have a history of active **coppicing**, including Hockering Wood with its cathedral-like stands of small-leaved lime. Scrub around these woods provides shelter and food for birds, insects, and mammals.

Woodlands are under intense browsing pressure from increased deer (both native for example red deer, and non-native species such as muntjac) and squirrel numbers. Some ancient woodland sites have seen changes due to planting with

monocultural and same aged plantations with little resilience to climate change and pests and diseases. Places like Foxley Wood National Nature Reserve, which is notable for its springtime carpet of bluebells, are being managed sensitively to benefit the wildlife of this native deciduous woodland. Efforts to replace high density planting with native broad-leaved trees are helping to restore the natural ground cover.

Wood pastures, a type of landscape where trees are distributed across grazing lands, are often found as a component of parkland, heaths and grazed commons. Although many of these areas have fallen out of management and are overrun by shrubs and young trees, they still contain older veteran trees that once dotted the landscape.

Some of Norfolk's oldest and most majestic trees are in the parklands of large estates associated with grand houses, like Blickling, Holkham, and Houghton, where they add to the beauty and history of the landscape.



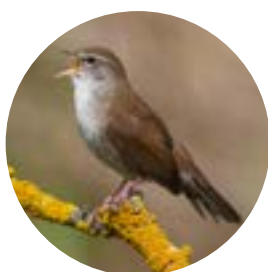
Traditional orchards were located on the edges of villages across the county, with a particular concentration in the west of Norfolk, and within the Claylands. These consisted of mixed orchards of fruit trees of a range of different and often local varieties that were grown on vigorous rootstocks. The blossom, fruit and unimproved meadow within the orchards, provided a rich habitat. Norfolk is particularly rich in varieties of apple, with 73 recorded (of which 38 are known to exist today).

Scrub is a transitory stage between open habitats such as grassland and closed canopy woodland. It plays a crucial role as a habitat in its own right, supporting a broad range of wildlife, providing a continued source of nectar, fruits, seeds, shelter, breeding and roosting sites. The secretive Cetti's warbler inhabits Norfolk all year round, for example in the mosaic of wet scrub sites in the Yare valley leading downstream and out of Norwich, where scrub habitats are increasingly important.

Species found in Norfolk's woodland:



Ash
Fraxinus excelsior



Cetti's warbler
Cettia cetti



Small-leaved lime
Tilia cordata



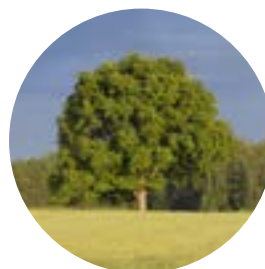
White willow
Salix alba



Alder
Alnus glutinosa



Crab apple
Malus sylvestris



Sessile oak
Quercus petraea



Bluebell
Hyacinthoides non-scripta



Common hornbeam
Carpinus betulus



Silver birch
Betula pendula

Invasive species



Muntjac deer
Muntiacus reevesi



Grey squirrel
Sciurus carolinensis

Woodland, trees and scrub pressures

Woodlands in Norfolk play a crucial role for biodiversity and recreation, but they face a range of pressures that threaten their sustainability. The Forestry Commission's National Forest Inventory provides detailed information on woodlands across the country, identifying areas larger than 0.5 hectares with at least 20% canopy cover and a minimum width of 20 metres. While this dataset does not explicitly identify timber-producing woodlands, categories such as conifer, young trees, and recently felled areas have been used as indicators of productivity.

The Brecks is a notable example, with 27.6% of its land covered by forest – more than double the national average of 10%. Of this, 18.3% is considered productive, underlining the region's importance for timber supply, energy production from waste wood, and recreation. The UK imports more than 80% of its timber, causing over-reliance of more greenhouse gas heavy materials and deforestation abroad, therefore risking unsustainable management in countries with weaker (or no) regulations. Thetford Forest, at the heart of The Brecks, exemplifies this multifunctional value, drawing 1.5 million visitors annually while supporting both commercial forestry and biodiversity [12].

Key pressures identified by regional experts include:

- climate change impacts such as extreme weather events, fire and drought affect growth patterns, water

availability, and species distribution

- destruction, fragmentation and isolation of woodlands puts species at risk of local extinction as natural processes are limited, for example mobile species may be unable to migrate between locations
- deer and grey squirrel populations cause overgrazing, which reduces the regrowth of young trees
- recreational pressures create the need to balance protecting space for nature with the benefits of **access to nature for people**
- invasive non-native species increase competition and diseases to native species
- pests and diseases, resulting in conditions such as Acute oak decline (AOD) and Ash dieback, have surged across the UK, threatening tree populations. Novel diseases are expected to increase in future, providing further challenges for biosecurity.

While these pressures are substantial, they also create opportunities to rethink management approaches and enhance the resilience of Norfolk's woodlands. These opportunities are discussed in **Part B: Opportunities Identified**.

For further details on woodland, trees and scrub pressures, visit The Natural Capital Evidence Compendium for Norfolk and Suffolk at www.nsnrp.org/publications or scan the QR code.





Cycling through Broadlands woodlands - striking a balance between conservation and providing access to nature for people. 170

Freshwater habitats

Freshwater habitats include rivers and streams, freshwater reedbed and still waters, including ponds or lakes. All of them are rich in species biodiversity, vulnerable to human impact and contribute to natural processes, including wider environmental benefits such as flood management. The lowland fen and reedbed habitats of Norfolk are regionally important, and together with neighbouring Suffolk, the region holds 20% of England's lowland fens and 45.8% of its reedbeds [11].

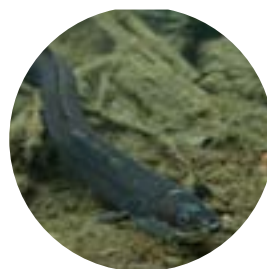
Norfolk's chalk streams and rivers (**Figure 5**) are globally important. Of the just over 220 that exist in the world, twenty-six are in Norfolk [11]. They are fed by the chalk aquifer with clear, mineral-rich water and provide a habitat for species such as the globally-endangered white-clawed crayfish and the critically-endangered European eel.

Norfolk's streams flow into rivers like the Bure, Wensum, Yare, and Waveney, supporting linear networks of diverse habitats of wet woodland, scrub, fens, grazing meadows, ponds, and ditches within the farmed countryside. The Nar and Wensum rivers are of national importance, with unique chalk streams of the Bure, Yare, Tud and others, adding to the county's character. The tributary streams feeding the main rivers and estuaries often support an intricate linear mix of wet woodland, scrub, grazing meadows, ponds, and ditches within the farmed countryside.

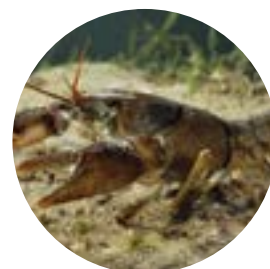
The larger river valleys reveal hidden layers of chalk and other rocks on their sides, and in the west, the land's tilt shows different layers of soil and rock from the coast to the sandy area known as The Brecks. Some of the broader river valleys in their lower reaches have historically been dug for gravel and minerals, and the resultant man-made lakes are often rich in bird and other aquatic life.

Norfolk supports an estimated 23,000 ponds, more than any other English county. Many of these require restoration to reinstate their ecological value. Amongst the priority species that they provide a habitat for are great crested newts; a species whose numbers have declined drastically across the country, but which can be found across Norfolk, with established populations in The Brecks and in central and south-eastern areas.

Species in Norfolk's freshwater habitats:



European eel
Anguilla anguilla



White-clawed crayfish
Austropotamobius pallipes



Great crested newt
Triturus cristatus

Figure 5. Map of Norfolk's waterbodies and rivers.



The clear, nutrient-rich waters of the River Wensum, a classic chalk river, flowing through Pensthorpe Nature Reserve.

Freshwater pressures

Freshwater systems in Norfolk face mounting pressures that threaten ecological integrity and vital services. The Water Framework Directive creates an understanding of the quality of freshwater streams, rivers and lakes called **water bodies**. Surface water quality is a key concern, with few achieving 'good ecological' status under current assessments. The majority are classified as 'moderate,' based on indicators

for the biological and physical factors assessed. While some improvements are noted, many others have seen a decline or no change. Groundwater quality is also under strain, with the Environment Agency identifying 'poor' status across nearly all of Norfolk due to diffuse pollution from agriculture, urban runoff, and point-source contaminants like sewage, household chemicals such as domestic pesticide treatments and industrial discharges [13, 14].



A view of Felbrigg Lake, managed by the National Trust which suffers from algal blooms as a result of the high nutrient loads from upstream.

Flood risk is another significant pressure, with over 11% of Norfolk and Suffolk rated by the Environment Agency as being at risk of at least a 1 in 100-year flood event. This risk is pronounced in key areas such as the Broads, coastal margins, and freshwater wetlands. Additionally, water availability is a pressing issue in East Anglia, the driest region in the UK. Demands for limited water resource - agriculture, public supply, business and environmental need - are exacerbated by projections of a regional net water deficit at 200 million litres per day by 2050. Chalk rivers, globally rare ecosystems that support distinctive species, are particularly vulnerable, with nearly 17% of England's chalk rivers located in the region. Many of these chalk rivers are already in 'poor' or 'bad' condition due to pollution, abstraction, sedimentation, and invasive species [13, 14]. The regions important peatland and wetland habitats are also impacted by the risk of drying out.

Key freshwater pressures identified by regional experts include:

- high level and uncontrolled water abstraction which contributes to low river flows and groundwater input to sensitive wetland habitats
- surface and groundwater flood risk linking to impacts on communities
- physical modification of rivers, including dredging, installation of barriers and lowering riverbeds and confining them to specific channels for flood defence, drainage, navigation, or other purposes
- pollution from the air and the land and of all forms, including sewage, forever chemicals and plastics

- invasive non-native species which increase competition and diseases to native species, including significant impacts on wetland habitats from increasing deer populations or signal crayfish
- climate change which increases water stress within wetlands and affects freshwater species distribution and land management practices
- habitat loss from infilling of ponds, including from lack of management
- increasing salination as more saltwater encroaches upstream into areas of fen habitat or Broads along tidal sections, with potential higher impact than in coastal habitats
- recreational pressures in terms of the need to balance protecting space for nature with the benefits of access to freshwater habitats
- flooding caused by rapid drainage flows within upper catchments causing peak flows along river channels.

These challenges highlight the need for innovative approaches to restore and enhance Norfolk's freshwater ecosystems. Opportunities to strengthen habitat resilience and improve water management are discussed further in **Part B: Opportunities Identified.**

For further details on freshwater pressures, visit The Natural Capital Evidence Compendium for Norfolk and Suffolk at www.nsnrp.org/ publications or scan the QR code.



Grassland and heathland

Several different priority grassland habitats can be found in Norfolk. Most widespread is coastal and floodplain grazing marsh, which is associated with the Broads, larger river valleys, and the north Norfolk coast. Lowland calcareous grassland and lowland dry acid grassland are located within the Brecks, often close together due to the unusual geology of the area. There are also some areas of lowland meadow and purple moor grass and rush pasture (the latter mainly located in the Broads), but they tend to be in small, fragmented patches of habitat.

North and mid-Norfolk's once extensive network of pre-enclosure heaths and commons is much reduced following the large-scale reclamations of the 18th and 19th centuries, and widespread planting activities in the 20th century. However, it supports some of the county's and the country's most important dry and wet heath habitats and species. The twin open heaths of Roydon Common and Dersingham Bog in west Norfolk, are a window into Norfolk's historic green landscapes, and support stronghold populations for nightjar, marsh gentian, insectivorous sundews, woodlark and Silver-studded Blue butterfly.

In north Norfolk, a network of isolated but incredibly biodiverse heaths and wet mires make up what is left of a once much larger area of open heaths on sandy glacial soils, particularly inland from the coast on the Holt to Cromer ridge, and north of Norwich centered on Horsford and North Walsham.

Together, many of these sites make up the 'Norfolk Valley Fens'. The geology and hydrology of these sites is complex and the interaction between groundwater and soils creates intricate species-rich mosaics of acid and alkaline loving plants, often growing within inches of each other in the boggy ground. The Broads and the Norfolk Valley Fens are the only sites in the region where lowland **Alkaline fen** occurs. These sites comprise mosaics of flood plain types and very rare valley-head spring-fed respectively. They are home to a range of rich, rare and local floral species and specifically in the Broads, the 3,000 hectare area is the largest within the UK.

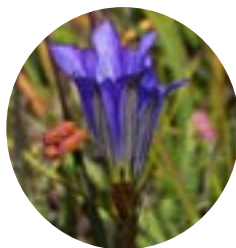
Species found in Norfolk's grassland and heathland:



Green-winged orchid
Anacamptis morio



Silver-studded Blue butterfly
Plebejus argus



Marsh gentian
Gentiana pneumonanthe



Sundew
Drosera rotundifolia



Nightjar
Caprimulgus europaeus



Woodlark
Lullula arborea



The Winterton Dunes, in the Norfolk Coast National Landscape, supports developed areas of dune heath and grassland.

176

Grassland and heathland pressures

Grasslands and heathlands in Norfolk are habitats of international significance but face many pressures threatening their survival. Calcareous grassland is found on shallow, lime-rich soils, neutral grassland on clay and loamy soils, and acidic grassland on sands, gravels and siliceous rocks. Found on predominantly nutrient-poor soils, these habitats are home to a vast range of plants such as heathers, gorse, wildflowers and grasses adapted to their specific conditions.

Lowland heath and dry acid grasslands are now rare, making up just 0.5% of England's land area. However, Norfolk, along with Suffolk, holds a disproportionately large share of these habitats, including 8.4% of England's lowland heath and 27.7% of its dry acid grasslands. Much of this is concentrated in The Brecks and Norfolk Coast National Landscape, highlighting their importance locally and nationally [11].

These ecosystems are highly vulnerable to human activity and environmental change. Fragmentation from historical habitat loss has reduced these habitats to small, isolated patches, making them more prone to degradation. Nutrient runoff from farmland and deposition from air pollution alters species composition, encouraging grasses that outcompete flowering plants and reducing biodiversity. Rising temperatures and frequent droughts linked to climate change further shift species dynamics and increase summer fire risks, which can permanently alter habitat structure. These pressures demand urgent action¹⁷⁷

to safeguard the region's grasslands and heathlands.

Key pressures identified by regional experts include:

- **disturbance susceptibility** being impacted by non-manageable levels of site access due to species sensitivities
- under management and neglect
- high nutrient run-off and atmospheric pollution from farmland and infrastructure respectively, affects vegetation and can alter habitat composition (for example by encouraging more grass growth which outcompetes flowering plants)
- over- or under-grazing or mechanical management impacts habitat structure
- summer wildfires change vegetation structure and composition following the fire
- habitat loss and fragmentation from housing development, road development, agriculture, forestry. Nationally, 85% of heathland and 96% of lowland hay meadows have been lost over the last 150 years
- climate change which can lead to changes in species composition (linked to changes in hydrological conditions, more frequent droughts warmer temperatures causing grass species to become more dominant or allowing invasive species to establish, and, due to higher temperatures, a higher frequency of fires.

Addressing these pressures requires focused efforts to restore and enhance Norfolk's grasslands and heathlands and strategies to achieve this are discussed in **Part B: Opportunities Identified.**

For further details on grassland and heathland pressures, visit The Natural Capital Evidence Compendium for Norfolk and Suffolk at www.nsnrp.org/publications or scan the QR code.



The Brecks – a rare and vital habitat, home to unique wildlife and in need of continued care to thrive.

178

Urban and built environment

Norfolk, mostly countryside by English standards, features significant urban areas like Norwich, King's Lynn, and Great Yarmouth, alongside the growing market towns of Aylsham, North Walsham and Fakenham. These urban areas are important for the county's cultural heritage, but also support diverse habitats and species, bringing nature closer to people. This can be exemplified by the breeding peregrine falcons found at both Cromer church and Norwich cathedral. Access to and connection with green and blue spaces supports physical activity, mental wellbeing and community cohesion, especially in denser urban neighbourhoods.

The Yare and Wensum river valleys act as green and blue corridors through and around Norwich city, where vibrant flashes of kingfishers are a common sight. Mousehold Heath, once a vast 10- mile open heath, is now a mixture of wooded public open space and heathland nature reserve that lies within the city. Volunteer programmes maintaining the area demonstrate the importance of urban nature recovery projects.

Around Great Yarmouth, flocks of birds and even otters can be spotted at the Breydon Water estuary, the gateway to the Broads river system. Nearby, North Denes is famous for supporting nesting little terns. In King's Lynn, located at the

edge of The Wash, the Gaywood River, flowing from the chalk lands to the east into the town centre, supports a variety of species including water voles, which thrive along its banks.

Foxes are a prime example of urban species but there are also some more endangered species such as swifts have adapted to urban living due to loss of natural habitats. Swifts, often seen in early summer flying over urban areas like Norwich and Wymondham, are still declining due to fewer urban nesting sites.

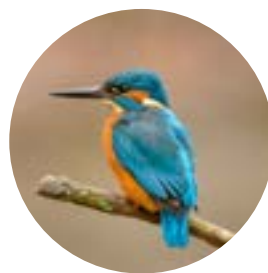
Species found in Norfolk's urban and built environments:



Common swift
Apus apus



Peregrine falcon
Falco peregrinus



Kingfisher
Alcedo atthis



Red fox
Vulpes vulpes



Little tern
Sternula albifrons



Water vole
Arvicola terrestris

Strategy Area

Weaving nature into high quality design for housing, road, rail and energy infrastructure projects helps create nature rich places. When combined across the country, private gardens are larger than our National Nature Reserves, so have great potential to help recover nature, from window boxes to stepping stone ponds and mini-meadows. Our public spaces, parks, street trees and road verge grasslands and hedgerows can also be utilised for people and nature when managed well. By closing gaps in access and ensuring inclusive design, every community in Norfolk can benefit from nature's health, social and ecological assets from wildlife friendly management of community green spaces to tree planting.

Open Mosaic Habitat (OMH) on previously developed land, such as former industrial estates, mineral extraction sites and disused areas, is playing a role in our ecosystems as some species adapt to living in our more urbanised areas. OMH is often overlooked, under recorded and undervalued as sites are often of importance for invertebrates and successional species.

A view of Norwich from Mousehold Heath, where green spaces blend with the historical architecture of the city.



Urban and built environment pressures

In 2021, Norfolk had a population of 916,120, which is projected to increase by an average of 12% to 1.03 million by 2043 (**Figure 6**). Based on data from 2022, just under 16% of this population resided in the urban centre of Norwich. Overall, 50% of Norfolk's population live in urban areas, with a total urban population of just over 429,000 [15-17]. Consequently, approximately half of people in Norfolk live in smaller towns or rural settlements. Heavy human activity in urban areas can impact on local wildlife and biodiversity.

Key pressures identified by regional experts on habitats and species in urban areas include:

- **urban expansion** often leads to the destruction and fragmentation of natural habitats, and increases competition for food and resources, such as water and food, making it difficult for species to survive and thrive
- urban regeneration using brownfield sites due to their value as biodiverse habitats
- garden design features and practices such as solid fencing and use of chemical treatments
- air, water and soil pollution caused by transport, construction and other infrastructure in urban areas, can harm wildlife and degrade natural habitats
- heat islands – urban areas which are warmer than their rural surroundings – due to human activities and infrastructure, which can stress local¹⁸¹

flora and fauna

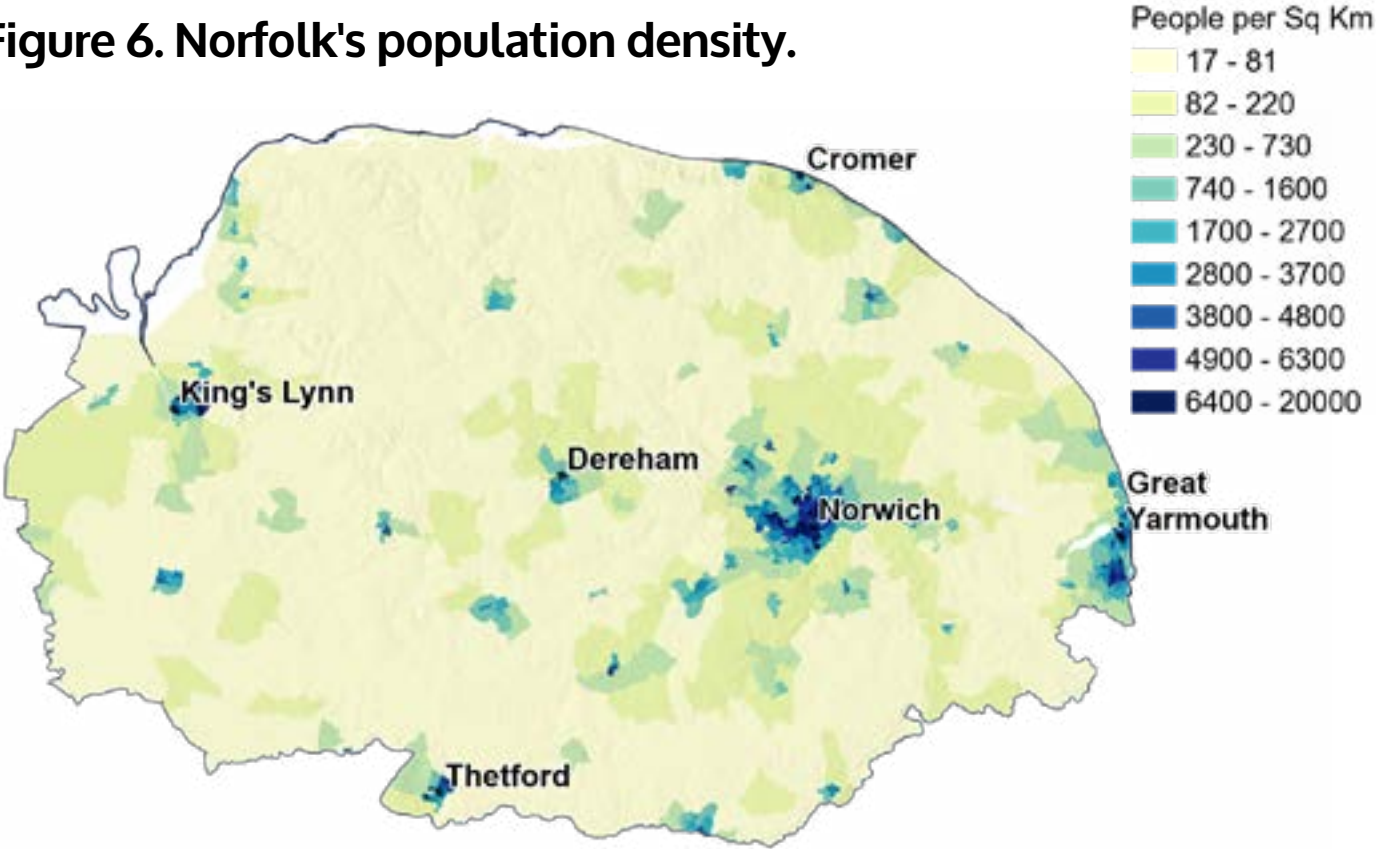
- invasive species can be more prevalent in urban environments, which can outcompete native species and disrupt local ecosystems
- artificial light and noise from urban areas can interfere with the natural behaviours of wildlife, such as migration, reproduction and feeding

There are multiple opportunities for individuals and communities to reduce these pressures in urban and built environments and potential measures to achieve this are discussed in **Part B: Opportunities Identified**.

For further details on urban and built environment pressures, visit The Natural Capital Evidence Compendium for Norfolk and Suffolk at www.nsnrp.org/publications or scan the QR code.



Figure 6. Norfolk's population density.



Urban areas like Great Yarmouth provide vibrant spaces for communities but can face challenges balancing growth with biodiversity and habitat preservation.

Distinct areas: The Broads

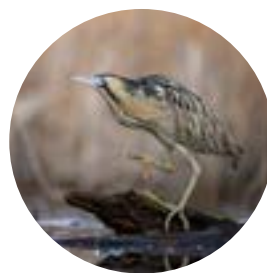
The Broads National Park, extending into Suffolk, is one of Britain's most famous and biodiverse landscapes. The area is crisscrossed with rivers and wetlands collecting water from two thirds of Norfolk and North Suffolk. It supports a unique patchwork of open water, estuary, coast, peat fens, reedbeds, wet woodlands, and wet grasslands. Healthy peatlands help us adapt to climate change by capturing carbon. The Broads is a significant area of lowland peatland, with over 60 medieval peat diggings. It is the largest protected wetland area in the country.

Threatened species like the swallowtail butterfly (found only in the Broads), little whirlpool ramshorn snail, fen orchid, and bittern are under intense conservation action. The bittern and marsh harrier's recovery from near extinction are recent success stories. The common crane, extinct in the UK since the 17th century, recolonized naturally in 1979, with the first nest in 1981 and first chick fledged in 1982. Now, the Broads supports over 40% of the UK's 48 breeding pairs.

However, the Broads are more than a conservation area; they are an active economic resource facing challenges from recreation, water quality, flooding, drought, wildfires and the threat of rising sea levels from the North Sea. Securing climate change resilience requires everyone to work together to plan for its future.

Find out more at
www.broads-authority.gov.uk

Species found in The Broads:



Bittern
Botaurus stellaris



Little whirlpool ramshorn snail
Anisus vorticulus



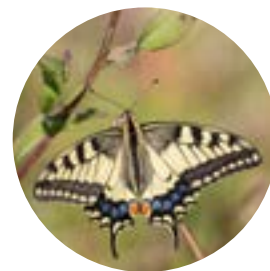
Common crane
Grus grus



Marsh harrier
Circus aeruginosus



Fen orchid
Liparis loeselii



Swallowtail
Papilio machaon



The Norfolk Broads.

Distinct areas: The Brecks

Straddling the Norfolk-Suffolk border, The Brecks is one of England's most biodiverse regions. Even as one of the driest areas in the country, it supports a rich mosaic of woodland, grass heath and heathland, rivers, wetlands, and farmland, hosting 2,149 priority species that are rare or threatened. This includes birds like the stone curlew (40% of the UK population), woodlark, and nightjar, along with rare plants such as creeping marshwort and spring speedwell. Many of these species are nationally significant making The Brecks crucial for their survival.

The Brecks' conifer woods, planted for commercial purposes in the 20th century, have become a distinctive part of the landscape, alongside the lines of Scots pines, originally planted to combat soil erosion. However, open heath areas are now limited and mostly found in protected areas, despite efforts to create corridors for these habitats and integrate conservation through forest management.

The Brecks' unique natural features include meres that have changing water levels due to their connection to the chalky underground rock – these aquifer-fed fluctuating meres are the only example in England. Equally fascinating are pingo ponds, formed from the **freeze-thaw cycles** of past glacial periods, creating distinctive pools and chalky ridges that support grassland plants.

These are now key habitats for breeding amphibians, including the northern pool frog, which became extinct in the UK at the end of the 20th century but was re-introduced at two sites in The Brecks.

Species found in The Brecks:



Creeping marshwort
Apium repens



Spring speedwell
Veronica verna



Nightjar
Caprimulgus europaeus



Stone curlew
Burhinus oedicnemus



Northern pool frog
Pelophylax lessonae



Woodlark
Lullula arborea

Find out more at www.brecks.org

Protected Landscapes

Norfolk is home to the distinct areas of the Broads National Park and the Brecks. These are complemented by the Norfolk Coast National Landscape. Combined, the Broads and the Norfolk Coast National Landscape are considered a Protected Landscape within the UK, and hold a unique and significant position ecologically and culturally.

15% of the land across England is designated as a National Landscape, with 66% of people living within half an hour's journey time to one of these areas [42]. These were previously known as Areas of Outstanding National Beauty, or AONBs. The Norfolk Coast Protected Landscape also benefits from its own, specifically produced management plan, available online on the Norfolk Coast website.

Norfolk Coast National Landscape

The Norfolk Coast National Landscape is a unique landscape which covers 453 square kilometres of rolling chalkland and **glacial moraine**. The landscape includes nature conservation, farming, recreation, tourism and industry. However, recreational disturbance, infrastructure developments and climate change make the coastline vulnerable [43].

The Norfolk Coast National Landscape extends from The Wash and the Sandringham Estate in the West, to Sea

Palling and Winterton-on-Sea in the East. Within its boundaries lie some of Norfolk's most striking features, including one of East Anglia's highest points - Cromer Ridge, at 102 metres above sea level - as well as celebrated National Nature Reserves such as Winterton Dunes and Blakeney Point. Two National Trails, the Peddars Way and the Norfolk Coast Path, wind through this varied terrain. Approximately 18,280 people live within the area, while an estimated 2.8 million visitors arrive each year to experience its wild beaches, sweeping seascapes, and rich wildlife.

The Norfolk Coast National Landscape overlaps with several significant nature-based designations, including SSSIs, Special Areas of Conservation (SACs), Special Protection Areas (SPAs), and Ramsar sites. These designations are crucial for safeguarding habitats and species of both national and international importance, particularly around The Wash and the Norfolk coastline.

The coastal section of the National Landscape is framed by farmland, heathland, wetlands, and woodlands. These areas of nature are interspersed with villages and towns, many of which reflect centuries of human management and settlement, contributing to the area's unique cultural character. The Norfolk Coast National Landscape is characterised by its distinctive brick and flint villages, historic churches, and traditional quay-side towns.

Find out more at www.norfolkcoast.org

Recreational pressures in Norfolk

Tourism is vital to Norfolk's economy, significantly contributing to local income and employment. However, it can also bring substantial recreational pressures, particularly in sensitive areas like the Broads, the Brecks, and coastal sites. In 2023, Norfolk received 51.8 million visits, generating a total tourism value of £3.38 billion, with day trips comprising the majority at 48.56 million visits and £1.77 billion in value [17].

The Broads National Park

The Broads National Park remains a key attraction, offering opportunities for boating, hiking, and wildlife-watching while significantly contributing to the local economy. With 120 miles (200 kilometres) of waterways and 13 broads open

to navigation, this unique wetland landscape, home to a rich variety of species, attracted 7.6 million visitors in 2022, generating an economic impact of £711 million. However, heavy recreational use brings challenges, with peak-season visitor footfall leading to soil compaction, bank erosion, and disturbance to nesting birds. Waterborne vessels can also create disturbance and bank erosion. The area's population and tourism growth requires improvements in waste water treatment to further improve the water quality of Broadland rivers. Water pollution, increasing nutrient levels and associated promotion of algal blooms can all have a negative impact on other species.

In addition, rising water levels, frequent droughts and increasing levels of salination pose additional threats to this fragile ecosystem, highlighting the need for sustainable management.



Boats on the Norfolk Broads boost tourism and the local economy but pose challenges like pollution and habitat disturbance.

The Brecks

The Brecks, with its fragile sandy soils and rare heathland habitats, is another area under strain. This region's popularity for walking, cycling, and exploring historical sites brings challenges. Pathway erosion and habitat fragmentation threaten biodiversity, while under-regulated access disturbs sensitive species. Spanning the Norfolk-Suffolk border, collaborative management between the two counties is essential to safeguard its ecosystems. The Brecks Fen Edge & Rivers Landscape Partnership Scheme has initiated several successful projects and management schemes, demonstrating the importance of cross-border collaboration.

The Norfolk coast

In 2023, Norfolk's coast attracted approximately 7.35 million visits, generating £237 million in spending. However, this sustained popularity exerts significant environmental pressures. High visitor numbers lead to increased littering, trampling of dunes, and wildlife disturbances, particularly in sensitive

areas like Blakeney Point, where seal populations are at risk from human interaction. Additionally, sea-level rise exacerbates these challenges, threatening natural habitats and coastal infrastructure.

Key recreational pressures

- High visitor numbers, especially during peak season, can cause soil compaction, habitat degradation, and erosion in sensitive areas.
- Human activity disrupts nesting, visiting and overwintering birds, seals, and other species, causing wildlife disturbance at key lifecycle points.
- Recreational activities increase nutrient loads in water, causing harmful pollution.
- Overuse of pathways and open spaces fragments habitats, threatening biodiversity and connectivity.



Grey seal pup at
Blakeney Point

Biological pressures

Invasive non-native species outcompete native wildlife, altering habitats and disrupting ecological balance. In Norfolk, this includes addressing invasive plants (including pests or diseases affecting plants), invertebrates, fish, mammals, the most significant of which are listed in **Figure 7**. Monitoring, habitat restoration and prevention are essential, with collaborative actions key to protecting biodiversity. Additional challenges are expected with changing conditions that could allow new species and diseases to thrive. Early warning of these will be important to ensure appropriate management is in place.

Figure 7. Invasive non-native species and significant pests and diseases



Vascular Plant Diseases

Invertebrates



Phytophthora
Various species



Sooty bark disease
Cryptostroma corticale



Sweet chestnut blight
Cryphonectria parasitica



Quagga mussel
Dreissena bugensis rostriformis

Invertebrates



Chinese mitten crab
Eriocheir sinensis



Killer shrimp
Dikerogammarus villosus



Signal crayfish
Pacifastacus leniusculus



Zebra mussel
Dreissena polymorpha

Fish



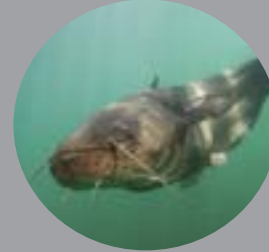
Goldfish
Carassius auratus



Grass carp
Ctenopharyngodon idella



Top mouth gudgeon
Pseudorasbora parva plantarius



Wel's catfish
Silurus glanis

Mammals



American mink
Neovison vison



Chinese water deer
Hydropotes inermis



Grey squirrel
Sciurus carolinensis



Muntjac
Muntiacus reevesi

Areas of Particular Importance for Biodiversity

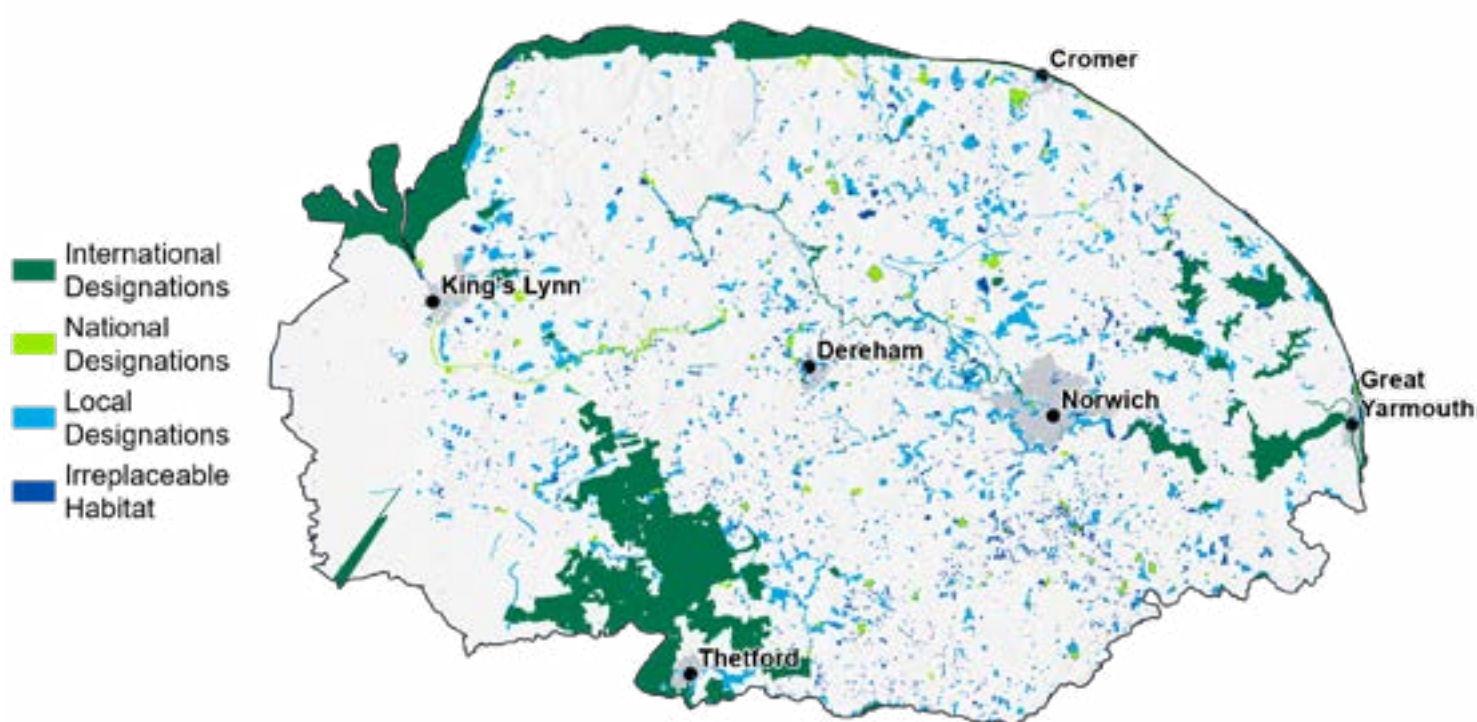
To consider where ambitious nature recovery measures can take place, the locations of the locally, nationally and internationally important and diverse habitats that make up the ecological network across Norfolk need to be established. This is achieved within this strategy by creating a single map, identified as the Areas for Particular Importance for Biodiversity (**APIB**) map (**Figure 8**). This acts to provide a framework of core sites to help identify locations and opportunities for targeting

creation of new habitat, or improving, expanding and linking the existing areas. The specific sites included in the map are described below.

Internationally designated sites Special Protection Areas (SPA)

SPAs are protected areas in the UK, designated under the Conservation of Habitats and Species Regulations 2017 (as amended) in England and Wales [44].

They are areas with the most important habitats for rare and migratory birds within the UK. Alongside SACs they form part of the UK's **national site network**.



Explore Norfolk's Areas for Particular Importance for Biodiversity (APIB) map through the NSNRP website www.nsnrp.org/publications or scan the QR code.



Special Areas of Conservation (SAC)

SACs are protected areas of habitats and species listed within international conventions to which the UK Government is a signatory. They provide protection for types of species and habitat most in need of conservation at an international scale. In England SACs are classified under the Conservation of Habitats and Species Regulations 2017 (as amended) and contribute to the UK's national site network alongside SPAs.

There are both inland and marine SACs around Norfolk.

Ramsar Sites

Ramsar sites are areas of internationally important wetlands designated under the Ramsar Convention [18]. In Norfolk, there is significant overlap between Ramsar sites and SPAs, as many of the wetland sites are protected because of their importance to water birds.

Nationally designated sites National Nature Reserves (NNR)

NNRs protect nationally important habitats, species and geology across the country, whilst allowing public access and research and monitoring opportunities.

NNRs are managed to high standards for nature by Natural England and its partner organisations, and have legal protections designated under the National Parks and Access to the Countryside Act 1949, Wildlife and Countryside Act 1981 (as amended) and the Countryside and Rights of Way Act 2006.

Sites of Special Scientific Interest (SSSI)

SSSIs are protected areas which contain specific features - either biological or geological - of particular interest to science. These features of interest can range from specific species all the way to whole landscapes of national importance. Natural England are the responsible authority for designating and monitoring SSSIs, which are protected under the Wildlife and Countryside Act 1981.

Local wildlife sites

Local Nature Reserves (LNR)

LNRs are locations of special local interest for biodiversity, or in some cases for geological features. They also offer public access, making them important sites for both people and nature.

LNRs are a statutory designation made under Section 21 of the National Parks and Access to the Countryside Act 1949, designated by **local authorities**.

County Wildlife Sites (CWS)

CWS are designed to protect the most important areas for wildlife which are not covered by national designations. Norfolk's network of CWS is designated through a partnership, chaired by the Norfolk Wildlife Trust. All local councils in Norfolk have developed policies that offer CWS some protections.

There are a significant number of CWS in Norfolk, ranging in size from single ponds to large areas of woodland. They provide vital refuges for wildlife and stepping stones between other areas of habitat. Most are privately owned and managed and the majority are not accessible to the public.

Irreplaceable habitats

Certain types of habitat would be very difficult (or take a long time) to restore, recreate or replace once destroyed, due to factors such as their age, uniqueness, diversity or rarity. Irreplaceable habitats have specific consideration under the National Planning Policy Framework and legal protection under the Biodiversity Gain Requirements (Irreplaceable Habitat) Regulations: 2024 [6, 19].

- lowland fen
- coastal saltmarsh (spartina saltmarsh swards and Mediterranean saltmarsh scrub).

The irreplaceable habitats used in the mapping of APIBs comprises those defined as Irreplaceable Habitats in the 'Biodiversity Gain Requirements (Irreplaceable Habitat) Regulations 2024'.

Irreplaceable Habitats in Norfolk are:

- ancient woodland
- ancient and veteran trees
- coastal sand dunes



Hethel Old Thorn is the smallest SSSI in the UK, designated to protect a single ancient hawthorn tree. Thought to be over 700 years old, it is a rare living relic of medieval Norfolk, rich in veteran features that support diverse wildlife.

Conserving the Brecks: The Brecks Fen Edge and Rivers Landscape Partnership

The Brecks is landscape spanning 393 square miles across Norfolk and Suffolk. One of the driest UK habitats, the Brecks has both sandy and chalky soil, lowland forest, acid grasslands and heathlands, and riparian corridors, creating an important and ecologically diverse habitat. Between 2020-2024, the landscape has been the focus of the Brecks Fen Edge & Rivers Landscape Partnership Scheme (BFER).

Who's involved?

BFER is funded by the National Lottery Heritage Fund (NLHF) and hosted by Suffolk County Council.

BFER has worked in partnership with regional, national, and local organisations to conduct a core programme of projects across the Brecks.

Norfolk Rivers Trust (NRT) (with match funding from organisations including Coca Cola and the Environment Agency) have conducted assessments and interventions of riparian farmland across the Brecks to protect the rivers. These have included preventing negative run-off, and soil erosion.

The River Lark Catchment Partnership (RLCP) is a volunteer led charitable organisation. RLCP have carried out restoration work in the River Lark, with the support of BFER, Bury Trout Club, the Environment Agency, the Lark Angling Preservation Society, and the Wild Trout Trust.

What have they achieved? Farm Intervention Work

Through BFER, NRT have conducted 14 interventions on farmland within the catchment of the rivers Little Ouse, Thet, Lark, and Wissey. Completed interventions in tributaries of the Lark and Little Ouse have significantly reduced sediment and nutrient input. Fencing installed alongside the Wissey has allowed for conservation grazing to resume at a County Wildlife Site, which was previously losing habitat and species diversity due to lack of grazing.

River Restoration Work

Through BFER, RLCP has improved the morphology and habitat quality of sections of the River Lark. 1.8km of habitat works were conducted by 89 RLCP volunteers via work parties, improving the natural sinuosity of stretches of the river that had been historically canalised for industrial use. This has improved natural flow and ecological quality, supported priority species, and created new spawning areas for fish.

How do they do it?

Farm Intervention Work

- Working relationships with landowners were developed through farm visits.
- Flooding, excess sediment, and field run-off were addressed with silt traps and holding ponds.
- Soil erosion was prevented in areas left bare by late harvesting crops, using maize under sowing.

River Restoration Work

- River flow characteristics and channel morphology was re-established with installation of log deflectors, brash bundle shelving, and gravel riverbed augmentation.
- Invasive species such as Himalayan balsam were surveyed and removed.
- Riparian planting was conducted using coir matting.

- Citizen science volunteer training was provided to upskill and provide legacy.

What's next?

A Norfolk and Suffolk farm advisors' network has been established, with monthly meetings allowing for information sharing and future support.

RLCP will continue with volunteer river restoration work on the Lark, including aquatic planting, and will support the National Chalk Stream Recovery Strategy.

Find out more at www.brecks.org/bfer



Aerial photograph demonstrating river restoration improvement works (right) carried out by RLCP on a historically canalised section of the River Lark at Fullers Mill, Suffolk.

Healing through nature: Nature Connect

Nature Connect aims to support adults to develop a closer relationship with nature, for better personal and planetary health through a peer-led, co-created programme of seasonal activities.

These are delivered in predominantly urban settings across Norfolk (with most taking place in Norwich), where loneliness, social deprivation, long term health conditions and poor mental health outcomes are prevalent.

The project aims to build strong community bonds between individuals and with other grassroots groups, to ensure the longevity of activities and the resulting transformative effects.

Who's involved?

The project is led by Norfolk and Waveney Mind, who employ a Nature Connect Project Coordinator to deliver outcomes and collaborate with organisations from community groups and conservation organisations to local businesses, charities and private landowners.

The project is funded by the Co-op Resilience Fund, Norfolk Community Foundation, Natural England, and Awards for All, as well as Norfolk and Waveney Mind's own fundraising efforts.

What have they achieved?

In 2024, over 200 people were engaged in activities in Mile Cross alone, and over 120 people were directly supported to develop their relationship with nature.

96% of participants said that their mood was improved after the session and 100% felt that the session improved their wellbeing. Participants reported the benefits of joy, calm, community, safe space and learning something new. Nine people have been trained as walk leaders and forest bathing peer group leaders to continue delivering these activities.

Nature Connect is a key partner in Green Hearts, a grassroots community action group focused on improving the environment in Mile Cross. It aims to foster a community of nature lovers, encouraging actions that protect and nurture the environment, by amplifying and enabling incredible local residents.

The project has created local community spaces to informally connect people with each other and nature, giving them more autonomy to keep themselves well. The new green hub and community garden in the heart of the estate on Burgess Road has, thanks to a growing team of volunteers, turned a derelict and overgrown site into a space designed and created by and for local residents. The garden will have accessible pathways, raised beds, shaded seating areas and a well-stocked community toolshed.

Demand for Nature Connect's forest bathing sessions is growing alongside requests to join the peer-led groups. The co-designed seasonal workshop programme has been expanded to more locations.

Find out more at
www.norfolkandwaveneymind.org.uk/nature-connect

How do they do it?

The project emphasises that it is ‘the moments, not the minutes’ in nature that count towards improved health and wellbeing. The project offers a variety of ways of taking time to engage with the benefits of nature in accessible, simple and meaningful ways, at home or outdoors.

All projects start by finding out what already exists: where the local green and blue spaces are, and who the key people, groups and networks are that could advocate for more nature connection. All activities are co-created and updated to respond to participants’ experiences and needs.

What's next?

- Reaching more community groups across Norfolk. Nature Connect has recently been awarded funding

to further explore the complex relationship between nature connection and climate distress.

- Further participation with established partners such as Norfolk Wildlife Trust to encourage community rewilding initiatives, nature reserves and wildlife corridors. Ultimately, there is no societal mental health recovery without nature recovery.
- Further develop the project’s specialism in forest bathing and mindfulness in nature practices, including more opportunities to learn peer-led group skills to enable more people to practice these skills for themselves.



Left to right: Wassailing event at Bacton Road orchard; a sunflower planted as part of the community gardens at Burgess Road; community managed raised beds at Lefroy Road.

Restoring and resurrecting Norfolk's ponds: Norfolk Ponds Project

Ponds are important hotspots for biodiversity and, despite their small size, are of major importance to freshwater biodiversity. The Norfolk countryside probably harbours more ponds (both old human-made and natural ponds) than any other county in England. But, over the last century, at least 8,000-10,000 of these ponds have been filled in. These so-called “ghost ponds” are scattered all across the county.

Those ponds that remain, estimated at around 23,000, are typically highly overgrown with trees and scrub because

of a progressive removal of traditional management. This loss and ‘mass-terrestrialisation’ of ponds has contributed to major biodiversity declines.

Who's involved?

The wider Norfolk Ponds Project (NPP) partnership is composed of several organisations including University College London (UCL), Norfolk Wildlife Trust, Norfolk Farming and Wildlife Advisory Group, Norfolk County Council, Natural England, Norfolk Rivers Trust, National Trust, Norfolk Biodiversity Partnership, Upper Wensum Cluster Farm Group, Waveney Farming Cluster and the Norfolk Non-native Species Initiative.

The NPP has been supported by funds from its partners, as well as many local farmers and the Natural England District Level Licensing Scheme.



A North Norfolk ghost pond before 2021 (left) and three years post-resurrection (2024, right), now home to 20+ wetland plants, including the only known site for Fine-leaved Water-dropwort.

How do they do it?

Reacting to the poor state of Norfolk's pond networks and inspired by the ideas and knowledge of the late Richard Waddingham, a North Norfolk farmer, the NPP has pioneered pond restoration in the UK. With science support from the Pond Restoration Research Group (PRRG) at UCL, the NPP has restored over 400 ponds since 2014.

The NPP-UCL partnership has also developed ghost pond resurrection - a new form of pond restoration. This has recently been successfully extended to ancient Ice Age depression ponds in the Brecks region.

What have they achieved?

UCL studies of restored Norfolk ponds have shown restoration by major scrub and sediment removal to significantly and rapidly increase the richness of wetland plant, invertebrate and amphibian communities. Two of Norfolk's rarer fishes, the ninespine stickleback and crucian carp have also been shown to benefit.

Pond restoration has also been shown to have significant benefits for the local abundance and diversity of farmland birds, bats and pollinator communities, including many declining species.

UCL monitoring of around 50-60 ponds, restored by NPP, is showing progressive increases in wetland plant diversity over time, so it is clear that, as long as ponds are occasionally managed (to remove encroaching scrub), restoration benefits are long lasting.

Rare plants recorded at restored Norfolk ponds include the Schedule 8 holly-leaved naid, grass-poly and the nationally scarce stoneworts *Tolypella intricata* and *Chara curta*. Remarkably, at least 80% of the NPP's restored ponds studied classify as Priority Ponds based on their plant **assemblages**.

Ghost pond resurrection has also been shown to result in species rich wetland plant assemblages after just 1-2 years (Fig. 2) and again reveals huge potential to bring high quality freshwater habitats and rare species back into the landscape.

What's next?

Recent studies suggest that restoring large numbers of ponds (10-20) in high density pond patches can significantly increase landscape-scale biodiversity and that local non-restored ponds also experience biodiversity uplift in this scenario. This suggests strong spillover benefits of restoring ponds.

NPP would like to restore more pond-rich patches in Norfolk's farmland and will look to link these up via intervening pond corridors and stepping stones.

The resurrection of ancient ice age ponds in the Brecklands will also be a prime NPP focus as it will permit range expansions for many of Norfolk's rarest freshwater species.

Find out about best practices for restoring existing and ghost ponds at www.norfolkponds.org

Part B: Opportunities Identified



Agroforestry in action at Maple Farm, demonstrating varied planting regimes.

Nature recovery principles

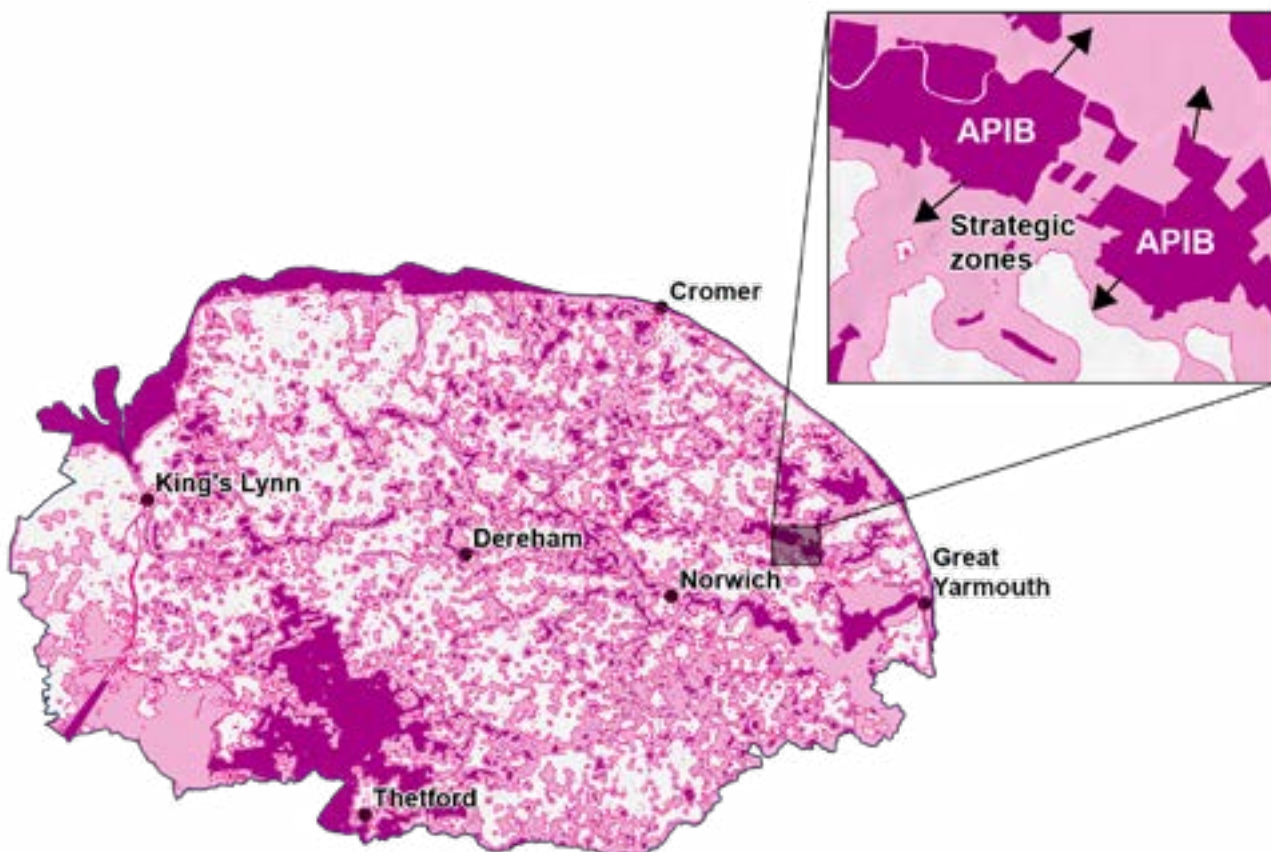
The Lawton Principles, introduced in the 2010 report Making Space for Nature [20], provide a clear way to think about improving nature. They focus on making space for wildlife and ensuring habitats are better connected, more robust, and able to support biodiversity in the long term. These "more, bigger, better, and joined" principles are summed up as:

- **more** means increasing the amount of

natural habitat, so there's more space for plants and animals to thrive

- **bigger** refers to making habitats larger. Larger areas are more resilient and support more species over time
- **better** focuses on improving the quality of habitats. This ensures they are healthy and able to support a wide range of wildlife
- **joined** is about linking habitats so species can move between them. This helps wildlife adapt to changes in the environment and reduces the risks to species that live in isolated areas.

Figure 9. Map of biodiversity priorities in Norfolk showing existing APIB habitats (purple) surrounded by a 250 metres buffer or "Lawton Zones" (pink) to expand and connect habitats.



Explore Norfolk's Lawton Zones map through the NSNRP website www.nsnrp.org/publications or scan the QR code.

200



In Norfolk's LNRS, these principles are being used to guide decisions about where and how to focus efforts for nature recovery. By following these principles, the strategy identifies opportunities to create a stronger, more connected natural environment that benefits both wildlife and people (**Figure 9**). In order to address the Lawton Principles, we have applied a 250m buffer around Areas of Particular Importance for Biodiversity, Priority Habitats and churchyards across the county. This size of buffer was chosen as it provides ample opportunity and choices for expanding and connecting habitats across the county.

In addition to "more, bigger, better, and joined," the strategy also incorporates other nature recovery principles to ensure a comprehensive approach:

- **recover** aims to actively restore degraded habitats to their full ecological potential. This could involve enhancing soil health, rewetting drained peatlands, or removing invasive species to allow ecosystems to function naturally again. The actions also aim to support the recovery of existing species.
- **reintroduce or translocate** is about bringing species back to areas where they have been lost or establishing populations in new locations to help them thrive. This can help rebuild balanced ecosystems and restore missing links in food webs.
- **control** involves managing factors that threaten biodiversity, such as invasive species, grazing pressure, or pollution. Effective measures ensure restored and existing habitats stay healthy and productive.

Building on the nature recovery principles, Norfolk's LNRS identifies specific opportunities to restore and enhance habitats across the county, creating more green and blue spaces where most appropriate. These opportunities focus on practical actions that target key habitat types, addressing biodiversity loss and strengthening ecological resilience. By tailoring these measures to Norfolk's unique landscapes, the strategy provides a clear pathway for nature recovery and long-term environmental sustainability. This is not considered to be an exhaustive list, and there may be other actions and interventions that contribute positively.

This strategy details and refers to specific Landscape Recovery Schemes (LRS) across the region within case studies, highlighting the work planned or already undertaken at a landscape scale. There is an expectation that alignment between the schemes and the LNRS will present future opportunities as they work together, outlined in a guidance note issued by Defra. Information will be shared between the two policy areas dependent on the phase. This can include information on aims, environmental activities planned and maps of project areas, including more detailed mapping and environmental data where appropriate.

Opportunities indicated by partnership between the LNRS and LRS include:

- links to funding potential, such as BNG, including private sector investment
- inclusion in long-term and large-scale nature recovery actions
- demonstration of mutual stakeholder engagement, for example with large

farm clusters, eNGOs and landowners, alongside engagement with relevant spatial strategies and plans

Within Norfolk, there are a number of projects in varying stages. A specific stakeholder group has been established with project leads to maintain communication and enable data sharing and therefore inclusion within the LNRS where applicable.

These are also discussed across county boundaries with neighbouring RAs as necessary.

- Breckland Farmers Wildlife Network (BFWN)
- North Norfolk: Wilder, Wetter, Better for Nature
- North-West Norfolk Coast Project
- Ouse Washes Landscape Recovery Partnership (OWLP)
- Waveney and Little Ouse Headwaters (WaLOR)
- West Norfolk Nature Network (WNNN)

The creation of targeted, spatial measures and actions will also provide the opportunity to align with and contribute to the legally binding national environmental objectives and targets introduced by the Environment Act (2021).

- restore or create in excess of 500,000 hectares of wildlife-rich habitat outside of protected sites by 2042, compared to 2022 levels
- halt the decline of species abundance by 2030, ensuring abundance in 2042 is greater than in 2022, and at least

10% greater than 2030

- reduce the risk of species' extinction by 2042, when compared to 2022
- increase total tree and woodland cover from 14.5% of land area to 16.5% by 2050
- improve water quality and availability – reduce nitrogen, phosphorus and sediment pollution by at least 40% by 2038
- increasing total tree and woodland cover
- improving water quality and availability
- ensuring that everyone in England lives within 15 minutes' walk of a green or blue space
- restoration of 280,000 hectares of peatland in England
- restoration of water bodies to good ecological status
- protecting 30% of land and sea in the UK for nature's recovery by 2030
- supporting farmers to create or restore hedgerows
- managing woodlands for biodiversity, climate and sustainable forestry
- restoration of Sites of Special Scientific Interest to favourable condition
- ensuring climate change adaptability is included in actions and policies
- inclusion of proposals for nature-based solutions which improve flood risk management where appropriate
- reduction in the rates of introduction and establishment of invasive non-native species.

The measures and actions identified for the habitat assemblages and key species in the Norfolk LNRS are aimed to contribute where possible to the national objectives of:

- halting the decline of species abundance
- reducing the risk of species' extinction
- reducing the rates of introduction and establishment of invasive non-native species.

It should be noted that some measures could have the potential for increasing adverse effects for example increased connectivity, allowing for spread of diseases, pests and wildfires.

Habitat opportunities

The following opportunities outline key actions across Norfolk, linking to the habitat areas outlined in the description of the strategy area.

Coastal opportunities, within maritime cliffs, sand dunes, vegetated shingle, saline lagoons, saltmarsh and mudflats.

- Allow natural coastal processes where possible and appropriate to enable habitats to develop, move, and function naturally, also incorporating creation of replacement habitat inland to mitigate for climate change and losses.
- Manage recreational pressures, in particular linked to the Norfolk Green Infrastructure and Recreational Impact Avoidance Mitigation Strategy (GIRAMS).
- Provide benefits to the marine environment and align with appropriate environmental plans for example [Shoreline Management Plans](#), the East Inshore and East Offshore Marine Plans [41].
- Beneficial use of dredged materials (BUDM) for habitat creation and restoration.
- Improve conservation techniques to restore and enhance existing habitats.

Woodland, Trees and Scrub

opportunities, creating new deciduous, productive and mixed woodlands and improving existing areas, including wet woodlands, wood pasture and parkland and trees outside of woodlands. This incorporates both planned planting

schemes following the principle of ‘the right tree in the right place’ and natural regeneration and colonisation where possible.

- Improve resilience through appropriate management techniques to promote structural and age diversity.
- Connect existing woodlands and create new areas using a diverse mix of appropriate native tree species and shrub.
- Protect and conserve significant trees and woodlands.
- Identify new sites for orchards in rural and urban areas.
- Increase urban planting.
- Manage deer populations to sustainable levels and control invasive species such as grey squirrels.
- Create new areas of scrub and open space as transitional habitats.

Freshwater opportunities

- Restore and enhance existing rivers, streams, and ditches, including control of invasive species and enhanced biosecurity.
- Improve water resource and water quality management through nature-based solutions, including at source in headwater areas, at water recycling centres and by upgrading small rural water sewage works.
- Strengthen the mosaic of wetland habitats along river channels.
- Enhance river, riparian, and floodplain habitats.
- Restore and enhance chalk stream habitats.
- Enhance opportunities for fish pass

installation or barrier removal.

- Create and restore still water habitats such as ponds and pingos.
- Restore, maintain, and enhance lake and broad habitats.
- Create new freshwater habitats, such as reedbeds, grazing marsh, and lowland fen.
- Include former gravel pits and mineral workings, especially in river valleys as potential sites for restoration to wetlands, including open water, fen and reedbed.
- Reduce greenhouse gas emissions from freshwaters by improving water quality and through restoring heavily overgrown ponds to an open-canopy state.
- Benefit the marine environment by improving the quality of fresh water entering it.

Grassland and Heathland opportunities

- Connect, expand, and enlarge grassland and heathland areas.
- Restore and enhance grassland and heathland, promoting effective management techniques and controlled grazing regimes.
- Protect and conserve significant existing habitat areas.
- Incorporate mosaic features within habitats.
- Remove encroaching habitat where appropriate.

Farmland opportunities

- Connect, expand and enhance areas of arable field margins.
- Enhance and restore hedgerows and hedgerow trees.

- Promote effective management techniques and controlled grazing regimes.
- Incorporate mosaic features within habitats.
- Restore farmland ponds and improve riparian habitats.
- Use sustainable and regenerative practices to improve soil and water quality, including where appropriate **paludiculture** in high water table areas.
- Implement varied planting techniques to enhance biodiversity for example mixed cropping, agroforestry.
- Support and increase resilience of farming, such as through ecosystem services such as pollination and pest control.

Urban opportunities

- Create corridors to connect the urban landscape with the countryside beyond, in the existing built and new developments.
- Increase the numbers of trees and other appropriate vegetation within urban areas.
- Improve green infrastructure aspects including green crossings and buffer areas, **sustainable drainage systems** and schemes, green roofs and walls.
- Encourage nature friendly management practices (for example providing food, roosting and nesting spaces for wildlife) and activities within public spaces, communities and new developments. For example, local plan site allocations require the provision of open spaces and seek to improve connectivity to existing networks.
- Establish connectivity between gardens and public spaces.

Opportunities

- Incorporate retrofitted features into building work and transport networks.
- Creation of new areas for education, community projects and engagement within all urban settings

Mosaic habitat creation opportunities

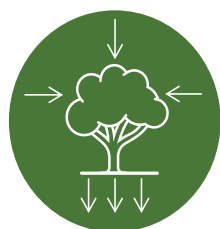
Using combinations of habitat types within the Norfolk landscape, there is the possibility to create dynamic mosaic areas, where diversity can be maximised using varied vegetation structure and **successional or transition zones** and ecotones. These areas will become naturally messy and be representative of allowing natural processes to occur. Mosaic habitats are beneficial to species as they can maximise the resilience of an area to change, due to the presence of varied habitat features such as still water habitats, trees and scrub.

Wider environmental benefits and co-benefits of nature recovery

Wider environmental benefits



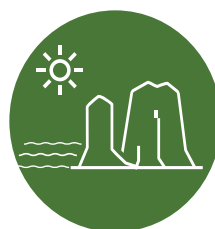
Air quality



Capturing carbon



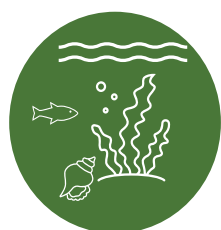
Clean water source



Erosion prevention



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling

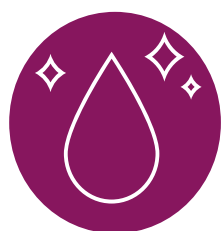


Pollination



Soil health

Co-benefits



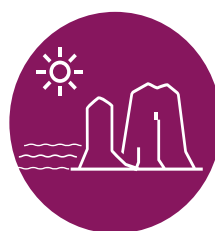
Clean water source



Cooling urban areas



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination



Raw materials

The impact of planning actions and measures to recover nature is not limited to species and habitats. Maintaining enough healthy **natural capital** such as healthy soils, clean rivers and non-polluted air, alongside a diverse range of plants and animals, provides flows of environmental or **ecosystem services** over time. This shows how nature recovery can play a key role in other priorities for the county, including climate resilience, disease resilience, health and wellbeing, air and water quality, and wider socio-economic benefits such as job creation and alignment with green infrastructure.

The 'other environmental benefits' are split into two areas within this LNRS:

- the 'wider environmental benefits' which can address the environmental issues such as climate adaptation as well as priorities for recovering or enhancing biodiversity
- the 'co-benefits' which focus more on the societal and cultural impacts such as improved access to nature.

The measures proposed within this strategy are designed to support these additional benefits where possible and these are identified within the tables in **Part C**. These benefits have been highlighted by stakeholders and groups throughout our engagement processes and are integral to this strategy. Some benefits are considered applicable as both wider environmental and co-benefits, and these are depicted within **Part C**.

Types of ecosystem service can be defined in several ways, but a common approach (originally proposed by the Millennium Ecosystem Assessment, 2005) [21] is shown in **Table 1 (a - d)**.

Key examples are identified below, demonstrating the main benefits that each group of actions could provide alongside achieving the biodiversity priorities. Where appropriate, these can be defined as nature-based solutions, especially those opportunities and suitable locations for undertaking natural flood management, through the creation or improvement of habitat for biodiversity. In addition, actions can link to addressing and controlling access issues, by increasing appropriate areas and protection of sensitive habitats using planned redirection.

Table 1a. Co-benefits of nature recovery actions for provisioning services (outputs from ecosystems that meet human needs)

Service	Main Benefits
Pollination of food crops	Pollination of crops and wild plants.
Food production	Arable crops, horticulture, orchards, allotments and community gardens, livestock, wild food.
Wood production – productive or mixed forestry	Timber, biofuel production, paper, coppiced wood and wood waste.
Fish production	Aquaculture, commercial and recreational fishing.
Water supply	Impact of soil and vegetation on rainwater runoff and infiltration, restoring natural processes for groundwater and aquifer recharge or surface water flow, including drainage.

Table 1b. Co-benefits of nature recovery actions for regulating services (ecological processes that regulate and reduce pollution and other adverse effects)

Service	Main Benefits
Filtering air and water	<ul style="list-style-type: none"> Water: Direct uptake by terrestrial or aquatic vegetation of pollutants, interception of overland flow and filtering or trapping pollutants and sediment within vegetation before it reaches watercourses. Natural processes such as nitrogen cycle converting nitrates into nitrogen gas. Infiltration into ground, allowing soil filtration and minimising watercourse pollution. Air: Removal of air pollutants via deposition and absorption or breakdown via vegetation; includes fine particles, ozone and nitrogen oxides.
Reduction in flooding	<ul style="list-style-type: none"> Reduction of surface run off, peak flow, flood extent and flood depth through canopy interception, evapotranspiration, soil infiltration and physical slowing of water flow.
Erosion protection	<ul style="list-style-type: none"> The ability of vegetation to stabilise soil against erosion and mass wastage – providing protection from the power of rainfall and overland flow, trapping sediment and binding soil particles together with roots.
Capturing carbon	<ul style="list-style-type: none"> Carbon stored in vegetation and soil types. Sequestration is impacted by land-use change, habitat loss and soil disturbance. New habitat areas take time to reach the sequestration rate of a mature habitat.
Cooling urban areas	<ul style="list-style-type: none"> Shade, shelter and the cooling effect of vegetation, in particular in urban areas or parks with trees close to buildings, green roofs and green walls. These can in turn increase efficiency and reduce heating and cooling costs.
Noise reduction	<ul style="list-style-type: none"> Attenuation of noise by trees and vegetation.
Pest control	<ul style="list-style-type: none"> Predation of crop or tree pests by natural predators.

Table 1c. Co-benefits of nature recovery actions for cultural services (environmental settings that enable cultural interaction and activity)

Service	Main Benefits
Supporting physical and mental wellbeing	Evidence that nature-rich green spaces can improve human physical and mental health and wellbeing and can have wider socio-economic benefits. For example, interaction with nature can improve a range of health conditions including heart and lung health, high blood pressure, diabetes, immune function, depression and anxiety.
Interaction with nature	Formal and informal positive nature-related activities, balanced with accessibility and human impacts on nature for example bird watching.
Recreation and leisure	Provision of green and blue spaces used for any leisure activity, linking to target to ensure everyone has access within 15-minute walk.
Aesthetic value and tranquility	Provision of views, surroundings and inspirational experiences – linked to artistic expression and creation.
Education and knowledge	<p>Opportunities for formal and informal education, scientific research, citizen science, local knowledge sharing, volunteer and career opportunities. These could include:</p> <ul style="list-style-type: none"> • Encouraging nature areas in school grounds, lessons delivered outdoors, regular field trips to nature reserves or natural areas and Forest Schools or similar. • The creation of new large-scale nature reserves with visitor centres • Encouraging and promoting interpretive exhibits, talks, workshops, events, walks, learning activities, field survey events and more to help people, of a variety of ages, experience and learn about nature and the natural environment.
Community and sense of place	<ul style="list-style-type: none"> • Inspiring and informing community action for nature. • Aspects of an area promoting special and distinctive features – characteristic species, habitats and landscapes, alongside physical, social, spiritual or emotional importance.

Table 1d. Co-benefits of nature recovery actions for supporting services (functions provided by ecosystems that underpin other services)

Service	Main Benefits
Keeping soils healthy	Healthy soils are essential to food production, water filtration and storage nutrient cycling and carbon sequestration.
Biodiversity and primary production	Complex ecosystem processes for example photosynthesis and natural system functions of species and habitats.

Historic environment

In addition, the varied habitats, landscape parks and open spaces in our cities, towns and villages often have a heritage interest. Therefore, the consideration of nature recovery measures and actions should take into account the positive links and benefits to the historic environment [22].

These could include:

- preserving and enhancing **heritage assets**, both above and below ground. This could be achieved via arable reversion to permanent grassland on archeological sites or to parkland and wood pasture. Alternatively, planting techniques such as direct drill, can prevent harm to assets, whilst improving soil health and reducing water pollution
- improving the setting of heritage assets
- improving access to heritage assets
- creating a sense of place and a tangible link with local history, supporting community engagement, encouraging stewardship and public understanding
- creating links between heritage assets and local nature recovery sites.

Specific actions could include:

- ensuring that key historic views or vistas within designed historic landscapes and the wider landscape are maintained and enhanced
- the creation of wildflower meadows in areas of previously cultivated land, protecting these assets from further degradation and damage
- restoration of historic hedgerow areas

- restoring traditional orchards
- improvements to the water quality of historic lakes or ponds.

Planned nature recovery projects must be informed by an understanding of heritage sensitivity, particularly in relation to scheduled monuments and registered parks and gardens, to avoid unintended harm to or loss of significance through management or enhancement works.

Health and wellbeing

The Health, Wellbeing and Access sector across Norfolk and Suffolk are considered integral in supporting the possible co-benefits developed, particularly within the Cultural Services sector. The Norfolk and Suffolk Nature Recovery partnership aims to facilitate these opportunities across the county as implementation of this strategy takes place. Throughout the engagement processes employed, key messages and aims linked to these co-benefits were determined:

- develop a vision of people and nature thriving together in Norfolk
- acceptance that on some sites, nature needs to come first
- ensure that everyone has access to green and natural space
- maintaining designated routes such as National Trails and the King Charles III England Coast Path alongside the Public Rights of Way network
- co-create nature recovery actions with local communities to maximise engagement
- provide support for schools, community groups and other appropriate landowners to develop connections and take action on their own estates.

Potential Benefits

For each of the key habitat areas identified within this strategy, the wider environmental benefits and co-benefits that could result from the priority measures identified are summarised below. The actual benefits delivered will depend on a range of factors including the type of action, the related habitat, location and access. These factors are considered during the development and determination of the strategic opportunity areas. There are also important actions outside of the scope of the LNRS, such as reduction of emissions and pollution at source.

Coastal

- Sustainable food production linked to increased and varied biodiversity in productive areas, including through conservation grazing to restore and maintain habitats.
- Flood protection due to managed habitat creation.
- Pollution control and improving water quality from creation of new wetland areas.
- Erosion control and climate resilience from realignment projects.
- Carbon sequestration from the creation of saltmarsh habitats.
- Opportunities for recreation, exercise and supporting health and wellbeing.
- Aesthetic value and tranquility.

Farmland

- Food production; increased yield due to pollinator increase and natural pest predators.

- Pollution control and improving water quality from use of buffer strips.
- Reduced soil erosion from increased permanent vegetation planting, using cover crops, terracing, agroforestry or adopting conservation tillage techniques.
- Soil formation and protection from erosion.
- Climate resilience due to increased connectivity and improved shade and shelter created by mosaics of diverse habitats.
- Opportunities for recreation, exercise and supporting health and wellbeing.

Woodland, trees and scrub

- Wood production due to new planting schemes and management.
- Improved air quality due to increased vegetation.
- Carbon sequestration from woodland creation and healthy soil development.
- Soil formation and protection from erosion due to planting schemes.
- Flood protection due to increased tree planting in riparian areas, buffer strips, woody debris and floodplain restoration.
- Increased soil infiltration due to increased organic matter.
- Climate resilience due to increased connectivity and improved shade and shelter created by mosaics of diverse habitats.
- Opportunities for recreation, exercise and supporting health and well-being.

Freshwater

- Food production due to increased biodiversity.
- Increased water availability and enhanced water quality as a result of appropriate processes and reduction in pollution.
- Flood protection due to managed habitat creation, river restoration and reconnection of rivers to floodplains.
- Pollution control due to reduced agricultural run-off.
- Erosion control and climate resilience from habitat creation.
- Carbon sequestration through the creation of lowland fen habitat.
- Opportunities for recreation, exercise and supporting health and wellbeing.
- Aesthetic value and tranquility.

Grassland and heathland

- Improved air quality due to increased vegetation.
- Carbon sequestration from healthy soil development.
- Soil formation and protection from erosion due to planting schemes.
- Climate resilience due to increased connectivity and improved shade and shelter created by mosaics of diverse habitats.
- Opportunities for recreation, exercise and supporting health and wellbeing.
- Aesthetic value and tranquility.

Urban and built environment

- Food production within allotments and community gardens.
- Improved air quality due to increased vegetation at sites with high levels of infrastructure.
- Noise reduction created by planting schemes.
- Carbon sequestration within existing and new urban trees.
- Vegetation creating cooling effects, providing shade and soaking up heavy rainfall, thereby reducing urban flooding.
- Opportunities for recreation, exercise and supporting health and wellbeing, targeted green space improvements in deprived areas.

Reviving peatlands for wildlife and climate: Buttle Marsh restoration project

Buttle Marsh sits in a curve of the River Ant in the Broads National Park and has been managed by the Broads Authority since it was purchased in 2003. Prior to the Broads Authority taking over the site, it was used as farmland created by draining the historic marshes.

Buttle Marsh, near How Hill, was intended to create habitats for the bittern,

one of the Broads' rarest and most elusive wildlife species. However, whilst Bittern occasionally visit the site, it has generally remained too dry for them to nest. The Broads Authority has been awarded £250,000 of funding to restore Buttle Marsh.

Who's involved?

Funding for the restoration comes from the Nature for Climate Peatland Grant Scheme and Anglian Water's "Get River Positive" Scheme. It follows on from an 18-month project to identify suitable locations for nature-based climate projects in and around the Broads National Park.



The whole Buttles area



Grazing ponies at Buttle Marsh

What will they achieve?

The project will install a wind powered pump to raise the water table in the 30ha marsh, restoring “peat forming” fen vegetation.

This means the marsh will once again fulfil its natural function as a carbon sink, aiding the fight against climate change. It will also create a more valuable fen habitat, making it as attractive as possible for wildlife.

How are they doing it?

Pumping will take place during winter, with water stored in an on-site reservoir to allow a continued supply of water to the marsh’ during summer. By using a reservoir, the project will avoid taking water from the river during the drier

months. This will make sure that our restoration does not have a negative impact on the river.

The project works with local farmers and landowners to demonstrate how to manage water for nature across drained floodplains. Despite the habitat needing improvement, it already has species such as water voles and grass snakes. The works will protect these animals.

What's next?

Funding is being sought to continue the restoration work with farmers.

Find out more at [The Broads Authority Buttle Marsh project page](#)

Restoring wood pasture: Oxburgh Estate

The historic estate at Oxburgh once stretched over 1,442 hectares including arable farmland, villages and parkland habitat. By the time Oxburgh Estate was given to the National Trust in 1952, much of its estate had been sold. Work is being undertaken to restore 70 hectares of the original 162 hectares of historic parkland habitat. Four hectares of conifer plantation are also being restored back to native woodland.

Wood pasture and parkland is a rare and threatened habitat. It's been in decline since the 1950s due to the land being repurposed to help feed the nation after the Second World War. Tree planting restores the historic parkland landscape while providing a new habitat and ensuring future succession of the few veteran and ancient trees that remain. Trees bring a wide range of benefits including soil improvement, water retention, biodiversity, carbon sequestration and they also support our physical and mental health and wellbeing.

Who's involved?

Restoring the parkland habitat was part funded by Countryside Stewardship from Natural England with strong support from Historic England.

Green Light Trust assisted with tree planting in the woodland area. The Green Light Trust supports children, young people, and adults to refocus their lives through the power of nature.

Breckland Council provided £25,000 to set up the woodland planting area, including deer fencing and tree planting supplies.

What have they achieved?

Phase 1(2021/22): 147 specimen trees, including oak, white willow and the rare black poplar, were planted. These will help to recreate the look of the original parkland and will grow alongside the remaining 10 ancient trees.

Phase 2 (2023): Breckland Council supported the National Trust to plant 2,400 trees at Oxburgh Estate to restore part of a broadleaved woodland (Home Covert) that was previously conifer plantation.

Phase 3 (2024): 80 specimen trees were planted in historic locations to restore an area of parkland, called West Park, that has been reverted from arable fields.

How do they do it?

In the woodland area at Home Covert, a felling licence allowed the project to remove the non-native conifer plantation. This has been replanted with native broadleaf trees across 4 hectares and fenced to prevent predation by deer.

The newly acquired land was used for arable farming for over 70 years. It was left fallow while research was conducted. Using an Ordnance Survey map from 1904 and RAF photography from 1946, the team has been able to research how the landscape looked when it was at its peak. In 1951 much of the estate was sold. Sales records, which detail trees

sold at auction (to be cut for timber), were used to identify the individual locations and suitable species of trees to replant.

In the parkland areas, the area was resowed with a wildflower mixture and specimen trees were planted in historic locations, with supports and rustic tree boxes as protection from cattle.

What's next?

The growth of newly planted trees will be monitored and any that fail will be replaced in the coming years. The habitat as a whole will be monitored for its condition with help from volunteers and staff using the National Trust's Nature Monitoring Framework.

Find out more at
www.nationaltrust.org.uk/



217

One of the newly planted Lime trees at Oxburgh Estate. Many of the trees planted reflect the original species but some changes were made where the impacts of climate change would mean the original trees would not thrive.

Community conservation: Little Ouse Headwaters Project

Founded in 2002, the Little Ouse Headwaters Project (LOHP) is an award-winning initiative that brings local people together to protect, manage and celebrate a special landscape of biological, cultural and historic value.

The project focuses on a complex of fens, wet woodland and grassland along 5 km of river valley on the Norfolk-Suffolk border close to the villages of Thelnetham and Garboldisham. Alongside conservation activities they run social events, guided walks, talks and an annual art exhibition.

The project's core aim is the creation and restoration of wetlands, including rare calcareous fen habitat which is of national significance for its plants. All of the work is based on the principle of 'people

working with and enjoying nature', both to restore and offer access to tranquil countryside.

Who's involved?

LOHP has a membership of approximately 200 local residents, ably coordinated by the Conservation Manager. Volunteers are fundamental to the ethos of LOHP and help to manage the land with weekly work parties as well as organising events.

LOHP works in collaboration with Suffolk Wildlife Trust and is a partner in the Waveney and Little Ouse pilot Landscape Recovery Project (WaLOR). Several areas of fen are leased from the local villages 'poor's trust'. Parts of the land are SSSI or SAC so the project works closely with Natural England.

LOHP has received long-term support from both NLHF and Esmée Fairbairn Foundation along with various local charities and trusts and their own members. The project works with graziers and, where possible, local contractors to deliver management aims.



Volunteers clearing fen vegetation

How do they do it?

The development phase of the project involved extensive consultation and engagement with landowners (farmers) to secure buy-in for an ambitious vision for landscape scale habitat and ecosystem restoration. The innovative approaches being taken by the project include:

- use of natural capital and ecosystem services metrics to quantify the public benefits delivered by proposed habitat and ecosystem restoration and land-use change
- developing a bespoke approach to valuing these to make their delivery attractive to landowners and competitive with other land management options without undermining food production
- developing the legal and business structures to enable multiple landowners to pool the ecosystem services (or credits) they can offer and sell them through a single legal entity.

Planned habitat and ecosystem restoration includes 'Stage Zero' river restoration on a section of the River Waveney just upstream of Roydon Fen nature reserve.

This would see the river restored to its natural, meandering course from its current canalised channel alongside the restoration of a functional floodplain and wetland habitats.

What have they achieved?

LOHP have purchased 31 hectares of land and currently lease an additional 46 hectares. Habitat management is fine-tuned to the requirements of individual areas, wherever possible restoring rich

communities of fenland plants. Ongoing monitoring shows that the diversity of wetland vegetation is now far higher as a result of this management.

Amongst the most spectacular successes has been the restoration of an area now known as 'New Fen', purchased with a NLHF grant in 2014. Originally, this was a tree nursery and a degraded fen that had become closed-canopy willow scrub. Clearance of the planted trees has created open woodland and scrub, and removal of the willows has led to the emergence of a remarkably rich fen flora containing southern marsh orchid, marsh lousewort, yellow rattle and meadow rue.

All of this has been achieved in less than 10 years thanks to a massive volunteer effort.

What's next?

As well as the ongoing maintenance of restored areas, the next major project is the creation of a network of diverse ponds across the sites. This will involve the creation of many new ponds and the restoration of existing ponds over a 5-year period. To address wider landscape pressures, the project is contributing to the development of WaLOR to ensure their stewardship is successful in the decades to come.

A longer-term aim is to work with others to establish a more natural continuous river corridor providing extensive wildlife habitat, carbon storage and a range of other benefits.

Find out more at www.lohp.org.uk

Part C: Norfolk's Priority Habitats, Assemblages and Species



Jackdaw perched on a Norfolk Coast Path sign near Cley.

The Norfolk LNRS is underpinned by a detailed understanding of the county's unique biodiversity and ecological needs. This section outlines how we have prioritised practical action for the habitats and species most in need of recovery.

The **priorities** and **measures** identified are a guide to the recovery and enhancement of local species and habitats.

This section highlights three critical components of the LNRS: the identification of habitat priorities, the identification of key species and habitat-based species **assemblages** and the identification of environmental benefits through nature-based solutions. Combined, these provide a framework for targeted nature recovery actions in Norfolk, adopting a landscape-scale approach.

The types of actions which could be included as potential measures are:

- actions to create, improve, or restore habitats (expanding and/or enhancing habitat or changing management practices to better support biodiversity)
- actions needed to benefit specific local species
- actions to connect habitat areas to improve the resilience of nature and enable species to move through the landscape.

Examples of potential measures include actions such as 'controlled regeneration of open woodland using grazing techniques' or 'installation of nest boxes and suitable building eaves'.

The priorities and measures outlined in this section have been shaped through extensive collaboration with stakeholders, themed working groups and steering groups.

Feedback from this engagement, as well as public input, has ensured a balanced and inclusive strategy, reflecting local circumstances and stakeholder views.

Where possible, each area is linked to defined **assemblages** and habitats, highlighting the complex nature of ecosystems. In addition, an overall indication of where the opportunities outlined can respond to the pressures faced, as detailed in **Part A: Description of the Strategy Area**, is included.

While this section focuses on the measures and actions, the methodologies underpinning this work are detailed in **Appendix 2** to be clear how we have reached these outcomes.

Using the measures and actions determined within the LNRS

The way in which the LNRS measures will be delivered will vary based on situation, location, funding opportunities and support available.

The measures outlined have been generated using the procedures described above, and many species and habitats are expected to be supported by these actions across Norfolk to create a developing Nature Recovery Network. Before any planned nature recovery action, a sufficient site specific review should be carried out to determine the suitability of nature recovery actions, with appropriate expert advice and input as

applicable. This should include a range of advice, such as **hydrological surveys**, or reviews of the historic environment and Landscape Character Assessment if applicable. To link this to long-term actions, climate adaptation must also be considered.

This review should also consider any consents that may be required, for example from the local planning authority, relevant historic environment team, Environment Agency, Forestry Commission or Natural England.

Any individual or organisation looking to use the LNRS is invited to contact the Norfolk and Suffolk Nature Recovery Partnership for support as required.



An ecologist collecting a water sample during a hydrological survey to assess site suitability for nature recovery action.

Habitat Priorities: More, bigger, better and more connected

Through the analysis of 301 existing stakeholder documents including strategies, policies and plans which relate to nature recovery, we started to identify potential priorities (full details in **Appendix 1** and **Appendix 2**). Alongside input from Themed Working Groups and authoritative sources, accompanied by priorities submitted in public and landowner surveys, this generated over 1700 identified possible actions linked to habitat creation or improvement.

A robust review process, again developed in a collaborative process, identified 20 habitat specific priority areas and 13 more general priority focus areas, designed to have a wide impact across a range of habitats and processes, but without a specific location. These priorities were assessed on a qualitative basis, aligning with key national targets for environmental change, to identify where multiple benefits would arise. Full details are available in **Appendix 3**.

The measures and actions identified for the habitat priority areas are designed to contribute where possible to the national objectives detailed below. It is considered that the approach taken to generate strategic opportunity areas encompasses these factors:

- restoration or creation of in excess of 500,000 hectares of wildlife-rich habitat outside of protected sites
- increasing total tree and woodland cover

- improving water quality and availability
- ensuring that everyone in England lives within 15 minutes' walk of a green or blue space
- restoration of 280,000 hectares of peatland in England
- restoration of water bodies to good ecological status
- supporting farmers to create or restore hedgerows
- managing woodlands for biodiversity, climate and sustainable forestry
- restoration of **SSSIs** to favourable condition
- ensuring climate change adaptability is included in actions and policies
- inclusion of proposals for nature-based solutions which improve flood risk management where appropriate
- reduction in the rates of introduction and establishment of invasive non-native species.

Each of the identified habitat priorities are profiled in this section (**Tables 4 – 23**), including links where possible to the habitat-based **assemblages** defined as part of the species prioritisation process (**Appendix 2**). Where the measure is included on the Local Habitat Map, this is stated, along with a linked code (for supporting information refer to **Part D, Locations for Action**).

For each habitat priority, the following information is included:

- detailed measures and actions
- existing examples of this ambition where appropriate taken from the reviewed sources, intended to provide supporting evidence for the approaches indicated, but not considered to explain the full extent of this work
- if the measure is featured on the Local Habitat Map it is identified using a PM code which correlates to the ACB layer. Unmapped measures are designated as such.

See **Table 2** for an example, and **Table 3** for the evidence codes employed.

It is not possible to define locations for all measures, and there is potential for the measures outlined in this strategy to be delivered across various locations across the county. In addition, general habitat management techniques, and the consideration of working towards a sustainable and regenerative process, can be undertaken, as appropriate, in a variety of agricultural, horticultural, rural or urban locations. Such measures can especially link to common concerns raised during engagement, for example protection of pollinator species such as bees and butterflies.

Therefore, some measures within the habitat priorities are defined as unmapped. A notable example of this is within urban areas, where a wide range of actions and potential measures, for example wildlife friendly gardening practices, installation of green roofs, and increasing green infrastructure could contribute to the recovery of a high number of species and have significant impacts on environmental benefits.

However, due to the nature of the geographical features and data available, it is not suitable to apply mapped measures to these locations. Some habitat types and locations are incorporated into the Areas of Particular Importance for Biodiversity and therefore are potentially covered by detailed management plans already in place and outside of the scope of the LNRS. Therefore, it is not possible to map measures specifically to those locations, unless they are designated as County Wildlife Sites (with the exception of SSSIs) are irreplaceable habitats or have no designation existing. Within the intertidal zone, measures can also be mapped to any designated APIB.

Table 2. Example of priorities and measures for habitat areas

Table XX. Priorities and Potential Measures considered to support species identified in the following assemblage(s): Scrub and Mosaic

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new scrub where feasible	<ul style="list-style-type: none">• Include open spaces and transitional habitats, such as scrub, in woodland management plans. [HPA32]224	Mapped [PMXX]

Table 3. Potential Measure Evidence Codes

Code	Evidence
HPA01	Anglian River Basin District, Great Yarmouth Risk Area
HPA02	Anglian Water biodiversity strategy
HPA03	Appropriate biodiversity plans
HPA04	Breckland Biodiversity Audit
HPA05	Broads biodiversity focus, strategies and nature recovery plans especially BNRS – Broads Nature Recovery Strategy
HPA06	CABA Chalk Stream Strategy
HPA07	Catchment management plans
HPA08	Catchment partnerships
HPA09	East Marine Plan
HPA10	Estates specific work
HPA11	Farm cluster priority actions plans (location)
HPA12	Green infrastructure programmes
HPA13	Internal Drainage Boards plans and priority actions (location)
HPA14	Local and Neighbourhood plans (location)
HPA15	Norfolk Shoreline Management Plans
HPA16	Norfolk biodiversity action, audit and plan priorities
HPA17	Norfolk local and neighbourhood plans (location)
HPA18	Norfolk Coast management techniques
HPA19	Norfolk Coast biodiversity audit priorities
HPA20	Norfolk Ecological Network Mapping Project
HPA21	Norfolk forest plans
HPA22	Norfolk local flood risk management Sustainable Drainage Systems (SuDS) plans
HPA23	Norfolk Minerals and Waste Plan
HPA24	River basin management plans
HPA25	River Catchment Partnerships priority actions
HPA26	RSPB prioritisation areas
HPA27	RSPB Priority Work Area
HPA28	Tailored advice and funded interventions (specifics)
HPA29	Tree and Woodland strategies

Mixed Deciduous Woodland

Table 4. Mixed Deciduous Woodland (including ancient woodland) priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new deciduous woodland	<ul style="list-style-type: none"> Plan new developments to plant the veteran trees of the future, using appropriate pollarding and veteranisation techniques, and species with resilience to predicted climate change and disease, to support species decisions, use Ecological Site Classification (ESC) profiles. Use mixed woodland creation to provide opportunities for recreation and increased access, whilst reducing pressures on ancient woodland areas. Create Heath, Grassland, and Woodland Enhancement Areas – zones where it is desirable to establish a mosaic of heathland, grassland, scrub and woodlands. Increase canopy cover area by the creation of new woodlands, using a broad range of native species to increase diversity and promote climate and pest/disease resilience. Create new community woodlands using appropriate species in appropriate areas. Wherever possible, creation should be achieved via natural regeneration processes, including where appropriate deer management techniques, incorporating protection of the designated area and appropriate timeframes. This maximises local genetic diversity and reduces risk of disease. 	<p>Mapped [PM01]</p> <p>Veteran trees mapped [PM50]</p>
Enlarge and expand existing deciduous woodland	<ul style="list-style-type: none"> Enlarge areas of appropriate woodlands and productive commercial forestry including Plantations on Ancient Woodland Sites (PAWS) and secondary woodlands. Wherever possible, creation should be achieved via natural regeneration processes, incorporating protection of the designated area and appropriate timeframes. This maximises local genetic diversity and reduces risk of disease. [HPA13, Broads, Waveney and King's Lynn] 	<p>Mapped [PM01]</p> <p>Veteran trees mapped [PM50]</p>

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Connect deciduous woodland areas	<ul style="list-style-type: none"> Within suitable sites, plant appropriate species to link woodland blocks and enhance commuting routes for species, especially bats. Plant a variety of features such as corridors, stepping stone areas or direct links using ESC profiles. 	<p>Mapped [PM01]</p> <p>Veteran trees mapped [PM50]</p>
Restore and enhance existing deciduous woodland	<ul style="list-style-type: none"> Improve biodiversity in woodland areas through targeted planting schemes, such as enrichment planting or management designed to encourage natural colonisation, or promoting retention of dead wood (fallen and standing). Enhance woodland areas within the IDB drainage district through tree planting, ensuring potential conflicts with other habitats and species are avoided and local landscape character is conserved. Reinstate, adapt or introduce appropriate management regimes, such as coppicing. Ensure available management plans within woodland are being fully implemented Manage canopies to reduce understory shading. Manage deer populations to sustainable levels to reduce browsing pressure. Provide opportunities to open areas of woodland using selective felling to create appropriate structures. Facilitate development of connected, shrub-rich, and structurally complex woodland understories. Enhance ancient semi-natural woodland and restore PAWS to UK Forestry Standards and UK Woodland Assurance Standards (UKWAS) for biodiversity, climate and other environmental and economic benefits by the gradual and systematic removal of conifers, whilst maintaining economic outputs where possible. Restore and enhance ancient semi-natural woodland, non-native woodlands and productive commercial forestry for biodiversity, and restore planted ancient woodland in line with revised management plans. Diversify woodlands by varying native tree species and tree ages to facilitate natural succession, creating optimal niches for species to occupy and thrive. 	<p>Mapped [PM02]</p> <p>Appropriate enhancement of conifer woodlands [PM02]</p> <p>Veteran trees mapped [PM50]</p>

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Restore and enhance existing deciduous woodland continued	<ul style="list-style-type: none"> Support grey squirrel population management to enhance natural regeneration. Increase the longevity of ancient and veteran trees by protecting trunks and roots (for example from compaction) and implementing annual tree maintenance regimes, creation of root protection zones, appropriate remedial surgery, haloing, protection from livestock and nursing of seedlings or clonal cuttings. Retain dead wood, including creating ground-level piles, wherever possible to provide habitats for various bird and invertebrate species. Areas of dead trees may need appropriate safety measures in place. <p>[HPA21]</p>	<p>Mapped [PM02]</p> <p>Appropriate enhancement of conifer woodlands</p> <p>Veteran trees mapped [PM50]</p>


These measures are considered to support species identified in the following assemblages:

- Native Woodland


These measures could offer solutions to address pressures in:

- Woodland, Trees and Scrub
- Farmland
- Freshwater
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Capturing carbon




Clean water source




Erosion prevention




Flood mitigation




Improving marine environment



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Cooling urban areas



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Raw materials

Wet Woodland

Table 5. Wet Woodland priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new, enlarge and expand existing and connect wet woodland where feasible	<ul style="list-style-type: none"> Plant appropriate species in appropriate places using ESC profiles (avoiding fen areas) along riverbanks and floodplains to reduce flood and erosion risks and create wildlife corridors, allowing natural processes to take place. Wherever possible, creation should be achieved via natural regeneration processes including where appropriate deer management techniques. 	Mapped [PM03]
Restore and enhance existing wet woodland	<ul style="list-style-type: none"> Remove inappropriate invasive or non-native species from selected sites as required, like Himalayan balsam. Employ appropriate and effective grazing regimes and management programmes to ensure habitat conditions are maintained, like minimising access to watercourses to prevent excessive pollution and erosion. Promote the retention and conservation of significant trees and woodlands. Improve biodiversity in wet woodland area through targeted planting schemes or natural colonisation. Maintain wet woodland habitats by ensuring appropriate water level management based on seasonal fluctuations, soil type and location. Maintain and enhance priority areas of fen, reedbed, grazing marsh, and wet woodland through site management agreements and support for site managers. Retain dead wood, including creating ground-level piles, wherever possible to provide habitats for various bird and invertebrate species. Areas of dead trees may need appropriate safety measures in place. <p>[HPA13, (Broads, Waveney and King's Lynn), HPA03]</p>	Mapped [PM04]

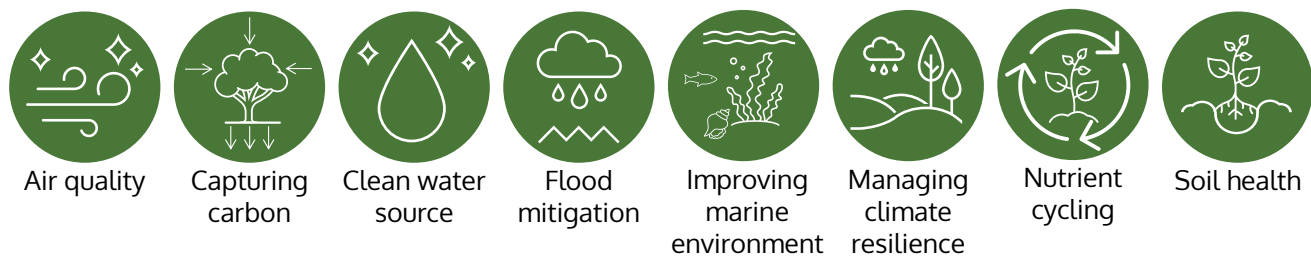
These measures are considered to support species identified in the following assemblages:

- Native Woodland
- Rivers and Riverside Habitats

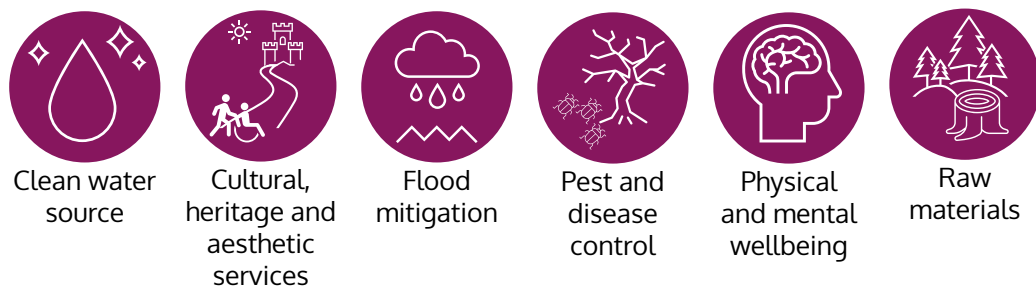
These measures could offer solutions to address pressures in:

- Woodland, Trees and Scrub
- Farmland
- Freshwater
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Wood Pasture and Parkland

Table 6. Wood Pasture and Parkland priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new, enlarge and expand existing and create new wood pasture where feasible	<ul style="list-style-type: none"> • Create wood-pasture near existing woodland to improve vegetation cover and habitat connectivity, ensuring planting follows ESC profiles. • Allow habitat connectivity where appropriate using corridors or stepping stone planting. • Increase canopy cover area by the creation of new mixed and broadleaved wood pasture using a broad range of species to increase diversity and promote climate and pest/disease resilience. 	Mapped [PM05]
Restore and enhance existing wood pasture	<ul style="list-style-type: none"> • Create areas to protect significant trees and woodlands in appropriate areas such as registered parks, using Tree Preservation Orders where needed if suitable. • Restore areas within lost, historic locations. • Employ management measures for veteran and ancient trees including pollard creation, control of grazing pressures, reduction of compaction, protection against shade and root damage. • Incorporate mosaic features to maximise habitat value for invertebrates for example appropriate grazing animals, microhabitats such as dead wood, rot holes, ageing bark, fallen trees, leaf litter, nectar sources and ground vegetation. • Improve and manage the floristic diversity of the grassland beneath the trees by grazing, hay cutting and enhancing with local seed where possible. • Retain dead wood, including creating ground-level piles, wherever possible to provide habitats for various bird and invertebrate species. Areas of dead trees may need appropriate safety measures in place. 	Mapped [PM06]

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Restore, enhance and re-create existing and former parkland	<ul style="list-style-type: none"> Establish suitable grazing regimes and management programmes such as pollarding. Maintain wooded parklands to preserve the landscape setting of historic estates using appropriate pruning and support as needed and considering root protection zones. Increase the longevity of ancient and veteran trees by protecting trunks and roots (eg, from compaction) and implementing annual tree maintenance regimes. Recreate parkland on the sites of former historic parkland. Retain dead wood, including creating ground-level piles, wherever possible to provide habitats for various bird and invertebrate species. Areas of dead trees may need appropriate safety measures in place. 	Mapped [PM06]

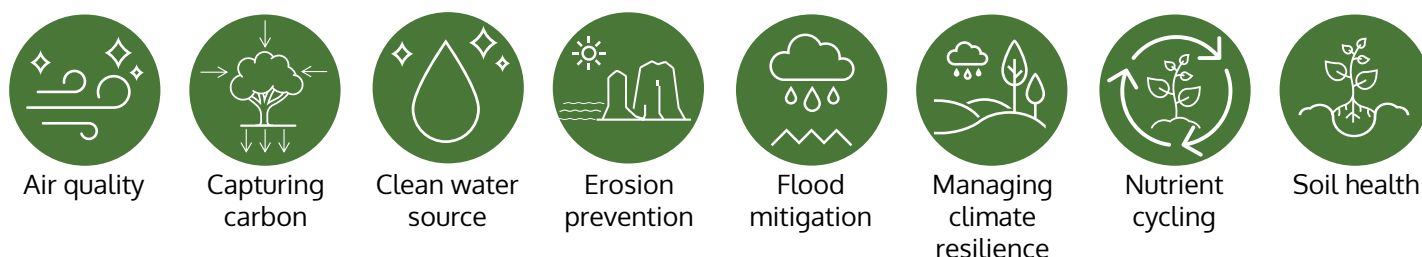
These measures are considered to support species identified in the following assemblages:

- Trees Outside of Woodlands

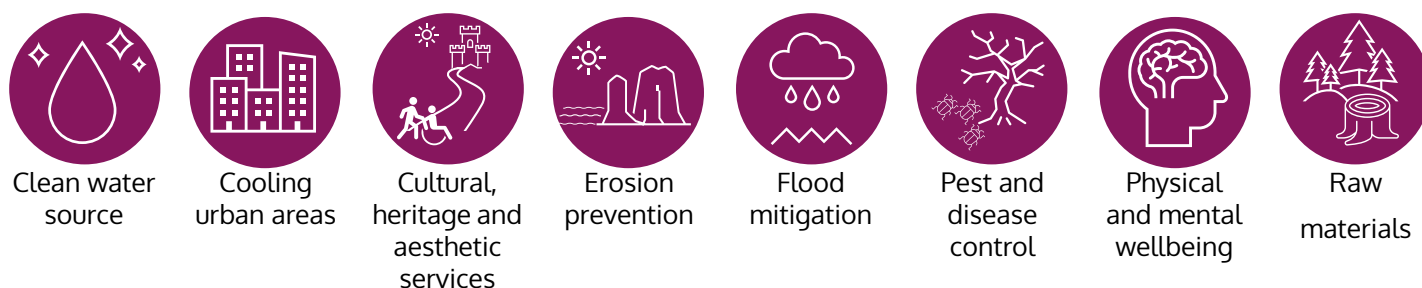
These measures could offer solutions to address pressures in:

- Woodland, Trees and Scrub
- Farmland
- Freshwater
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Scrub

Table 7. Scrub priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new scrub areas where feasible and desirable	Include open spaces and transitional habitats, such as scrub, in woodland management plans. Ensure allowance is made for a series of successional stages. [HPA26]	Mapped [PM07]
Enlarge, expand and connect existing scrub	Use scrub areas as connectivity corridors where appropriate.	Mapped [PM07]
Restore and enhance existing scrub	<ul style="list-style-type: none"> • Carry out annual scrub maintenance regimes, where appropriate. • Adopt grazing regimes in appropriate areas to maintain scrub margins. • Ensure allowance is made for a series of successional stages. • Coppice roadside scrub verges on long rotations (10–15 years). Ensure maintenance and management techniques are employed to retain scrub where appropriate and maintain safety aspects of location. • Manage scrub so there is diversity in age and structure, for example dense, tall thicket (at least 3m tall and 4m wide) • Consider hedgerows as components of linear scrub features • Employ sustainable deer management for scrub regeneration to avoid the underneath being eaten out. 	Mapped [PM08]


These measures are considered to support species identified in the following assemblages:

- Scrub and Mosaic


These measures could offer solutions to address pressures in:

- Woodland, Trees and Scrub
- Farmland
- Grassland and Heathland
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Air quality




Capturing carbon




Clean water source




Flood mitigation




Improving marine environment



Managing climate resilience




Nutrient cycling
Pollination




Pollination


These measures are considered to support the following co-benefits:




Clean water source




Cooling urban areas



Flood mitigation



Pest and disease control



Physical and mental wellbeing

Habitats in Farmed Landscapes

Table 8. Habitats in Farmed Landscapes priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Enlarge and expand existing arable field margins (typically located on outer 2-12m margin of arable fields)	<ul style="list-style-type: none"> • Employ locally appropriate land disturbance or management techniques to incorporate margins. • Create margins around field boundaries where possible - margins should be created to follow best practice and scheme guidance as appropriate, and to be as wide as possible within the situation. This should allow for mitigation of spray/irrigator drift and take into account edge benefits and the position of cultivated margins (those areas of fields that are cultivated annually but are managed to allow germination of plants to support pollinators and other invertebrates). • Support identification of desirable locations for cultivated margins including light soils (chalky and acidic), especially alongside old tracks, tussocky verges, grassland areas, old hedges, pine-lines, sites of rare plants and invertebrates, and existing well-managed margins to incorporate buffering. • Employ minimal disturbance establishment practices where appropriate – direct drilling, broadcasting and rolling – noting that re-cultivating existing diverse grassland will not generally be desirable • Allow natural regeneration of margin species or sow a variety of appropriate local native plant species • Margins should be greater than 6m, with wider margins providing more habitat for more species. • Margins should be made wider where they buffer important habitats such as rivers, streams, ditches, woodland, and hedgerows, to reduce damage to roots from cultivation, and reduce pollution of watercourses. <p>[HPA04, HPA11 (Glaven, Wissey)]</p>	Mapped where possible when linked to other measures [PM09]
Connect arable field margin areas	<ul style="list-style-type: none"> • Follow principles identified above to connect existing field margins. • Use arable field margins to connect non-farmed habitats, and to enhance areas such as hedgerows where planting is not appropriate <p>[HPA04, HPA11] (Glaven, Wissey)]</p>	Mapped where possible when linked to other measures [PM09]

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Restore and enhance existing arable field margins	<ul style="list-style-type: none"> • Implementation of appropriate cultivation methods to maximise biodiversity within margins; employ seasonal cutting and removal of material to promote more diverse swards, or no cutting to allow scrub regeneration and expansion of hedgerows • Spread green hay from locally floristically diverse sites to increase local native wildflower species <p>[HPA11 (Glaven, Wissey, Wensum), HPA13 (Broads)]</p>	Mapped where possible when linked to other measures [PM10]
Create new hedgerows using appropriate native species	<ul style="list-style-type: none"> • Plant new hedgerows in appropriate areas using native species: <ul style="list-style-type: none"> ○ on field boundaries, old hedge lines, or on areas which connect existing or planned habitats ○ next to ditches and margins. • Provide a root protection zone, preferably with 15m buffers, to limit pressures and allow trees to develop and deteriorate naturally • Hedgerows may also be created as an unmapped measure outside of ACB areas to provide additional connectivity 	Unmapped
Restore and enhance existing hedgerows	<ul style="list-style-type: none"> • Improve hedgerows and incorporate field-edge trees, encouraging gapping up and planting to enhance connectivity. • Gap up hedgerows with a variety of locally appropriate native hedgerow species. • Lay or coppice hedgerows past peak maturity to encourage dense base regrowth and extend lifecycles, in appropriate areas following expert advice. • Maintain hedgerows associated with Roadside Nature Reserves following appropriate plans and techniques. • Create areas which allow for retention and conservation of significant hedgerow trees. • Bring hedgerows into lifecycle management, including periodic rejuvenation. • Promote hedgerow management practices that benefit wildlife, such as incremental trimming and longer trimming rotations. • Establish species-rich hedgerows. 	Unmapped

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Establish more hedgerow trees	<ul style="list-style-type: none"> Plant new hedgerow trees of appropriate varieties. Recreate hedgerow pollards. Increase overall canopy cover area by the creation of agroforestry crops and shelterbelts (primarily within in-field areas), using a broad range of species to increase diversity and promote climate and pest/disease resilience. 	Mapped where possible when linked to other measures [PM12]

These measures support species identified in the following assemblages:

- Farmed Landscapes
- Trees Outside of Woodlands

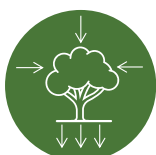
These measures could offer solutions to address pressures in:

- Woodland, Trees and Scrub
- Farmland
- Freshwater
- Grassland and Heathland
- Invasive Species and Diseases
- Coastal

These measures are considered to support the following wider environmental benefits:



Air quality



Capturing carbon



Clean water source



Erosion prevention



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination



Raw materials

Traditional Orchards

Table 9. Traditional Orchards priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new orchards where feasible	<ul style="list-style-type: none"> Plant orchards in rural and urban areas, including community projects. Increase canopy cover area by the creation of new orchards using a broad range of species to increase diversity and promote climate and pest/disease resilience. Ensure that all new fruit trees have a vigorous or a semi-vigorous rootstock. 	Mapped [PM13]
Enlarge and expand existing traditional orchards	Plant orchard trees annually to meet appropriate defined targets.	Mapped [PM13]
Restore or enhance existing traditional orchards	<ul style="list-style-type: none"> As part of creation or regeneration processes, engage orchard owners in management, upkeep, and use, and provide education on accessing stewardship funding, training in pruning and out of management restoration. Create areas which allow for retention and conservation of significant orchards both for cultural and landscape continuity and for the genetic diversity of fruit trees and important assemblages of epiphytes, fungi and invertebrates associated with old trees and orchards. Improve and manage the grassland beneath the trees for the floristic diversity by grazing, hay cutting and enhancing with local seed where possible [HPA13 (Broads)] 	Mapped [PM14]

Traditional Orchards continued

These measures are considered to support species identified in the following assemblages:

- Trees Outside of Woodlands

These measures could offer solutions to address pressures in:

- Woodland, Trees and Scrub
- Farmland
- Freshwater
- Invasive Species and Diseases
- Coastal
- Urban and Built

These measures are considered to support the following wider environmental benefits:



Air quality



Capturing carbon



Flood mitigation



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Cooling urban areas



Cultural, heritage and aesthetic services



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination



Raw materials

Habitats in Urban, Built and Garden Environments

Table 10. Habitats in Urban, Built and Garden Environments priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Improve the condition of the existing urban tree estate	<ul style="list-style-type: none"> • Ensure tree management regimes are in place to improve and enhance existing trees. • Replace all trees lost due to pests, disease, damage, or health and safety concerns. • Plant using species with resilience to predicted climate change and disease, including where appropriate non-native species, using ESC profiles and Trees and Design Action Group (TDAG) guidance. Ensure all planting schemes align with existing policies and TAWS (Trees and Woodland Strategies). • Provide a root protection zone, preferably with 15m buffers, to limit pressures and allow trees to develop and deteriorate naturally. 	Unmapped Veteran trees mapped [PM50]
Increase urban tree cover	<ul style="list-style-type: none"> • New road, housing, energy and other developments should aim to establish diverse roadside wooded habitats, with consideration for road safety and impact of increased mammal populations. • Aim for an increase in towns and cities to 20% tree canopy cover. • Plant using species with resilience to predicted climate change and disease, including where appropriate non-native species, using ESC profiles. Ensure all planting schemes align with existing policies and TAWS (Trees and Woodland Strategies). • [HPA14, HPA15] 	Unmapped Veteran trees mapped [PM50]

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Identify focus areas for improved garden connectivity and wildlife friendly management practices	<ul style="list-style-type: none"> • Improve the wildlife value of private gardens and promote networks of living gardens. • Ensure all new fencing installed in new development is wildlife friendly, like gravel boards have pre-cut holes for hedgehogs and small mammals to pass through • Promote the installation of bird and bat boxes and bee bricks • Retain hedgerows around new developments. Where access is created or widened through an existing hedgerow, replant a new native hedgerow. • Protect and enhance hedgerows in peri-urban areas. • Use mixed native hedging wherever possible, where the right species is planted in the right location. • Incorporate features in new buildings to protect and enhance wildlife, such as 'swift bricks' and 'hedgehog doors.' • Design gardens to enhance wildlife, including trees and hedgerows in boundary treatments where appropriate. • Retain ponds in the built environment. • Develop meadow areas within urban environments where possible to support pollinator species. • Include amphibian friendly features like dropped kerbs, SuDS ponds and tunnels. • [HPA14, HPA15] 	<p>Unmapped</p> <p>Veteran trees mapped [PM50]</p>
Identify areas suitable for creation of community gardens	<ul style="list-style-type: none"> • Develop specific community projects, such as gardens, orchards and allotments. • Retain or create native hedgerows around allotments, alongside habitats for pollinators with long flowering periods, and berry bearing shrubs for bird species. 	<p>Unmapped</p> <p>Veteran trees mapped [PM50]</p>
Create green crossings over roads or railway lines that fragment blocks of habitat	<ul style="list-style-type: none"> • Increase permeability in urban and wider environments with features such as hedgehog highways, green bridges, and suitable underpasses. • Integrate green infrastructure corridors into development proposals to establish connections and ecological networks. 	<p>Unmapped</p> <p>Veteran trees mapped [PM50]</p>
Improve habitats associated with major transport	<ul style="list-style-type: none"> • Improve the management of road and rail corridors. • Follow appropriate biodiversity plans designed specifically for railway network habitats and areas. 	<p>Unmapped</p> <p>Veteran trees mapped [PM50]</p>

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new habitats through drainage and infrastructure features on development sites	<ul style="list-style-type: none"> • Incorporate SuDS including reedbeds, green roofs, swales, rain gardens, permeable paving, water butts etc. • Plant hedgerows and trees in appropriate locations, where the right species is planted in the right location. • Add ponds to newly built environments where suitable • Incorporate habitat for pollinators, with appropriate planting and cutting regimes, rotational areas with over wintering or hibernation possibilities. • Incorporate features like green roofs, green walls and high quality varied habitats within public open spaces. • Retrofit existing areas with appropriate features, or make space for SuDS and other measures to reduce run-off. 	<p>Unmapped</p> <p>Veteran trees mapped [PM50]</p>
Make space for more, bigger, better and joined up nature in and around built development (including within new allocations and development plans)	<ul style="list-style-type: none"> • Develop high-quality habitats in school grounds to improve biodiversity (linking to Climate Action Plans). • Create habitats through parish-based recovery projects. • Enhance road verge management. • Better manage churchyards for biodiversity. • Enhance public green spaces. • Improve parks and open spaces to incorporate nature recovery techniques. • Include green corridors and stepping stones within development plans. • Promote the creation of 'edible parks' through community projects. • Create new nature reserves accessible to urban populations. • Establish community woodlands near settlements in appropriate conditions using appropriate species. • Plant veteran trees of the future in new developments, using appropriate native species of local provenance. • Promote the creation of urban and peri-urban agricultural opportunities. • Ensure plans for lighting infrastructure takes into account appropriate intensities, wavelengths and time patterns to minimise impact on biodiversity whilst complying with required regulations. • Retain dead wood, including creating ground-level piles, wherever possible to provide habitats for various bird and invertebrate species. Areas of dead trees may need appropriate safety measures in place. 	<p>Mapped where appropriate</p> <p>Veteran trees mapped [PM50]</p>

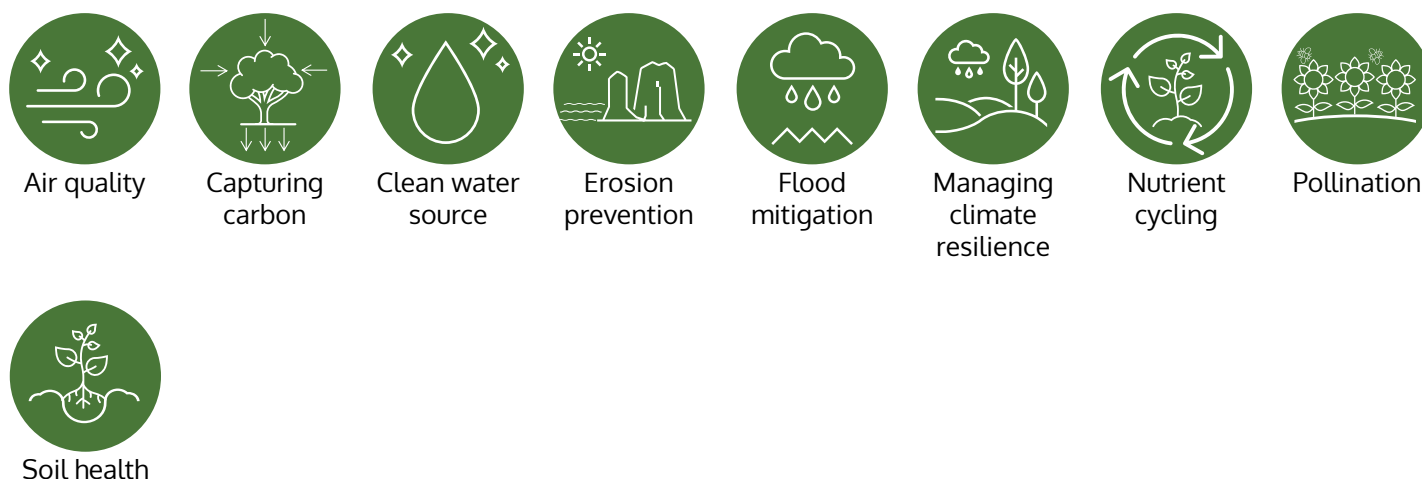
These measures are considered to support species identified in the following assemblages:

- Urban, Built and Garden Environments

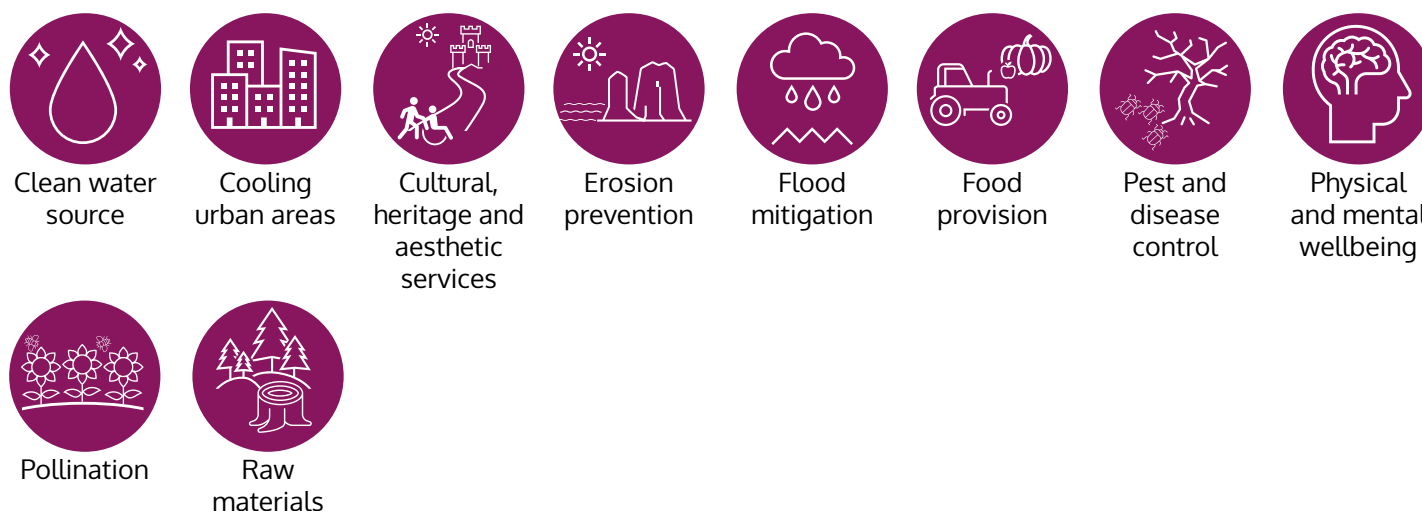
These measures could offer solutions to address pressures in:

- Woodland, Trees and Scrub
- Freshwater
- Invasive Species and Diseases
- Urban and Built

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Heathland and Acid Grassland

Table 11. Heathland and Acid Grassland priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new heathland areas where feasible and desirable	<ul style="list-style-type: none"> • Create Heath, Acid Grassland, and Woodland. • Enhancement Areas to establish mosaics of heathland, scrub, bare ground, acid grassland, and woodland habitats. The process of heath creation is considered a complex process due to the time required, and therefore the successional creation habitats are important for nature recovery principles. Convert landward arable fields adjacent to coastal floodplains into heath where possible in suitable areas. • Use heather and other heathland floral seed from existing Norfolk heaths wherever possible. [HPA20, HPA13 (Broad), HPA04, HPA05]	Mapped [PM15]
Enlarge and expand existing heathland	<ul style="list-style-type: none"> • Buffer all heathland sites to promote resilience to climate change, using appropriate expertise and new research where possible. • Increase connectivity between existing heathlands using developed creation techniques. • Include wet heath and transition areas between heath and other habitats. [HPA04]	Mapped [PM15]
Restore and enhance existing heathland	<ul style="list-style-type: none"> • Promote management and controlled grazing regimes. • Incorporate mosaic features into habitats. • Remove encroaching vegetation where appropriate incorporating adding measures to encourage rabbit populations. • Protect heathland habitats and species from human disturbance. • Where possible, promote restoration of heathland from land previously used for forestry purposes. [HPA04]	Mapped [PM16]
Create new acid grassland where feasible and desirable	Create new acid grassland at priority sites.	Mapped [PM17]
Enlarge and expand existing acid grassland	Enlarge, buffer, and reconnect sites. [HPA20]	Mapped [PM17]

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Restore and enhance existing acid grassland	<ul style="list-style-type: none"> Promote management and controlled grazing regimes. Incorporate mosaic features into habitats. Remove encroaching vegetation where appropriate. Maintain sites in favourable condition through appropriate management. [HPA04]	Mapped [PM18]

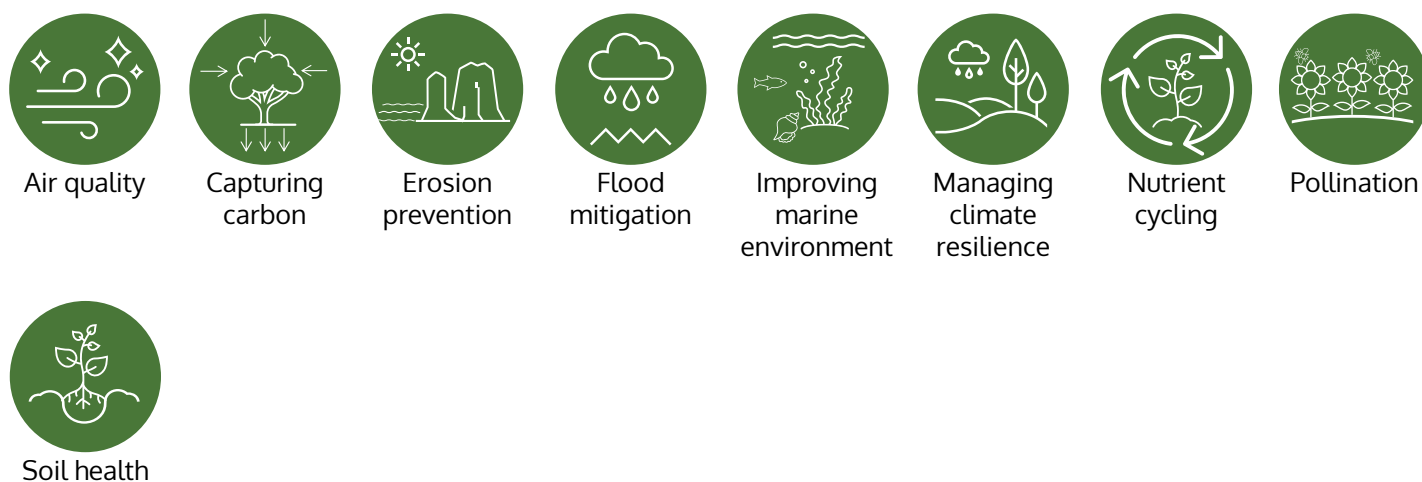
These measures are considered to support species identified in the following assemblages:

- Acid Grassland and Heathland
- Brecks Grass Heath

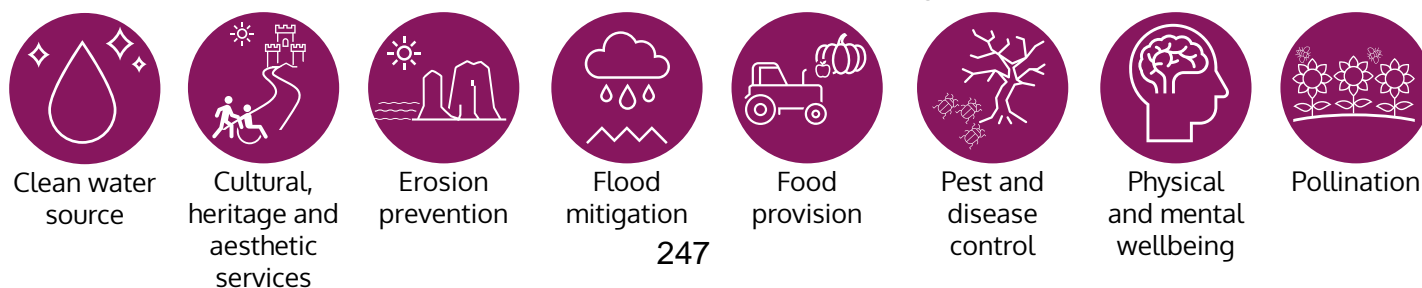
These measures could offer solutions to address pressures in:

- Grassland and Heathlands
- Woodland, Trees and Scrub
- Farmland
- Freshwater
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Neutral and Calcareous Grassland

Table 12. Neutral and calcareous grassland (including meadows, arable field margins, road verges, parks, churchyards and cemeteries) priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new grassland areas where feasible and desirable	<ul style="list-style-type: none"> • Ensure new road developments include wide verges and control new road verge provision. • Create Heath, Grassland, and Woodland Enhancement Areas to establish mosaics. • Revert arable land to grassland where possible. • Use green hay and hand-collected seed wherever possible. [HPA20, HPA05]	Mapped [PM19]
Enlarge and expand existing grassland	<ul style="list-style-type: none"> • Develop land management programmes for grassland areas across the county, including churchyards and cemeteries in all dioceses, lowland meadows and grassy commons where applicable, and the majority of amenity spaces. • Use green hay and hand-collected seed wherever possible. 	Mapped [PM19]
Connect grassland areas	<ul style="list-style-type: none"> • Connect all grassland habitats, including road verge areas where feasible, potentially via agri-environment schemes. • Use green hay and hand-collected seed wherever possible. 	Mapped [PM19]
Restore and enhance existing grassland	<ul style="list-style-type: none"> • Promote appropriate grazing and management regimes. • Incorporate mosaic features within habitats. • Maximise biodiversity-enhancing practices in all grasslands including churchyards and cemeteries and known lowland meadow sites. • Enlarge and restore road verges and boost biodiversity. • Buffer existing trackways and track verges, for example those associated with rights of way and National Trails, including the King Charles III England Coast Path. • Use green hay and hand-collected seed wherever possible. • Use sustainable and financially viable methods for hay cutting and grazing. • Buffer all sites to protect from spray drift. [HPA04]	Mapped [PM20]

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new, enlarge and expand and connect existing calcareous grassland areas where feasible and desirable	<ul style="list-style-type: none"> Incorporate management techniques in appropriate areas to allow natural processes to occur. Use green hay and hand-collected seed wherever possible. [HPA04, HPA11, HPA16]	Mapped [PM21]
Restore and enhance existing calcareous grassland	<ul style="list-style-type: none"> Re-establish lowland calcareous grassland from arable or other land. Implement appropriate grazing regimes. Use green hay and hand-collected seed wherever possible. Link to Big Chalk programme targets and projects where possible. See www.big-chalk.org [HPA04, HPA11, HPA16]	Mapped [PM22]
Create new lowland meadows and pastures where feasible and desirable	<ul style="list-style-type: none"> Incorporate management techniques in appropriate areas to allow natural processes to occur. Encourage the use of green hay processes and collection of local seeds. Revert arable land to grassland where possible. [HPA11, HPA16]	Mapped [PM23]
Enlarge and expand existing lowland meadows and pastures	Encourage the use of green hay processes and collection of local seeds. [HPA11, HPA16]	Mapped [PM23]
Connect lowland meadow and pasture areas	<ul style="list-style-type: none"> Incorporate management techniques in appropriate areas to allow natural processes to occur. Encourage the use of green hay processes and collection of local seeds. [HPA04, HPA11, HPA16]	Mapped [PM23]
Restore and enhance existing lowland meadows and pastures	<ul style="list-style-type: none"> Incorporate management techniques in appropriate areas to allow natural processes to occur. Implement appropriate grazing and mowing regimes. [HPA04, HPA11, HPA16]	Mapped [PM24]


These measures are considered to support species identified in the following assemblages:

- Lowland Meadows and Pastures
- Chalk Grassland
- Brecks Grass Heath
- Farmed Landscapes
- Reedbeds and Freshwater Wetlands
- Saltmarshes and Lagoons


These measures could offer solutions to address pressures in:

- Grassland and Heathlands
- Farmland
- Woodland, Trees and Scrub
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Air quality



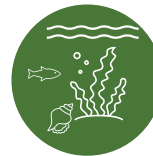
Capturing carbon




Erosion prevention




Flood mitigation




Improving marine environment




Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination

Wet Grassland

Table 13. Wet Grassland (including grazing marshes and rush pasture) priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new, enlarge and expand existing and connect wet grassland and grazing marshes where feasible and desirable	<ul style="list-style-type: none"> • Connect wet grassland blocks to create larger areas of habitat. • Ensure habitat creation efforts are complementary and strategically implemented so as not to inadvertently increase predation pressure on key priority species. • Include appropriate in-field foot drains, ditches and appropriate water control structures. • Include as part of an open wetland habitat mosaic to maximise invertebrate species, using local green hay and seeds wherever possible. • Instigate appropriate grazing and water level management regimes to benefit breeding waders and wintering wildfowl. • Include predator-proof fencing. • Connect wet grassland blocks to create larger areas of habitat. <p>[HPA05, HPA11 (Glaven, Wensum, Wissey), HPA15, HPA02]</p>	Mapped [PM25]
Restore and enhance existing wet grassland and grazing marshes	<ul style="list-style-type: none"> • Maintain and enhance priority areas of grazing marsh through site management agreements, including minimising areas of inappropriate habitat. • Use appropriate water level management practices, including maintaining and extending existing ditch systems. • Remove scrub and woodland where appropriate to create a variety of grazed and tall vegetation structures. • Promote appropriate grazing management regimes for breeding waders and wintering wildfowl. • Minimise refuges/perches for predators next to areas utilised by breeding waders. <p>[HPA18, HPA05, HPA11 (Glaven, Wensum, Wissey) HPA02, HPA13]</p>	Mapped [PM26]

These measures are considered to support species identified in the following assemblages:

- Lowland Meadows and Pastures
- Reedbeds and Freshwater Wetlands
- Saltmarshes and Lagoons
- Farmed Landscapes

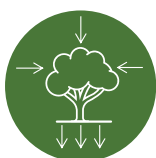
These measures could offer solutions to address pressures in:

- Grassland and Heathlands
- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



Capturing carbon



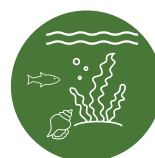
Clean water source



Erosion prevention



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination

Open Mosaic Habitat on Previously Developed Land

Table 14. Open Mosaic Habitat on Previously Developed Land (including brownfield and landfill) priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new open mosaic habitat where feasible and desirable	<ul style="list-style-type: none"> Secure the inclusion of valuable sites as recognised natural open spaces in Green Infrastructure strategies. Develop protocols to allow land in new developments to be left for natural colonisation, ensuring ongoing opportunities for habitat creation. Within urban areas, include creation of OMH at ground level, especially as an interim measure during planning and development phases, alongside integrating within permanent landscape schemes. Consider the potential of green and brown roofs to enhance the availability of this habitat. [HPA16]	Mapped [PM27]
Enlarge and expand existing open mosaic habitat where feasible	<ul style="list-style-type: none"> Secure the inclusion of valuable sites as recognised natural open spaces in Green Infrastructure strategies. Develop protocols to allow land in new developments to be left for natural colonisation, ensuring ongoing opportunities for habitat creation. Ensure scrub removal, ploughing, turf removal, and the creation of steep open exposures at key former gravel workings. [HPA16, HPA04]	Mapped [PM27]
Improve and enhance existing open mosaic habitat	See 'Enlarge and expand existing open mosaic habitat where feasible'.	Mapped [PM28]

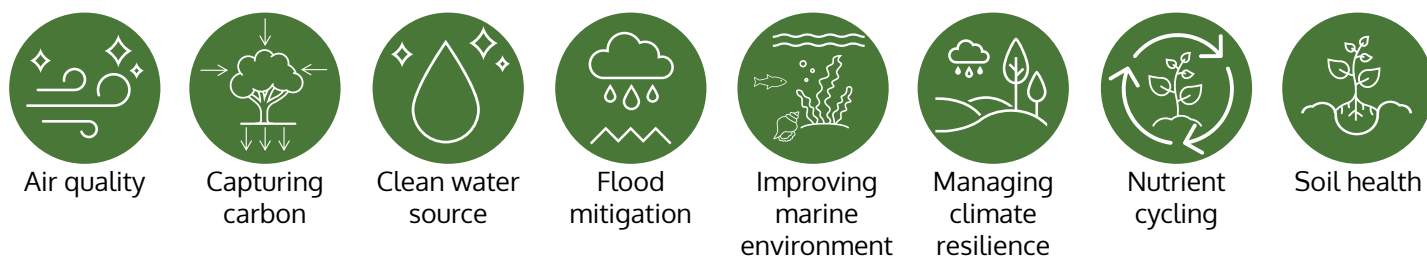
These measures are considered to support species identified in the following assemblages:

- Scrub and Mosaic
- Urban, Built and Garden Environments

These measures could offer solutions to address pressures in:

- Grassland and Heathlands
- Farmland
- Woodland, Trees and Scrub
- Urban and Built
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Rivers and Streams

Table 15. Rivers and Streams priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Restore and enhance existing rivers, streams and ditches	<ul style="list-style-type: none"> • Reconnect rivers with floodplains, removing barriers along the river course where feasible. • As appropriate, remove invasive non-native species. • Improve water quality using nature-based solutions, sustainable practices and improved waste water treatment practices, for example within household septic tanks. • Allow natural river morphological processes to take place. • Reduce erosion of river banks using appropriate planting techniques and regimes or structures. • Restore ditch and dyke habitats using appropriate species translocation, water quality testing and sensitive management to maintain water flow. • Reduce drainage and holding water on the floodplains which may involve blocking ditches. • Employ appropriate river restoration techniques as determined by expert advice – this may include restoring meanders, enhancing channels, modifying river beds, diversion, enhancing outfalls and using in-channel features such as shallow water and gravel beds. • Always aim to address the range of challenges facing rivers and stream by utilising the Catchment Based Approach (CABA). • Work with Catchment Partnership organisations to ensure measures align with locally written and agreed Catchment Action Plans. • Establish habitat buffers between arable land and watercourses to reduce agricultural runoff and mitigate diffuse pollution. • Develop opportunities for establishing ‘treatment wetlands’ to clean post treatment wastewater before it enters rivers and streams. • ‘Slow the flow’ and improve infiltration of water into soils through creation of suitable habitats in appropriate locations, such as grassland, woodland, scrub mosaics. <p>[HPA05, HPA11 (Glaven, Wensum, Wissey, Water & Woodlands), HPA16, HPA17 (Breckland, Bure, Castle Acre, Wensum), HPA24, HPA07]</p>	Mapped [PM29]

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Improve management of water resources through nature-based solutions, (also referred to as Natural Flood Management)	<ul style="list-style-type: none"> • Mitigate against pollution, abstractions, droughts, and floods, as well as physical modifications such as land-use changes, drainage, soil erosion, channelisation and barriers. • Reforestation, increasing the number of trees and vegetation biomass within the catchment, where appropriate, but to avoid significantly increasing tree cover which shades out chalk stream or other specialist aquatic plants. Caution must be applied for use of large tree species, due to a high water demand, reducing flows in the chalk stream. • Maintenance of soil structure and vegetation cover. • Restoration of a more natural bed level and run-off attenuation features. • Floodplain reconnection to alleviate short-term flooding. In addition, to enhance resources and increase subsequent summer flow rates, target flood water storage away from discharge zones ie headwater opportunities with the correct geology where there is connectivity with the underlying aquifer. [HPA01, HPA24, HPA07, HPA25, HPA13]	Mapped [PM30]
Strengthen mosaic of wetland habitats along river channels	<ul style="list-style-type: none"> • Construction of shallow vegetated water bodies. • Restore rivers by recreating what would occur naturally and is appropriate to the type of river, its energy and landscape, its natural character, and is based on the restoration of natural processes. • Restore a more natural mosaic of habitats, by reducing drainage and adopting appropriate management, which could benefit chalk streams and improve valley fen or grazing marsh habitat. [HPA16, HPA14 (Greater Norwich), HPA24, HPA07, HPA28 (Water Sensitive Farming, Norfolk Rivers Trust, River Waveney Trust), HPA13]	Mapped [PM30]
Improve river, riparian and floodplain habitat	<ul style="list-style-type: none"> • Reinstate the natural processes of water bodies to impact on morphology and water flow and increase biodiversity. • Retain riparian trees in appropriate areas. • Revert of arable land on naturally wet soil into appropriate floodplain habitat to increase biodiversity. [HPA17 (Castle Acre, Wensum), HPA24, HPA07, HPA29 (Water Sensitive Farming, Norfolk Rivers Trust, River Waveney Trust), HPA13]	Mapped [PM30]

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Restore and enhance chalk stream habitats	<ul style="list-style-type: none"> • Restoration of river meanders as appropriate to the natural character of the chalk stream. • Use of riparian trees to cool chalk streams. • Reconnection of the stream and the flood plain. • Implement changes to channel morphology to restore energy to the system to enable natural processes to remove silt from the gravel bed. • Use the CaBA Chalk Stream Strategy detailing the ecological basis for improving the health of chalk streams - a culmination of restoring flows, improving water quality and restoration of habitat. • Link to Big Chalk programme targets and projects where possible. See www.big-chalk.org [HPA14 (Breckland), HPA25, HPA13, HPA06]	Mapped [PM29]

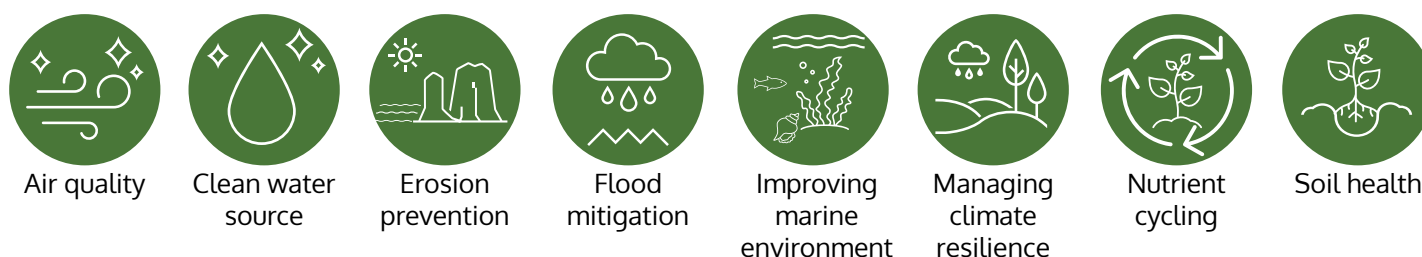
These measures are considered to support species identified in the following assemblages:

- Rivers and Riverside Habitats

These measures could offer solutions to address pressures in:

- Freshwater
- Farmland
- Woodland, Trees and Scrub
- Urban and Built
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Clean water source



Cooling urban areas



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Raw materials

Still Water Habitats

Table 16. Still Water Habitats priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create or re-create new still water habitats where feasible and desirable	<ul style="list-style-type: none"> • Include ponds as integral parts of green infrastructure. • Re-establish or create ponds of high wildlife value, avoiding damage to Priority Habitats. New high-quality pond sites should form part of a network of clean water ponds with high biodiversity potential. <p>[HPA14, HPA13, HPA16]</p> <p>Ponds may also be created or re-created as an unmapped measure outside of ACB areas to provide additional connectivity.</p>	Mapped where possible [PM30 or PM31]
Restore appropriate pond habitats	<ul style="list-style-type: none"> • Restore ghost or lost ponds and pingos and improve ponds in poor condition. • Support pond restoration and creation through projects like the Norfolk Ponds Project. • Buffer ponds from any impacts of arable farming with permanent grass margins. • Manage margins to ensure scrub does not surround pond habitats. <p>[HPA13, HPA28 (Norfolk Ponds Project)]</p> <p>Ponds may also be restored as an unmapped measure outside of ACB areas to provide additional connectivity.</p>	Mapped [PM31]

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Enhance existing pond habitats	<ul style="list-style-type: none"> Control and manage invasive non-native species. Improve water quality by reducing water and atmospheric pollution, over-abstraction, light pollution, and recreational pressures. Control invasive species, and implement biosecurity measures. Clear woody vegetation from most significant pingo and mere sites, retaining some wet woodland. Maintain diverse vegetation structures around margins and within water bodies using grazing and mechanical methods. Support community projects for pond development and maintenance. Retain and improve the biodiversity of ponds in the built environment. Selectively fell around ponds and pingos, connecting them via networks of rides. Maintain some pingo sites or units without grazing or with very light grazing. Ensure a range of vegetation structures is maintained around margins and within pingo water bodies. Assess and reduce cover on existing overshadowed ponds. Periodically dig out ponds that have become over silted. [HPA04, HPA14, HPA13, HPA29]	Mapped [PM32]
Restore, maintain and enhance lake and Broads habitats	<ul style="list-style-type: none"> Control and manage invasive non-native species. Restore diverse macrophyte communities in shallow lakes. Trial innovative restoration techniques and identify maintenance and enhancement needs for aquatic communities. Restore shallow lakes to a clear water state using appropriate techniques such as sediment, vegetation and fish removal. [HPA13, HPA05, HPA08, HPA11 (Glaven, Wensum, Waveney, Water & Woodlands, Wissey)]	Mapped [PM32]
Restore wetlands, including open water, fen and reedbed	Use former gravel pits and mineral workings, especially in river valleys, as potential sites for restoration of wetlands, including open water, fen and reedbed.	Mapped where possible [PM32, PM33, PM35]

Habitats and species

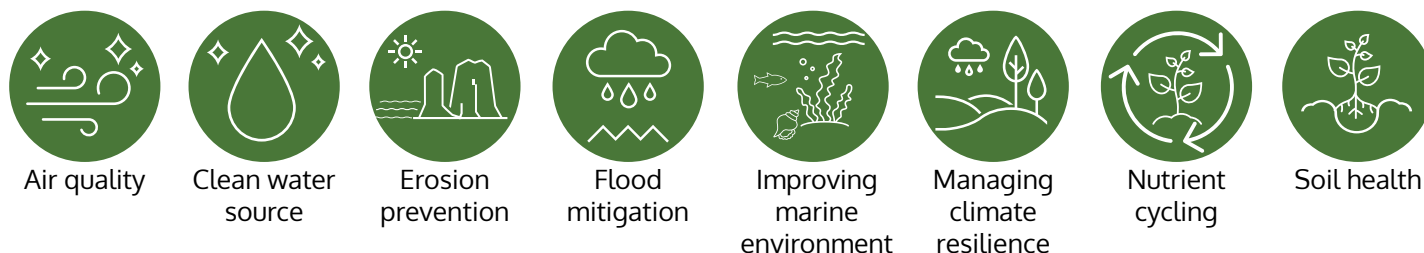
These measures are considered to support species identified in the following assemblages:

- Still Waters
- Farmed Landscapes
- Scrub and Mosaic

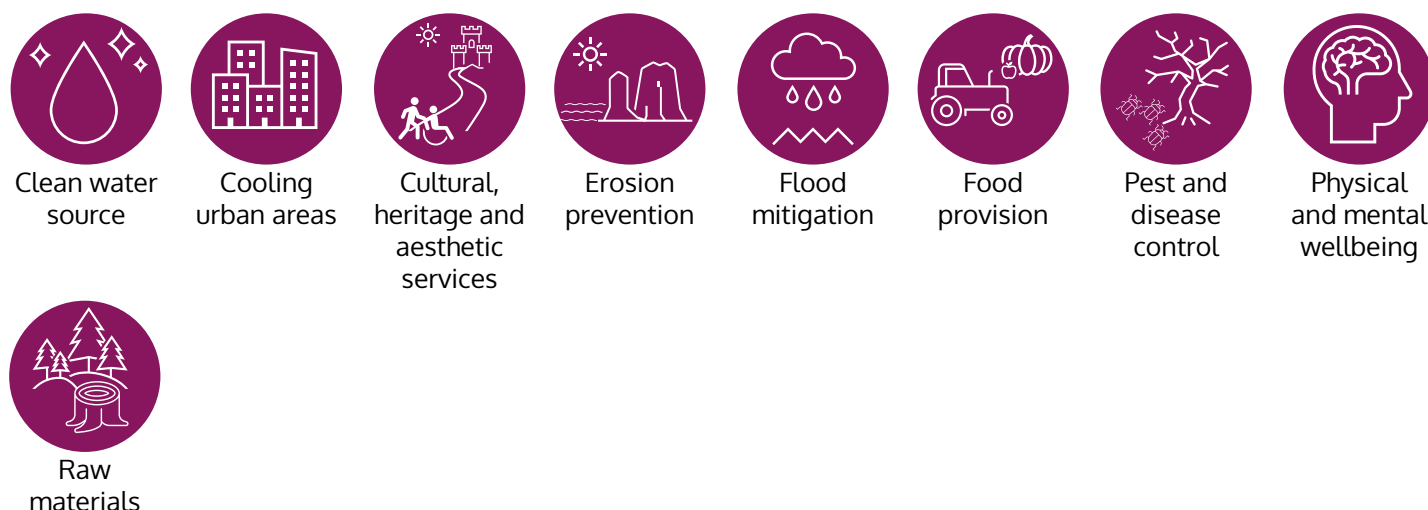
These measures could offer solutions to address pressures in:

- Freshwater
- Farmland
- Woodland, Trees and Scrub
- Urban and Built
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Fen Habitats

Table 17. Fen Habitats priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new fen habitats and wetlands	<ul style="list-style-type: none"> Create new fen to replace those at risk from climate change impacts by identifying fen refugia areas, managing their hydrology, translocating vegetation where appropriate and re-seeding using local seed sources wherever possible. Manage the water table effectively to ensure levels are sufficient for habitat creation. [HPA23, HPA22, HPA25, HPA13]	Mapped [PM33]
Enlarge, expand and connect existing fen habitats	<ul style="list-style-type: none"> Remove most scrub and woodland from fen and wetland sites, creating a mix of grazed and tall vegetation structures through flexible extensive grazing or mechanical management. Retain some wet woodland as part of the habitat. Link fen restoration and expansion to ELMS and other projects in order to establish wildlife corridors. Ensure appropriate water quantity and quality for existing sites, in light of climate change and pressures on supply. [HPA04, HPA13, HPA11 (Glaven, Wissey), in order to establish wildlife corridors]	Mapped [PM33]
Restore and enhance existing fen habitats	<ul style="list-style-type: none"> Enhance priority fen areas through site management agreements, prescriptions, and support services for site managers, in conjunction with reed bed, grazing marsh, and wet woodland control measures. Control invasive species within wetlands. Link fen restoration and expansion to ELMS projects. Ensure appropriate water quantity and quality for existing sites, in light of climate change and pressures on supply. [HPA05, HPA13]	Mapped [PM34]


These measures are considered to support species identified in the following assemblages:

- Lowland Fen


These measures could offer solutions to address pressures in:

- Freshwater
- Farmland
- Woodland, Trees and Scrub
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Air quality




Capturing carbon




Clean water source




Erosion prevention




Flood mitigation



Managing climate resilience




Nutrient cycling




Soil health


These measures are considered to support the following co-benefits:




Clean water source




Cultural, heritage and aesthetic services




Erosion prevention




Flood mitigation



Pest and disease control



Physical and mental wellbeing



Raw materials

Reedbeds

Table 18. Reedbeds priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new reedbed habitat	<ul style="list-style-type: none"> • Create new reedbeds to replace those at risk from coastal management changes. • Where appropriate, reconnect fragmented wetlands and reedbeds with existing habitats. • Explore opportunities to create new reedbeds and link them with other projects to establish wildlife corridors. [HPA16, HPA02, HPA13, HPA27]	Mapped [PM35]
Enlarge, expand and connect existing reedbed habitat	<ul style="list-style-type: none"> • Incorporate SuDS, including reedbeds and natural filtration systems, to manage floods while creating habitats and green corridors. • Explore opportunities to create new reedbeds and link them with other projects to establish wildlife corridors. • Develop a reed management policy, maintaining and extending reedbed fringe habitats along Board drains where feasible. [HPA11 (Glaven, Wissey), HPA12, HPA02, HPA13, HPA27]	Mapped [PM35]
Restore and enhance existing reedbed habitat	<ul style="list-style-type: none"> • Restore rivers, fens, and reedbeds, including 'rewetting' peat in appropriate areas. • Enhance priority fen, reedbed, grazing marsh, and wet woodland areas via site management agreements, prescriptions, and support services for site managers. • Improve reedbeds through appropriate water level management that facilitates healthy fish populations and prevents drying, to prevent succession of this transitional habitat to woodland. Also, implement a scrub management regime for this purpose. • Develop a reed management policy, maintaining and expanding reedbed fringe habitats along Board drains where feasible. [HPA05, HPA02, HPA13, HPA27]	Mapped [PM36]


These measures are considered to support species identified in the following assemblages:

- Reedbeds
- Freshwater Wetlands


These measures could offer solutions to address pressures in:

- Freshwater
- Coastal
- Farmland
- Woodland, Trees and Scrub
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Air quality




Capturing carbon




Clean water source




Erosion prevention




Flood mitigation



Managing climate resilience




Nutrient cycling




Soil health


These measures are considered to support the following co-benefits:




Clean water source




Cultural, heritage and aesthetic services




Erosion prevention




Flood mitigation



Pest and disease control



Physical and mental wellbeing



Raw materials

Coastal Saltmarsh and Intertidal Mudflats

Table 19. Coastal Saltmarsh and Intertidal Mudflats priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new, enlarge and expand existing saltmarsh where feasible and desirable	<ul style="list-style-type: none"> • Allow saltmarsh to develop naturally and migrate inland where feasible, restoring the coastal floodplain through managed realignment and Regulated Tidal Exchange (for example removing or breaching artificial structures). • Actively convert grazing marsh areas at high risk of sea defence failure to saltmarsh or brackish marsh. • Identify areas around the coast and estuaries where saltmarsh could be created in preparation for future adaptation and to support management of protected sites. <p>[HPA12, HPA15, HPA13, HPA27, HPA19, HPA11 (Glaven, Wissey)]</p>	Mapped [PM37]
Restore and enhance existing saltmarsh	<ul style="list-style-type: none"> • Allow saltmarsh to develop naturally and migrate inland where feasible, restoring the coastal floodplain through managed realignment and Regulated Tidal Exchange (for example removing or breaching artificial structures). • Improve saltmarsh management in areas outside SAC, SSSI, and Ramsar designations using appropriate methods such as grazing management, vegetation planting, management of pollution events, management of access, freshwater input and drainage. Refer to appropriate documentation where possible Saltmarsh management manual - GOV.UK [23]. • Implement appropriate management measures to minimise recreational disturbance linking to strategic solutions where appropriate. • Implement Beneficial Use of Dredged Sediment (BUDS) as a saltmarsh restoration tool and potential to build resilience of existing saltmarsh. <p>[HPA09, HPA12, HPA15, HPA13, HPA27, HPA11 (Glaven, Wissey)]</p>	Mapped [PM38]

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Create new, enlarge and expand existing intertidal mudflats where feasible and desirable	<ul style="list-style-type: none"> Implement shoreline management strategies, including managed realignment and Regulated Tidal Exchange. Identify areas around the coast and estuaries where mudflats could be created in preparation for future adaptation and to support management of protected sites. [HPA09, HPA15, HPA13, HPA27]	Mapped [PM39]
Restore and enhance existing intertidal mudflats	See 'Create new intertidal mudflats where feasible and desirable'.	Mapped [PM40]

These measures are considered to support species identified in the following assemblages:

- Saltmarshes and Lagoons

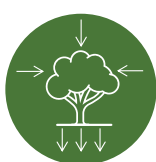
These measures could offer solutions to address pressures in:

- Freshwater
- Coastal
- Farmland
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



Capturing carbon



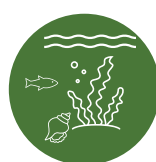
Clean water source



Erosion prevention



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water
source



Cultural,
heritage and
aesthetic
services



Erosion
prevention



Flood
mitigation



Food
provision



Pest and
disease
control



Physical
and mental
wellbeing



Raw
materials

Coastal Sand Dunes

Table 20. Coastal Sand Dunes priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Facilitate the formation of new coastal sand dunes	<ul style="list-style-type: none"> • Allow natural coastal processes to enable dunes to develop, move, and function naturally. • Facilitate a wide zone of transition between Mean High Water and the backshore to accommodate a range of coastal plants. • Facilitate dune formation using appropriate planting for example use of marram grass. • Implement shoreline management, including incorporating new areas of shingle into land adaptation projects on the coast where possible and allowing vegetation to regenerate naturally. [HPA15, HPA13 (Broads, Norfolk Rivers)]	Mapped [PM41]
Enlarge and expand existing coastal sand dunes	<ul style="list-style-type: none"> • Allow natural coastal processes to enable dunes to develop, move, and function naturally. • Restore dune slacks to create a succession of habitats for dune slack species, restore natural functioning to dune systems constrained by sea defences and facilitate dune roll-back. • Enhance connectivity between dune systems by improving remnant dunes and creating eco-tones with inland habitats. [HPA16]	Mapped [PM41]
Restore and enhance existing coastal sand dunes	<ul style="list-style-type: none"> • Allow natural coastal processes to enable existing dunes to move and function naturally, increasing their resilience. • Improve sand dune management outside designated areas (such as SAC, SSSI, Ramsar). • Use techniques detailed in published advice such as The Sand Dune Managers Handbook: second edition – Natural England [24]. • Mitigate impacts from recreational disturbance through strategic solutions, for example innovative signage and management techniques. • Control invasive species. • Restore dune slacks to create a succession of habitats for dune slack species, restore natural functioning to dune systems constrained by sea defences and facilitate dune roll-back. • Enhance connectivity between dune systems by improving remnant dunes and creating ecotones with inland habitats. [HPA16, HPA15] 269	Mapped [PM42]


These measures are considered to support species identified in the following assemblages:

- Coastal Shingle and Dunes


These measures could offer solutions to address pressures in:

- Coastal
- Freshwater
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Air quality




Capturing carbon




Clean water source




Erosion prevention




Flood mitigation




Improving marine environment



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Raw materials

Coastal Vegetated Shingle

Table 21. Coastal Vegetated Shingle priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Facilitate the formation of new coastal vegetated shingle	<ul style="list-style-type: none"> Allow natural coastal processes to enable vegetated shingle to develop, move, and function naturally. Implement shoreline management, including managed realignment. [HPA15]	Mapped [PM43]
Enlarge and expand existing coastal vegetated shingle	Implement shoreline management, including managed realignment. [HPA15]	Mapped [PM43]
Restore and enhance existing coastal vegetated shingle	<ul style="list-style-type: none"> Allow natural coastal processes to enable vegetated shingle to function naturally. Improve vegetated shingle management outside designated areas (such as SAC, SSSI, Ramsar). Techniques include: minimising disturbance, using traditional land management techniques on adjacent grassland, preventing scrub encroachment, and leaving tidal debris, driftwood and seaweed on the beach. Implement appropriate management measures to minimise recreational disturbance for example innovative signage. Implement shoreline management, including managed realignment. [HPA15]	Mapped [PM44]

These measures are considered to support species identified in the following assemblages:

- Coastal Shingle and Dunes

These measures could offer solutions to address pressures in:

- Coastal
- Freshwater
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



Erosion prevention



Improving marine environment



Managing climate resilience



Nutrient cycling

These measures are considered to support the following co-benefits:



Cultural, heritage and aesthetic services



Erosion prevention



Pest and disease control



Physical and mental wellbeing

Maritime Cliffs and Slopes

Table 22. Maritime Cliffs and Slopes priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Facilitate the formation of appropriate maritime slopes	<ul style="list-style-type: none"> Allow natural coastal processes to enable maritime cliffs and slopes to develop, move, and function naturally. Implement shoreline management, including managed realignment. [HPA15]	Mapped [PM48]
Enlarge and expand existing maritime cliffs and slopes	See 'Facilitate the formation of appropriate maritime slopes'.	Mapped [PM48]
Restore and enhance existing maritime cliffs and slopes	See 'Facilitate the formation of appropriate maritime slopes'.	Mapped [PM47]

These measures are considered to support species identified in the following assemblages:

- Chalk Grassland
- Acid Grassland and Heathland
- Lowland Meadows and Pastures

These measures could offer solutions to address pressures in:

- Coastal
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



Erosion prevention



Improving marine environment



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Cultural,
heritage and
aesthetic
services



Erosion
prevention



Pest and
disease
control



Physical
and mental
wellbeing



Pollination

Saline Lagoons

Table 23. Saline Lagoons priorities and potential measures

Priority	Potential Measure(s) and [Evidence Code(s)]	Map Status
Facilitate the formation of new and connect saline lagoons	<ul style="list-style-type: none">• Allow natural coastal processes to enable new saline lagoons to develop and function naturally.• Create new saline lagoons in strategic locations to provide stepping stones and increase resilience to climate change impacts.• To create new saline lagoons, it may be necessary for regulated tidal exchange to be used.• Implement shoreline management, including managed realignment. [HPA15]	Mapped [PM45]
Restore and enhance existing saline lagoons	<ul style="list-style-type: none">• Allow natural coastal processes to enable existing saline lagoons to function naturally.• Improve saline lagoon management in areas outside SAC, SSSI, and Ramsar designations. Techniques include: maintaining water quality levels, minimising disturbance, maintaining structural diversity, controlling encroachment and maintaining the margins.• Implement shoreline management, including managed realignment. [HPA09, HPA15]	Mapped where possible [PM46]


These measures are considered to support species identified in the following assemblages:

- Saltmarshes and Lagoons

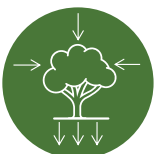
These measures could offer solutions to address pressures in:

- Coastal
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Air quality




Capturing carbon




Clean water source




Erosion prevention



Improving marine environment



Managing climate resilience



Nutrient cycling

These measures are considered to support the following co-benefits:



Clean water
source



Cultural,
heritage and
aesthetic
services



Erosion
prevention



Food
provision



Pest and
disease
control



Physical
and mental
wellbeing

Mapping potential measures to create mosaic habitats

Allowing dynamic habitat mosaics consisting of different habitat types to develop in some places is important in supporting the full diversity of habitats and species that would naturally occur in a place. This is especially important at a large scale where such mosaics can be allowed to develop under minimal human-led management, which might not be feasible to resource at such a scale or desirable in terms of habitat outcomes.

The dynamic habitat mosaic approach can instead embrace natural processes such as grazing and disturbance to shape the habitats, with the ambition to produce diverse areas with varied vegetation structure and crucial transitional zones (for example from dry to wet habitats, open to closed vegetation, bare to covered ground).

Dependent on the underlying conditions, the habitats that would naturally occur would be established to largely undetermined outcomes, allowing them to adapt and develop resilience to pressures such as climate change.

These habitats can be created on a variety of scales and would be considered to facilitate ambitious recovery projects. Where possible, they can be included within the spatially mapped opportunities within this strategy, but could also be considered part of the wider priorities and measures that could take place across the county, facilitated by all stakeholders.

Mosaics have been mapped to those parcels where multiple habitats comprising a natural succession of habitats were suggested through the rules based mapping, where the distinctiveness of those habitats (as defined for BNG purposes) is the same or similar, and where there is widespread distribution of these habitats throughout the county.

Prioritising species

The foundation of this work began with a thorough review of 842 species of concern across Norfolk, derived from authoritative sources such as Natural England and the National Biodiversity Network. Employing a robust scoring system, developed in collaboration with stakeholders and experts, species were assessed for their conservation status, ecological significance, and vulnerability. This systematic process reduced the longlist to 237 species, which were further defined as 23 for focused action, detailed in **Tables 39-61**, while the remaining were grouped into habitat-based assemblages **Tables 24-38**. All relevant species are listed in **Tables 69-71** and full details are available in **Appendix 2**. The key species are shown below in **Figure 10**.

Figure 10. Norfolk key species



Basil-thyme case-bearer
Coleophora tricolor



Crested buckler fern
Dryopteris cristata



Crested cow-wheat
Melampyrum cristatum



Dwarf eelgrass
Zostera noltei



Eurasian curlew
Numenius aquata



European eel
Anguilla anguilla



Fen raft spider
Dolomedes plantarius



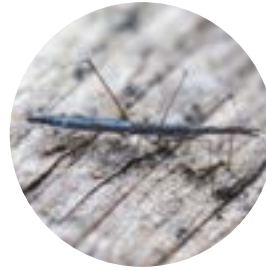
Holly-leaved naiad
Najas marina



Intermediate stonewort
Chara intermedia



Lapwing
Vanellus vanellus



Lesser water measurer
Hydrometra stagnorum
278



Little whirlpool ramshorn snail
Anisus vorticulus



Narrow-mouthed whorl snail
Vertigo angustior



Natterjack toad
Epidalea calamita



Northern pool frog
Pelophylax lessonae



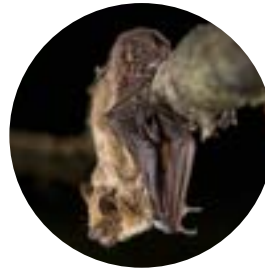
One-grooved diving beetle
Bidessus unistriatus



Orange-fruited elm lichen
Caloplaca luteoalba/
Gyalolechia
flavorubescens



Scarce vapourer
Orgyia recens



Serotine bat
Eptesicus
serotinus



Starlet sea anemone
Nematostella
vectensis



Water vole
Arvicola amphibius



White-clawed crayfish
Austropotamobius
pallipes



Witham orb mussel
Sphaerium solidum

Nature-based solutions for water security: Norfolk Water Strategy Programme

Norfolk is experiencing growing pressures on its water resources. Flooding incidents and water shortages are becoming more frequent. Increasing pollution and the destruction of native habitats threatens the ability of freshwater bodies to support biodiversity.

The Norfolk Water Strategy Programme (NWSP) aims to tackle these challenges through investing in nature-based solutions (NbS) and restoring more natural processes within key catchments.

Who's involved?

The programme is a partnership between:

- Water Resources East
- Norfolk County Council
- Anglian Water
- The Nature Conservancy (TNC).

NWSP are supported by government agencies and national NGOs. Funding for projects so far has been secured from WWF (Finish, HSBC), EA, DEFRA, and TNC's GO Fund (Coca Cola).

What have they achieved?

Based on a first-of-its-kind analysis, the NWSP launched a £30 million business

case for investing in NbS in February 2024. Each £1 invested in NbS in Norfolk would deliver £6.70 in benefits. These benefits include:

- improved water resources and water quality
- enhanced habitats for wildlife
- the ability to unlock housing growth while protecting the environment.

This analysis is grounded in a combination of innovative modelling, stakeholder engagement, and real-world experience to demonstrate how emerging markets for nutrients and biodiversity could offer new income streams for the county's landowners.

The programmes analysis shows that priority actions should focus on reducing, slowing and infiltrating runoff of water from land. Opportunity maps have been developed that target NbS for maximum benefit.

How do they do it?

NWSP is working with a variety of organisations to test and implement NbS to improve water security, for example, leaky ponds, buffer strips and river restoration.

The programme is also developing methods to screen projects for investment and to target interventions for maximum benefit, as well as options for governance.

What's next?

Over the next 18 months, NWSP will deliver and monitor pilot projects which will generate further understanding of the specifics of design, delivery and financing in partnership with delivery organisations in Norfolk.

The programme will conduct work to understand the scale of opportunity NbS represent for environmental benefits and identify novel funding streams and strategies for future delivery.

The ultimate aim is to develop a series of NbS projects which can be combined into an investment package for private and public funding, managed as a 'Water Fund'. Water Funds are a well-established model for facilitating collective action to address water security challenges through the implementation of NbS. Norfolk is one of two European pilots selected for Water Funds by TNC, to add to TNC's global portfolio of water fund projects.

Find out more at
www.wre.org.uk



Left: Work to reconnect the floodplains of the River Yare at Coston. Right: A silt trap in the Wensum catchment, designed to intercept run off and suspended sediment from agricultural land before it enters the river.²⁸¹

Community driven nature recovery in urban and developed areas: Sweet Briar Marshes

Green spaces enhance connectivity for nature and people. Sweet Briar Marshes, a 90-acre site near Norwich, demonstrates this with its diverse habitats of fen, meadow, marsh, hedgerows, and woodland. Once at risk, a 2022 public appeal allowed Norfolk Wildlife Trust (NWT) to save it. Now a flagship urban nature recovery site, it plays a vital role in supporting the city's biodiversity and green infrastructure.

Who's involved?

NWT leads the Sweet Briar Marshes project with support from Norwich City Council, local community groups, and NWT supporters. Aviva provided crucial match funding, the Biffa Award, as part of the Landfill Communities Fund, paid for essential infrastructure and landscape architects Sheils Flynn collaborated with NWT and the community to shape the future vision for the site.

What have they achieved?

Established an Ecological Baseline

The project set up comprehensive wildlife monitoring using environmental DNA and identified key species like water voles, which informs ongoing habitat management.

Engaged Local Communities

The project involved over 1,000 local residents and stakeholders in shaping the future of the marshes, while 380

volunteers contributed over 2,000 hours of conservation work, highlighting strong community support.

Enhanced Accessibility

Collaboration with groups like Inclusive Norwich ensured the reserve is accessible to people of all abilities. The creation of accessible pathways and facilities enables everyone, including those with additional access needs, to enjoy the reserve.

How do they do it?

Urban-Adapted Habitat Management

NWT uses specialised techniques to manage wetland habitats in urban settings. GPS-managed cattle grazing helps maintain habitat quality and biodiversity.

Community Involvement

The project reconnects local residents with nature through accessible boardwalks and viewing platforms. Over 50 on-site events were held before its May 2024 opening. Groups such as New Routes, supporting refugees, and Vision Norfolk, aiding those with visual impairments, have been involved.

Education and Citizen Science

Educational programs will expand with a Youth Forum and Advisory Board. Citizen science initiatives engage the public in wildlife monitoring and conservation, deepening their connection to the marshes.

What's next?

The future of Sweet Briar Marshes will unfold in several phases:

- **Phase 1 (2024):** Secure fencing and gates, introduce grazing cattle, and add signs, maps, and cycle racks.
- **Phase 2:** Build the accessible Upland Route with seating and a more rugged West Loop. Plan accessible parking and toilets.
- **Phase 3:** Add lookout decks and bird viewing points, outdoor classrooms for schools, and volunteer facilities near Burnet Way.
- **Phase 4:** Explore a tree canopy aerial walkway and a pedestrian bridge over the River Wensum for better access.

Find out more at
[www.norfolkwildlifetrust.org.uk/
SweetBriar](http://www.norfolkwildlifetrust.org.uk/SweetBriar)



Aerial view of Sweet Briar Marshes, important for Norwich's green infrastructure.

Landscape recovery: Waveney and Little Ouse Recovery project

The Waveney and Little Ouse Recovery project is a Landscape Recovery pilot being led by Suffolk Wildlife Trust working in partnership with the Environment Agency and 16 other landowners and land managers. The project covers an area of about 1,650 hectares in the Waveney and Little Ouse headwaters catchment on the Suffolk/Norfolk border.

The project is creating a way to fund large-scale efforts to restore and protect nature, using the concept of natural capital (the value of nature's resources) and ecosystem services (the benefits nature provides, like clean water, flood control, and recreation). This approach will deliver a range of benefits for wildlife and people, from opportunities to access and enjoy nature, to improving the health of the rivers and helping protect homes and businesses further down the rivers from flooding.

The project development phase is being supported and funded by Defra through the Landscape Recovery pilot programme under the Environmental Land Management Scheme (ELMS).

What have they achieved?

To date the project has:

- assessed and measured the current state of biodiversity, soil carbon, nutrient inputs, surface water run-off into rivers, and flood storage capacity to set natural capital baselines in the project area.
- tested a range of ways to measure and track the benefits from different habitat and ecosystem restoration scenarios and changing the land use.

Based on these, the project worked with landowners to develop proposed restoration and land-use changes that would deliver an estimated:

- 266,803 tonnes of CO₂ removed from the atmosphere over 50 years
- More than 5,000 Biodiversity Units
- 9,969 kg reduction in phosphorous inputs to land
- 450,948 m³ additional flood water storage capacity
- 204,286 m³ reduction in water run-off into local rivers

The project also developed a proposed legal framework and business model that will enable these ecosystem services to be valued, marketed, and sold to pay for their delivery.



Waveney Valley

How do they do it?

The development phase of the project has involved extensive consultation and engagement with landowners (farmers) to secure buy-in for an ambitious vision for landscape scale habitat and ecosystem restoration.

The innovative approaches being taken by the project include:

- use of natural capital and ecosystem services metrics to quantify the public benefits delivered by proposed habitat and ecosystem restoration and land-use change
- developing a bespoke approach to valuing these to make their delivery attractive to landowners and competitive with other land management options without undermining food production
- developing the legal and business structures to enable multiple landowners to pool the ecosystem services (or credits) they can offer and sell them through a single legal entity²⁸⁵

Planned habitat and ecosystem restoration includes 'Stage Zero' river restoration on a section of the River Waveney just upstream of Roydon Fen nature reserve. This would see the river restored to its natural, meandering course from its current canalised channel alongside the restoration of a functional floodplain and wetland habitats.

What's next?

The project is looking to move from the development phase into delivery, which will see habitat and ecosystem restoration works starting. Engaging and working with a wide range of stakeholders will be crucial to implementing the project's vision.

In the future, the Waveney and Little Ouse Recovery project could provide a template for other projects taking an ecosystem services approach to fund landscape scale nature recovery and nature-based solutions.

Habitat-based assemblages

Beyond individual species, the Norfolk LNRS identifies 15 habitat-based assemblages. These assemblages reflect groups of species that co-exist within specific habitat types, such as grasslands, wetlands, and urban environments. A flagship species has been selected for each assemblage to symbolise conservation efforts and engage the public. For instance, the turtle dove exemplifies farmland habitats, while the nightingale underscores the ecological importance of scrubland.

Profiles of these assemblages provide an overview of their flagship species, appropriate conservation measures, relevant habitats, and the additional biodiversity benefits they offer (**Tables 24 - 38**). By linking species and habitats, this approach ensures that measures support broader ecological networks, adhering to Lawton's principles of "bigger, better, more, and more joined up." It is recognised that not all measures are appropriate for the location of each individual species within the assemblages identified, due to varying ecological needs. It is also recognised that species included within a particular assemblage will make use of other habitat areas and ecosystem features, and are therefore not isolated to the habitat assigned but can benefit from a range of potential measures. Therefore, species specific requirements must be considered carefully as part of any planned action and expert advice obtained.

Within the tables below, measures are identified for the species listed. In some cases, measures may be applicable to more than one species. Where appropriate, this is explained using text in the relevant section of the table.

The measures and actions identified for the assemblages and species are designed to contribute where possible to the national objectives detailed below.

Where the habitat measures identified as most relevant for a particular species occur in locations with known species records, these have also been identified within the [Local Habitat Map](#) by use of a species code (for example SPM01). Whilst this information strengthens the link between habitat measures that may provide benefits to species, it must not be used in place of more detailed assessment of species requirements and suitability. It is considered that the approach taken to generate strategic opportunity areas encompasses these factors:

- halt the decline of species abundance
- reduce the risk of species' extinction
- reducing the rates of introduction and establishment of invasive non-native species.

Coastal Shingle and Dunes



Saltmarshes and Lagoons



Reedbeds and Freshwater Wetlands



Farmed Landscapes



Lowland Meadows and Pastures



Native Woodland



Trees Outside of Woodland



Scrub and Mosaic



Still Waters



Rivers and Riverside Habitats



Lowland Fen



Chalk Grassland



Brecks Grass Heath



Acid Grassland and Heathland



Urban, Built and Garden Environments



Coastal Shingle and Dunes

Coastal habitats, such as shingle beaches and dune structures, support specialised species adapted to harsh conditions. These natural systems protect against erosion and flooding and provide essential nesting grounds for seabirds.



Little tern
Sternula albifrons

Table 24a. Coastal Shingle and Dunes assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Little tern <i>Sternula albifrons</i>	Implement intensive protective management for major colonies and provide suitable habitat areas. If prospecting occurs at new sites, facilitate breeding success with a suite of protective measures.

Table 24b. Coastal Shingle and Dunes assemblage shortlisted species showing recovery potential

Species	Potential Measures
Arctic tern	See Little tern.
Grey hair-grass	Conduct rotavation and grazing of dunes to mobilise sand and shift accessible areas on dunes receiving a lot of recreational pressure.
<i>Rhysodromus fallax</i> spider	<ul style="list-style-type: none"> Where possible, reduce recreational pressures by incorporating accessible areas within appropriate habitats. Control recreational erosion of foredunes.
Prickly saltwort	See <i>Rhysodromus fallax</i> spider.
<i>Baryphyma maritimum</i> spider	<ul style="list-style-type: none"> See <i>Rhysodromus fallax</i> spider Protect vulnerable yellow dunes from visitor pressure.
<i>Clubiona frisia</i> spider	<ul style="list-style-type: none"> See <i>Rhysodromus fallax</i> spider. Manage encroaching scrub on grey dunes to maintain open habitat. Protect fragile yellow dunes from recreational pressures by controlling access.
Ringed plover	<ul style="list-style-type: none"> Where possible, reduce recreational pressures by incorporating accessible areas within appropriate habitats, including keeping key areas disturbance-free and use of 'dogs on leads' policies, where appropriate. This can be accompanied by use of on-site communications and educational measures. Reduce predation via protective measures, and create new habitat nesting areas on bare shingle and sand.
Slender hare's-ear	Maintain seawalls, banks, and ditch sides to support habitat health.
String of sausages lichen	Where possible, manage recreational pressures by incorporating accessible areas within appropriate habitats. on dunes to protect sensitive areas.

Species	Potential Measures
Yellow vetch ' <i>Vicea lutea</i> '	Manage scrub edges within habitats to maintain ecological balance.
Wilson's pottia	Improve and protect habitats, with appropriate monitoring to enhance understanding of species requirements.


Additional species or groups benefiting from conservation actions:

- Other lichens and fungi


The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes (PM43-44), as well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific measures relevant for the flagship species Little tern are identified using the code SPM29. These measures could offer solutions to address pressures in:

- Coastal
- Freshwater
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Air quality



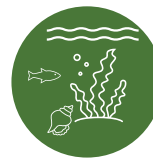
Capturing carbon




Erosion prevention




Flood mitigation




Improving marine environment



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Raw materials

Saltmarshes and Lagoons

Saltmarshes, lagoons and brackish coastal areas provide essential feeding grounds for wading birds and breeding sites for fish. These intertidal habitats protect against erosion, sequester carbon, and support salt-tolerant plant life, adding significant ecological value.



Redshank
Tringa totanus

Table 25a. Saltmarshes and Lagoons assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Redshank <i>Tringa totanus</i>	<ul style="list-style-type: none">• Restore habitats by manipulating water levels, reducing grazing, and delaying mowing.• Create and maintain high-quality areas of extensive, shallow, vegetated water during breeding months.• Consider seasonal grazing to create an optimal sward where appropriate• Avoid agricultural or high-disturbance activities, including recreational disturbance at breeding sites during the breeding season.

Table 25b. Saltmarshes and Lagoons assemblage shortlisted species showing recovery potential

Species	Potential Measures
Oystercatcher	Maintain and restore saltmarsh habitats, managing appropriate water levels and grazing intensity.
Common tern	Create habitats using gravel pits, tern rafts in reservoirs, islets in industrial lagoons, port structures, and by improving reserves through vegetation control, managing gull competition, and predator control.
Sea barley	<ul style="list-style-type: none">• Enhance management and design of coastal defence areas and retreat plans.• Cultivate the species off-site and re-introduce the plants to areas with a suitable habitat'
Small cord-grass	See Sea barley.
Divided sedge	See Sea barley.
Borrers saltmarsh-grass	See Sea barley.
Pedunculate sea-purslane	Establish new populations as backups to the existing site in Essex; restore upper saltmarsh habitats in suitable East Anglian sites, restore the saltmarsh/dune interface where appropriate, and translocate seed specimens as needed.

Species	Potential Measures
Scarce pug	<ul style="list-style-type: none"> • Improve and enhance saltmarsh habitats to include Sea Wormwood plants. • Prevent grazing of upper saltmarsh edges in late summer and early autumn. • Undertake management of upper saltmarsh edges to reduce dominance of species such as Sea Couch and Shrubby Sea-blite.
Common eelgrass	Implement terrestrial habitat measures to improve the quality of water entering the coast, and enhance planning to reduce impacts from freshwater inputs and terrestrial run-off.
Native oyster	<ul style="list-style-type: none"> • See Common eelgrass. • Restoration of and creation of new breeding beds of culch.

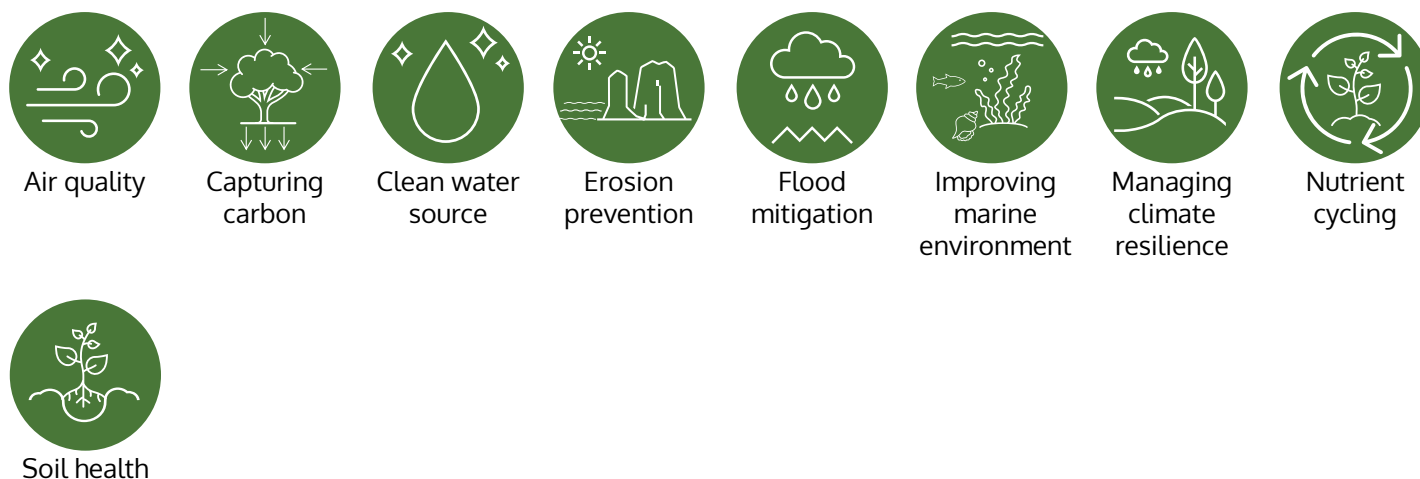
Additional species or groups benefiting from conservation actions:

- Bryophytes
- Pink-footed and Dark-bellied brent goose

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes (PM37-38, 45-46) as well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific measures relevant for the flagship species Redshank are identified using the code SPM30. These measures could offer solutions to address pressures in:

- Coastal
- Freshwater
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Raw materials

Reedbeds and Freshwater Wetlands

Reedbeds, marshes, pastures, and wetlands support species like bitterns and marsh harriers, improve water quality, and aid flood management.



Bittern
Botaurus stellaris

Table 26a. Reedbeds and Freshwater Wetlands assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Bittern <i>Botaurus stellaris</i>	<ul style="list-style-type: none">• Create large contiguous reedbed expanses (over 1 hectare) with restoration and protection of flooded channels.• Raise water tables in areas where reedbeds are at risk of drying out and manage reed structure to enhance diversity.• Maintain reedbed age structure, with no more than 30% older than 7 years and less than 5% scrub cover.• Implement cyclical cutting of different reed sections and regularly remove scrub.• Reduce numbers and the pressure of deer in fen and reedbeds.• Include bittern feeding requirements in ecosystem design management.• Incorporate recreational disturbance management where appropriate.

Table 26b. Reedbeds and Freshwater Wetlands assemblage shortlisted species showing recovery potential

Species	Potential Measures
Scarce emerald damselfly	<ul style="list-style-type: none">• Create habitats with dense submerged and emergent vegetation within shallow pools and drainage channels.• Restoration and re-naturalisation of wetland systems, particularly grazing marshes, to create diverse habitats, including shallow ephemeral areas.• Diversification of wetland systems through pool and ditch creation to increase availability of breeding habitat encouraging range expansion.• Encourage species to continue its range expansion to offset expected habitat loss as a result of sea level rise.

Species	Potential Measures
Large mouthed valve snail	<ul style="list-style-type: none"> • Use ditch management and vegetation control, supported by research and monitoring to understand species needs. • Stagger clearance of ditches: clearing alternate 10-15m stretches, or clearing only one side of ditches, or creating spur ditches one year before ditch clearance. • Molluscs require ditches to be managed so that there is a range of successional stages from open water through to overgrown and clogged.
Geyer's whorl snail	<ul style="list-style-type: none"> • Use ditch management and vegetation control to create specific habitat of low growing grasses and sedges. • Management of grazing levels at existing sites to avoid trampling. • Molluscs require ditches to be managed so that there is a range of successional stages from open water through to overgrown and clogged.
Desmoulin's whorl snail	<ul style="list-style-type: none"> • Use ditch management and vegetation control, alongside maintenance of hydrological conditions. • Restoration of hydrology on protected sites. • Molluscs require ditches to be managed so that there is a range of successional stages from open water through to overgrown and clogged.
Marsh harrier	<ul style="list-style-type: none"> • Creation and enhancement of reedbed habitats, alongside wetland regeneration projects. • Promote sustainable farming practices and reduction in use of organochlorine pesticides alongside other accumulating chemicals.
<i>Erioptera bivittata</i> fly	Improve and protect habitats with ecological research and monitoring to enhance understanding of specific species requirements.
Robertus insignis spider	See <i>Erioptera bivittata</i> fly
<i>Macrosteles oshanini</i> spittle bug	See <i>Erioptera bivittata</i> fly
<i>Metalimnus formosus</i> spittle bug	See <i>Erioptera bivittata</i> fly
Fenn's wainscot	<ul style="list-style-type: none"> • Regularly cut reedbeds as part of habitat management. • Recreate reedbed habitat on drained land.
Grass-poly	Employ ditch management and vegetation control to create exposed areas and open vegetation.
Grass snake	Develop and connect habitat areas to increase ecological connectivity.
Creeping marshwort	Create suitable habitats, such as creating scrapes in floodplains and enhancing connectivity with rivers, in appropriate areas to support species needs.

Additional species or groups benefiting from conservation actions:

- Other bat species
- Aquatic macrophytes
- Aquatic beetles

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

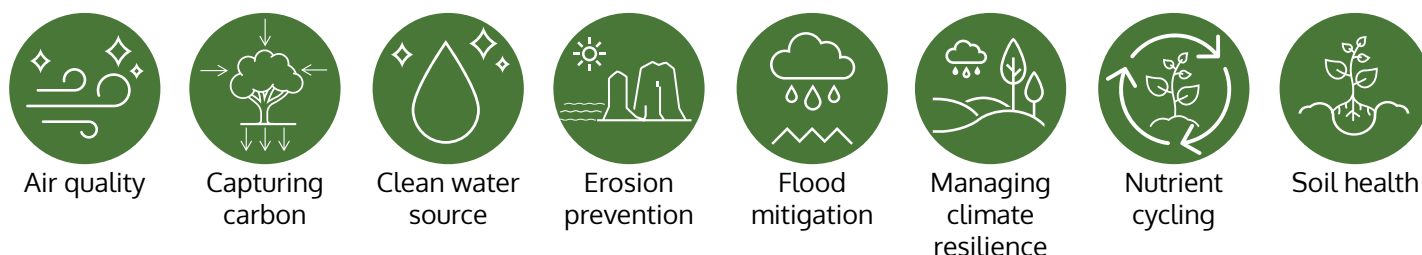
- PM30
- PM33-36

As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific measures relevant for the flagship species Bittern are identified using the code SPM31.

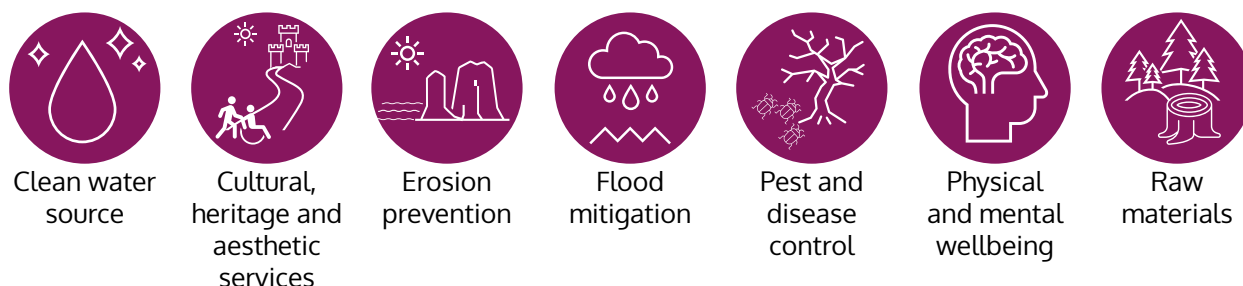
These measures could offer solutions to address pressures in:

- Coastal
- Farmland
- Freshwater
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Farmed Landscapes

Norfolk’s farmland, including arable fields, grasslands, hedgerows, and margins, can support biodiversity with wildlife-friendly management, providing habitats for pollinators, birds, and small mammals alongside agriculture.



Turtle dove
Streptopelia turtur

Table 27a. Farmed Landscapes assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Turtle dove <i>Streptopelia turtur</i>	<ul style="list-style-type: none">• Provide a variety of required habitats:<ul style="list-style-type: none">○ nesting habitat (hedgerows, regenerating scrub and some woodland edges)○ foraging habitat (with bare ground/short vegetation and sources of small seeds in the breeding season)○ water sources with shallow edges.• Manage hedges to offer nesting sites while allowing scrub areas to regenerate.• Provide supplementary feed where appropriate.

Table 27b. Farmed Landscapes assemblage shortlisted species showing recovery potential

Species	Potential Measures
Kestrel	<ul style="list-style-type: none">• Increase invertebrate presence on farmland by maintaining diverse habitats and leaving wild, unfarmed areas.• Practice organic grazing and regenerative farming with reduced chemicals, especially insecticides, to support insect-eating birds.• Reduce or delay post-harvest ploughing to increase winter stubble and green cover crops, and avoid annual hedge cutting.• On intensive arable land, maintain cropped areas for nesting and foraging, adding wildflower, grass, and nectar-rich margins to boost insects and provide summer food for breeding birds.• Provide seed sources to support farmland birds, especially in late winter, either by direct provision or allowing plants to go to seed in suitable areas.• Maintain and enhance hedgerows for nest sites and corridors.• Create and maintain grassland habitats for foraging.• Improve farmland for small mammals, including creating refugia in winter to protect from flooding.• Provide appropriate nest boxes.• Control rodent management to minimise chemical impacts.• Create appropriate in-field measures for specific species such as skylark.

Species	Potential Measures
Yellow wagtail	See Kestrel, as appropriate for species.
Cuckoo	See Kestrel, as appropriate for species.
Skylark	See Kestrel, as appropriate for species.
Tree sparrow	See Kestrel, as appropriate for species.
Linnet	See Kestrel, as appropriate for species.
Greenfinch	See Kestrel, as appropriate for species.
Bullfinch	See Kestrel, as appropriate for species.
Corn bunting	See Kestrel, as appropriate for species.
Yellowhammer	See Kestrel, as appropriate for species.
Barberry carpet	<ul style="list-style-type: none"> Plant barberry within hedgerows to enhance habitat diversity. Enhance and connect the existing core areas away from arable areas. Create additional breeding habitat through Barberry planting at new sites within 5km of known populations. Include planting in field margins, new hedgerows and woodland rides. Reduce hedgerow cutting frequency and ensure hedges are cut after September.
Ground pine	Ensure appropriate management of arable field margins, habitat improvement, and protection. Reintroduction as appropriate.
Broad fruit corn-salad	See Ground pine.
Small flowered catchfly	See Ground pine.
Red tipped cudweed	See Ground pine.

Additional species or groups benefiting from conservation actions:

- Other arable weeds and plants such as shepherd's needle
- Hedgerow butterflies
- Hedgerow trees like Hazel, Hawthorn
- Pink-footed goose and other water fowl and waders

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM01-02
- PM05-06
- PM09-14
- PM19-24
- PM31-32

Habitats and species

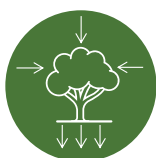
As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species turtle dove are identified using the code SPM32. These measures could offer solutions to address pressures in:

- Coastal
- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Grassland and Heathlands
- Urban and Built
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



Capturing carbon



Clean water source



Erosion prevention



Flood mitigation



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination



Raw materials

Lowland Meadows and Pastures

Species-rich grasslands, like lowland meadows and pastures, support pollinators, ground-nesting birds, and small mammals. Traditional management aids carbon storage, soil health, and water management, sustaining ecological balance.



Green-winged orchid
Anacamptis morio

Table 28a. Lowland Meadows and Pastures assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Green-winged orchid <i>Anacamptis morio</i>	<ul style="list-style-type: none">• Improve management of habitat areas by cutting and raking to reduce nutrient loading followed by adopting a suitable mowing regime’.• Control invasive species to protect native biodiversity.• Manage grazing pressures to prevent overgrazing in meadow habitats, whilst employing aftermath grazing to reduce nutrient levels and competition from aggressive plants.• Support pollinator populations by providing nesting sites, reducing pesticide use and planting native flowering plants.• Avoid mowing during peak fruiting or flowering periods and control vegetation that competes with target species. Incorporate appropriate hay cutting regimes.• Increase populations of target species by creating new habitat areas adjacent to existing populations of assemblage species.• Control deer to sustainable levels, remove grazing animals, limit scrub and bramble encroachment, and consider fencing to protect vulnerable populations.• Re-establish specimen plants on appropriate lost sites.• Maintain continuity of management over a long period allowing the appropriate soil fungi to accumulate.

Table 28b. Lowland Meadows and Pastures assemblage shortlisted species showing recovery potential

Species	Potential Measures
Dingy skipper	<ul style="list-style-type: none">• As above, incorporating appropriate management and trials for species re-establishment as needed.• Appropriate hay management and/or grazing.• Create, restore, enhance and connect habitats to increase availability of habitats and increase the resilience of dingy skipper metapopulations.
Yarrow broomrape	See Dingy skipper
Spiny restharrow	See Dingy skipper
Twayblade	See Dingy skipper 299

Species	Potential Measures
Deptford pink	See Dingy skipper
Sulphur clover	See Dingy skipper
Frog orchid	See Dingy skipper
Chamomile	See Dingy skipper

Table 28c. Lowland Meadows and Pastures assemblage additional species or groups benefiting from conservation actions

Species	Potential Measures
Fungi, such as waxcaps	Employ appropriate management techniques in terms of grazing and cutting and eliminating chemical use, and keep well-drained.

Additional species or groups benefiting from conservation actions:

- Barn owl
- Bryophytes

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:


- PM19-24

As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species green-winged orchid are identified using the code SPM33. These measures could offer solutions to address pressures in:


- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Grassland and Heathlands
- Invasive Species and Diseases

Habitats and species


These measures are considered to support the following wider environmental benefits:




Air quality




Capturing carbon




Clean water source




Erosion prevention




Flood mitigation




Improving marine environment




Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



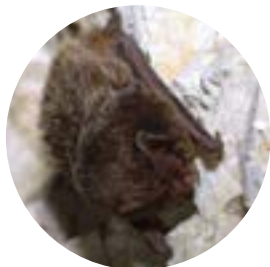
Pollination



Raw materials

Native Woodland

Norfolk’s native woodlands, with ancient and veteran trees, are rich ecosystems that support diverse wildlife, store carbon, purify air, and mitigate floods, bolstering climate resilience and enhancing the landscape.



Barbastelle bat
Barbastella
barbastellus

Table 29a. Native Woodland assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Barbastelle bat <i>Barbastella barbastellus</i>	<ul style="list-style-type: none">• Use woodland management practices to enhance appropriate woodland areas, such as streams and ponds within wet woodland.• Employ minimal woodland management – leave standing deadwood wood and damaged trees – this allows for successional availability of roosts.• Protect existing/potential roosting sites by retaining trees with cracks, loose bark, ivy and/or woodpecker holes, storm-damaged trees – loose bark is especially important for maternity colonies.• Leave areas of non-intervention in all woodlands - encourage natural cycle of growth, damage, decay as well as regeneration.• Establish foraging corridors by planting trees and hedgerows within 6 km of suitable roosting habitats.• Near bat roosts, plant trees or woodland that can develop veteran features like hollowing.• Protect maternity roosts and hibernacula from development• Create connections between populations to reduce isolation.• Reduce the impact of artificial night lighting as much as possible

Table 29b. Native Woodland assemblage shortlisted species showing recovery potential

Species	Potential Measures
Eagle's claw lichen	<ul style="list-style-type: none">• Maintain host tree species (such as Acer, Fraxinus, Ulmus, Quercus) in wood pasture, parkland, and along roadsides.• Thin trees selectively to reduce overstocking in order to maintain appropriate light to the lichens and add structural variety in woodlands, ensuring successional natural processes can occur.• Control regeneration to keep woodlands open, potentially by reintroducing grazing, mindful of wild herbivore pressure.• Clear dense growth around veteran trees, aiming for glades across one-third of the area with varied age and size.

Species	Potential Measures
Drab wood soldierfly	<ul style="list-style-type: none"> • Restore and maintain mature woodlands with an extensive understorey layer, including veteran oaks, deadwood (fallen or standing), and appropriate clearings and rides with shrubby edges. • Manage deer populations to sustainable levels to preserve structural diversity and understorey vegetation. • Restore woodland connectivity to support ecosystem health and species movement. • Use rotational cutting of the understorey to encourage regrowth and structural diversity.
Lesser spotted woodpecker	See Drab wood soldierfly
Willow tit	See Drab wood soldierfly
Oak polypore	See Drab wood soldierfly
Marsh tit	See Drab wood soldierfly
Redpoll	See Drab wood soldierfly
Hawfinch	See Drab wood soldierfly
Dark crimson underwing	<ul style="list-style-type: none"> • See Drab wood soldierfly • Support natural oak woodland development to allow for the growth of mature oak trees
Greater butterfly-orchid	See Drab wood soldierfly
Spotted flycatcher	See Drab wood soldierfly
Purple emperor	<ul style="list-style-type: none"> • Establish large blocks of broadleaved woodlands or clusters of smaller woods with abundant willow. • Manage woodlands for shaded conditions, promoting honeysuckle in sheltered areas. • Enhance rides and glades with bare ground and large bramble patches for nectar. • Use coppicing on 12–30-year rotations, retaining honeysuckle-supporting trees. • Control grazing to support coppice regrowth and connect open woodland areas. • Create and connect woodlands to reduce isolation of existing colonies.
Wild service tree	<ul style="list-style-type: none"> • Identify and include key species within planting strategies to support biodiversity and habitat goals. • Use local wild sourced seed to preserve and foster local genetic diversity, recognising the difficulty of germination. Where possible, encourage community tree nurseries to develop stock for local planting projects.
Small leaved lime	See Wild service tree

Species	Potential Measures
Other lichens and fungi	<ul style="list-style-type: none"> • Thin trees selectively for structural variety within woodlands. • Maintain open woodland structure by controlling regeneration, reintroducing grazing where appropriate, considering grazing pressure from wild herbivores. • Clear regrowth around veteran trees, creating varied glades across a third of the area. • Retain trees beneficial to valuable plant and fungi species. • Expand suitable tree areas near existing populations to boost species presence. • Manage deer populations to sustainable levels, remove grazing animals, limit scrub/bramble spread, and fence if needed. • Avoid mowing during peak fruiting/flowering and manage competing vegetation. • In hotspots, protect soils by avoiding felling, coppicing, fire, fertilisers, and heavy machinery. • Ensure continuity of tree species from saplings to veterans through planting or natural regeneration.

Additional species or groups benefiting from conservation actions:

- Other bat species
- Bryophytes
- Other native tree species such as Alder, Oak
- Saproxylic beetles

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM01
- PM05-06
- PM50

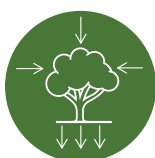
As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species barbastelle bat are identified using the code SPM34. These measures could offer solutions to address pressures in:

- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Urban and Built
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



Capturing carbon



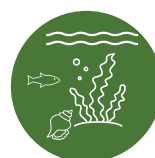
Clean water source



Erosion prevention



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cooling urban areas



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination



Raw materials

Trees Outside of Woodland

Trees in hedgerows, roadsides, and fields provide habitats, support landscape connectivity, stabilise soil, capture carbon, and enhance rural and urban character.



Pedunculate oak
Quercus robur

Table 30a. Trees Outside of Woodland assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Pedunculate oak <i>Quercus robur</i>	<ul style="list-style-type: none">• Use for planting programmes in appropriate soils and within appropriate locations (use Ecological Site Classification (ESC) profiles).• Collect and cultivate seed from noteworthy specimens of Pedunculate oak in Norfolk.

Table 30b. Trees Outside of Woodland assemblage shortlisted species showing recovery potential

Species	Potential Measures
Field maple	<ul style="list-style-type: none">• Use for planting programmes using species appropriate to soil type, climate and location (use Ecological Site Classification (ESC) profiles).• Collect and cultivate local origin seed in order to preserve and foster local genetic diversity.
Sweet chestnut	See Field maple
Rowan	See Field maple
Yew	See Field maple
Hornbeam	See Field maple
Black poplar	Select damp condition species for creating habitats near ditches and floodplains, linked to wetland creation. Plant specimens following genetic DNA profiling programme established via propagation and clone bank of locally sourced saplings.
Elms	<ul style="list-style-type: none">• Plant native clones of <i>Ulmus</i> species that are disease-resistant.
White letter hairstreak	<ul style="list-style-type: none">• See Elms.• Control of Dutch Elm Disease.
Golden hoverfly	<ul style="list-style-type: none">• Maintain veteran specimens to support associated species.• Protect existing habitat by ensuring that rot holes are available and not filled.
Beech	See Golden hoverfly

Table 30c. Trees Outside of Woodland assemblage additional species or groups benefiting from conservation actions

Species	Potential Measures
Other lichens and fungi	<ul style="list-style-type: none"> • Thin trees selectively to reduce overstocking. • Control regeneration to keep woodlands open, potentially by reintroducing grazing, considering wild herbivore pressure. • Clear dense growth around veteran trees, creating glades across one-third of the area with varied age and size. • Retain trees important for valuable plant and fungi species. • Expand suitable areas for species or plant trees near existing locations for species to boost populations. • Control deer populations, remove grazing animals, limit scrub/bramble spread, and consider fencing if needed. • Avoid mowing during peak fruiting/flowering and control competing vegetation. • Protect soils in hotspots by avoiding use of fire, fertilisers, and heavy machinery. • Ensure continuity of suitable trees from saplings to veterans through planting or natural regeneration and appropriate management techniques.

Additional species or groups benefiting from conservation actions:

- Other veteran trees
- Bryophytes

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

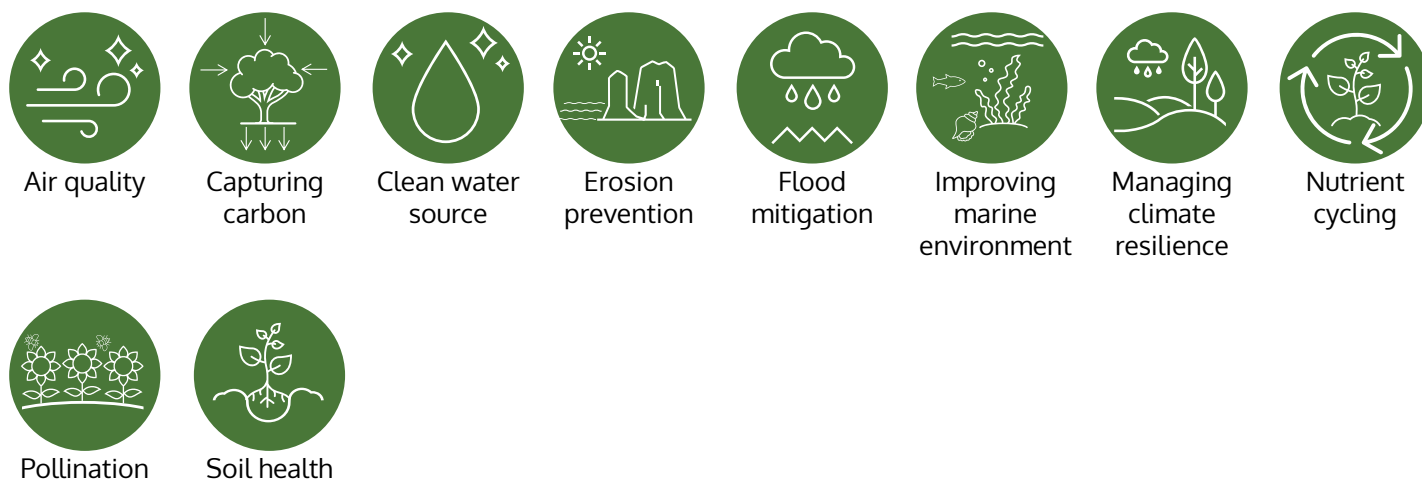
- PM5-6
- PM12-13
- PM50

Habitats and species

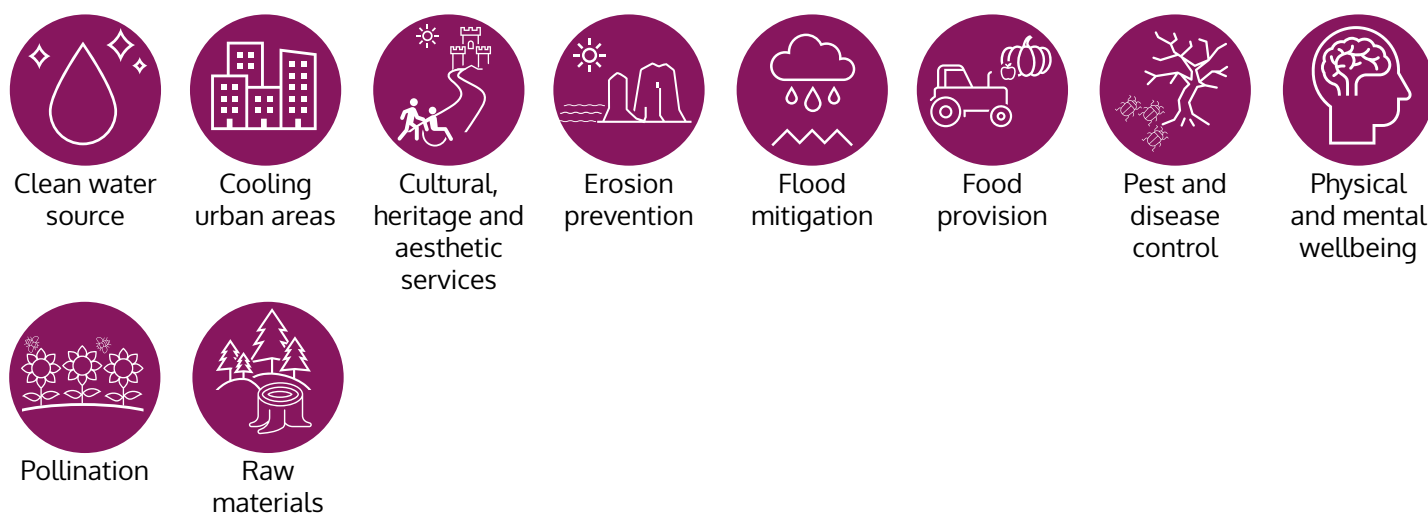
As well as in the existing APIB where the relevant habitat types occur and as unmapped measures across various locations. These measures could offer solutions to address pressures in:

- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Grassland and Heathlands
- Urban and Built
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Scrub and Mosaic

Scrub includes all growth stages of native shrubs, from scattered bushes to closed canopy vegetation. Good scrub has a diverse structure with different heights, though it's usually less than 5 metres tall. Scrub and scrub mosaics are valuable in areas dominated by arable land and agriculturally improved grassland, where food and shelter for wildlife are in short supply.



Nightingale
Luscinia megarhynchos

Table 31a. Scrub and Mosaic assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Nightingale <i>Luscinia megarhynchos</i>	<ul style="list-style-type: none">• Manage scrub habitats to maximise growth at the thicket stage, and include a range of ages and stages of scrub succession.• Cut scrub in reasonable blocks rather than in many small, widely dispersed patches, encouraging dense layers of scrub to develop, including bramble.• Implement appropriate coppicing practices, within appropriate regulations and restrictions, to maintain all stages of the coppice lifecycle within the woodland, with sequentially coppiced coupes adjacent to each other on rotation.• Manage deer populations to sustainable levels to promote a diverse vegetation structure.• Connect existing suitable habitats with tall, thick hedges.• Promote wet woodland restoration via riparian management techniques to enhance invertebrate presence.

Table 31b. Scrub and Mosaic assemblage shortlisted species showing recovery potential

Species	Potential Measures
Red-backed shrike	<ul style="list-style-type: none">• Actively create, restore, and manage habitats.• Decrease habitat fragmentation by creating corridors, such as hedgerows, buffer strips, raised banks, and set-aside land, to facilitate species movement.• Enhance recolonisation potential for both species by providing suitable habitats, such as low-input, structurally diverse grasslands, to support healthy populations of prey.
Adder	<ul style="list-style-type: none">• Maximise connectivity of habitats, maintain and expand range to allow natural colonisation, including scrub cover and dedication hibernation areas. Manage predator threats, reduce recreational disturbance, minimise fire risks, and increase public awareness and appreciation.

Additional species or groups benefiting from conservation actions:

- Other lichens and fungi
- Bryophytes
- Invertebrates
- Bats
- Small birds, including farmland birds
- Other reptile species, such as grass snake, slow worm and common lizard

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM07-08
- PM27-28
- PM70

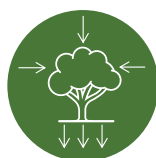
As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species nightingale are identified using the code SPM35. These measures could offer solutions to address pressures in:

- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Urban and Built
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



Capturing carbon



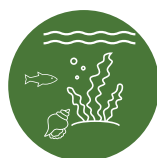
Clean water source



Erosion prevention



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination



Raw materials

Still Waters

Pingos, lakes, ponds, gravel pits, and reservoirs provide vital habitats for aquatic plants, invertebrates, and animals, supporting biodiversity, enhancing Norfolk’s scenic beauty, and offering recreational opportunities.



Great crested newt
Triturus cristatus

Table 32a. Still Waters assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Great crested newt <i>Triturus cristatus</i>	<ul style="list-style-type: none">• Create high-quality terrestrial habitats nearby to support foraging and hibernation, including undisturbed areas with deadwood or stones to serve as hibernacula.• Increase connectivity between known metapopulation by providing a range of habitats for example seasonal and permanent ponds, those which are shaded and those which are open• Establish or maintain large, predominantly fish-free ponds, ideally located within 1 km of other ponds suitable for Great Crested Newts.• Ensure ponds have gently sloping entrances to allow easy access for newts and other wildlife.• Refer to appropriate district level licensing schemes.

Table 32b. Still Waters assemblage shortlisted species showing recovery potential

Species	Potential Measures
Common toad	Create nearby high quality terrestrial habitat such as loose soil, leaf litter and rocks or logs.
Ribbon leaved water plantain	<ul style="list-style-type: none">• Conduct habitat disturbance (deweeding and desilting) and restore site hydrology.• Reintroduce the species in locations where there is a suitable habitat.
Opposite-leaved pondweed	<ul style="list-style-type: none">• See Ribbon leaved water plantain
Starfruit	Create open vegetation at pond edges where appropriate.
Zircon reed beetle	<ul style="list-style-type: none">• Ensure marginal sedges are present as needed.• Protect sedge-dominated emergent vegetation from excessive disturbance.
<i>Haliphus variegatus</i> beetle	<ul style="list-style-type: none">• Maintain soft substrates and stoneworts where appropriate.• Improve water quality in rivers and streams.
Stoneworts such as Tassel Stonewort	Keep water clean and maintain mineral substrates.
Whooper and Bewick swan	Implement land management practices to ensure nearby safe feeding areas on farmland are available.

Species	Potential Measures
Frogbit	Maintain or improve marsh ditches and pools to create slow-moving, calcareous conditions.
Water-violet	See Frogbit
Orange-horned green colonel	<ul style="list-style-type: none">• See Frogbit• Control scrub to prevent encroachment onto and within the sites
<i>Sigara longipalis</i> /Water boatman	<ul style="list-style-type: none">• Restore appropriate habitat while conducting ecological research and monitoring to better understand specific species requirements.• Reduce run off into streams and ponds.

Additional species or groups benefiting from conservation actions:

- Water beetles
- Aquatic macrophytes
- Odonata (dragonflies and damselflies)
- Other amphibians such as smooth newt and frog


The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM31-32

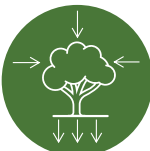
As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species great crested newt are identified using the code SPM36. These measures could offer solutions to address pressures in:

- Farmland
- Freshwater
- Urban and Built
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Air quality




Capturing carbon




Clean water source




Erosion prevention




Flood mitigation



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water
source



Cultural,
heritage and
aesthetic
services



Erosion
prevention



Flood
mitigation



Food
provision



Pest and
disease
control



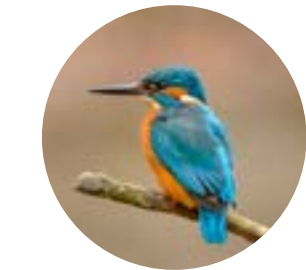
Physical
and mental
wellbeing



Raw
materials

Rivers and Riverside Habitats

Rivers, chalk streams, riparian areas, and floodplains form dynamic ecosystems that support diverse wildlife, act as corridors and aid in water purification, flood management and water quality, benefiting biodiversity and human communities.



Kingfisher
Alcedo atthis

Table 33a. Rivers and Riverside Habitats iconic flagship species indicating habitat health

Species	Potential Measures
Kingfisher <i>Alcedo atthis</i>	Improve water quality and create wetland habitat and riparian tree planting.

Table 33b. Rivers and Riverside Habitats assemblage shortlisted species showing recovery potential

Species	Potential Measures
Spined loach	<ul style="list-style-type: none">• Employ suitable substrate and vegetation management regimes.• Conduct riparian tree planting to enhance shading of river channels and mitigate the effects of increased temperatures.• Remove barriers to fish migration or install bypass systems to support migratory species which are reliant on unobstructed routes for breeding success.
Brook lamprey	See Spined loach
Burbot	See Spined loach
Bullhead	See Spined loach
Brown trout	See Spined loach
Depressed river mussel	<ul style="list-style-type: none">• Removal of invasive species where possible and implement additional biosecurity measures. Improve overall water quality.• Support the creation of well vegetated water
Desmoulin's whorl snail	<ul style="list-style-type: none">• Enhance calcareous water sources, ensuring the presence of marginal reed grasses and sedges.• Support restoration of hydrology on protected sites

Species	Potential Measures
Beaver	<ul style="list-style-type: none"> As appropriate, follow IUCN guidelines for reintroductions into fenced enclosures, accompanied by long-term monitoring and a management plan. Additionally, follow Natural England guidance for licensing wild release, managing the existing wild beaver populations, and developing long-term management plans for beavers in England. Natural England can issue licences to projects wanting to reintroduce beavers into the wild, where these projects demonstrate clear benefits and where risks can be avoided, mitigated or managed [25]. Ensure access to freshwater habitats, ideally wooded, slow-flowing, and in broad river valley bottoms. Freshwater areas of sufficient size, with adjacent foraging resources, will support natural restoration of river and wetland ecosystems, aiming to increase habitat diversity.

Additional species or groups benefiting from conservation actions:

- Grazing molluscs
- Aquatic macrophytes
- Otters
- Water shrews

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM29-30

As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species kingfisher are identified using the code SPM37. These measures could offer solutions to address pressures in:

- Farmland
- Freshwater
- Urban and Built
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



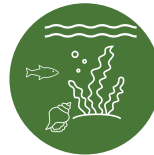
Clean water source



Erosion prevention



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cooling urban areas



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Raw materials

Lowland Fen

Lowland fens, peatlands, river valleys, and fen edges with waterlogged, peat-forming ecosystems support rare plants, birds, and insects. Vital for carbon storage, water purification, and flood control, they are key for biodiversity and ecosystem services.



Fen orchid
Liparis loeselii

Table 34a. Lowland Fen assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Fen orchid <i>Liparis loeselii</i>	<ul style="list-style-type: none">• Restore and create calcareous fens and wet meadows to promote connectivity, incorporating management techniques like disturbance and appropriate cutting and grazing regimes.• Reduce numbers and the pressure of deer in fens using sustainable techniques.

Table 34b. Lowland Fen assemblage shortlisted species showing recovery potential

Species	Potential Measures
Fen puffball	See Fen orchid, Table 34a
Early marsh orchid (cream flowered form)	See Fen orchid, Table 34a
Greater water parsnip	Translocation of appropriate specimens to prepared areas of habitat, incorporating implications of threats of disease.
Milk parsley	<ul style="list-style-type: none">• See Greater water parsnip.• Protect and maintain current populations from pressures such as poor water quality, trampling, grazing, theft, etc.
Tansy beetle	<ul style="list-style-type: none">• Remove Himalayan balsam to promote growth of tansy (<i>Tanacetum vulgare</i>); plant in gaps to aid beetle movement and create flood-safe areas. Use temporary fencing and manage grazing to protect tansy.• Manage sites in line with current research.
Fen ragwort	<ul style="list-style-type: none">• Manage wetlands and river margins to ensure seasonal flooding and support habitat health.• Reduce numbers and the pressure of Chinese water deer in fens.• Reduce the pressure of increasing winter water levels by implementing flood alleviation measures.

Species	Potential Measures
Swallowtail	<ul style="list-style-type: none"> • See Fen ragwort • Research the potential impacts of sea level rise and increased salinisation on sites where swallowtail are currently found. • Research other potentially suitable habitats and introduction techniques for the larval foodplants. • Research the hybridisation risk of influx and future spread of the gorganus subspecies. • Maximise measures to protect and establish milk parsley due to it being an essential food plant
Broads long legged fly	<ul style="list-style-type: none"> • Create and restore general habitats in lowland fen areas. • Maintain fen management, such as regular cutting (but not as often as annually) to prevent encroachment of scrub leading to habitat loss.
Bure long legged fly	<ul style="list-style-type: none"> • See Broads long legged fly. • Ongoing grazing by cattle and ponies or mowing to maintain short sward. • Prevention of scrub, willow, bog myrtle and expansion of sedge or reed beds.
<i>Galeruca laticolis</i> beetle	See Broads long legged fly
<i>Cephalops perspicuus</i> fly	See Broads long legged fly
<i>Karita paludosa</i> spider	Maintain sedge beds by leaving litter in place and managing water levels to support spider habitats.
<i>Centromerus semiater</i>	<ul style="list-style-type: none"> • See <i>Karita paludosa</i> spider. • Control scrub encroaching on open fen. • Take all appropriate measure to safeguard and restore natural hydrology (such as internal sluices/dames, infilling channel, and review of abstraction and drainage consents).
<i>Neon valentulus</i>	<ul style="list-style-type: none"> • See <i>Karita paludosa</i> spider. • Maintain open habitat by scrub control through appropriate grazing, mowing, and or removal regimes. • Take all appropriate measure to safeguard and restore natural hydrology (such as internal sluices/dams, infilling channel, and review of abstraction and drainage consents).
<i>Hygrolycosa rubrofasciata</i>	For fen and fen carr, maintain water table levels and apply "re-wetting" techniques to enhance spider habitats.
<i>Gongylidiellum murcidum</i>	<ul style="list-style-type: none"> • See <i>Hygrolycosa rubrofasciata</i> • Take all appropriate measures (such as a review of abstraction/ drainage consents, sluices, infilling of ditches/soke dykes etc) to protect the hydrological integrity of isolated sites.

Species	Potential Measures
<i>Swollen spire snail</i>	<ul style="list-style-type: none"> In appropriate areas, implement appropriate cutting regimes to encourage reed sweetgrass (<i>Glyceria maxima</i>) dominance over phragmites. Alternatively, create areas within water treatment system reedbeds where the snail can be translocated to. Restore areas of lowland fen to encourage populations to return to these habitats.
Fen mason-wasp	<ul style="list-style-type: none"> Create and enhance specific habitats, including creating soil banks and south facing slopes, and ensuring areas of bare ground are included. Sympathetic management of existing water courses and key aquatic plants. Creation of new water courses to aid connectivity and create larger, more stable populations.
Devil's bit scabious	Maintenance of fen habitats to prevent shading and promote growth.
Large marsh grasshopper	<ul style="list-style-type: none"> Restore and connect fragmented habitats to support species movement, and support translocation projects such as Citizen Zoo. Undertake appropriate habitat management of existing and new sites to retain bog habitats. Re-wetting of previously drained sites. Establish open corridors through forestry plantations to aid natural colonisation. Provision of un-grazed refuge areas.
<i>Baryphyma gowerense</i> spider	<ul style="list-style-type: none"> Conduct scrub clearance and maintain sedge beds through cutting. Maintain tussocky vegetation structure of fen vegetation, balancing this need against any requirement for scrub control to maintain open habitat.

Additional species or groups benefiting from conservation actions:

- Fungi
- Orchids

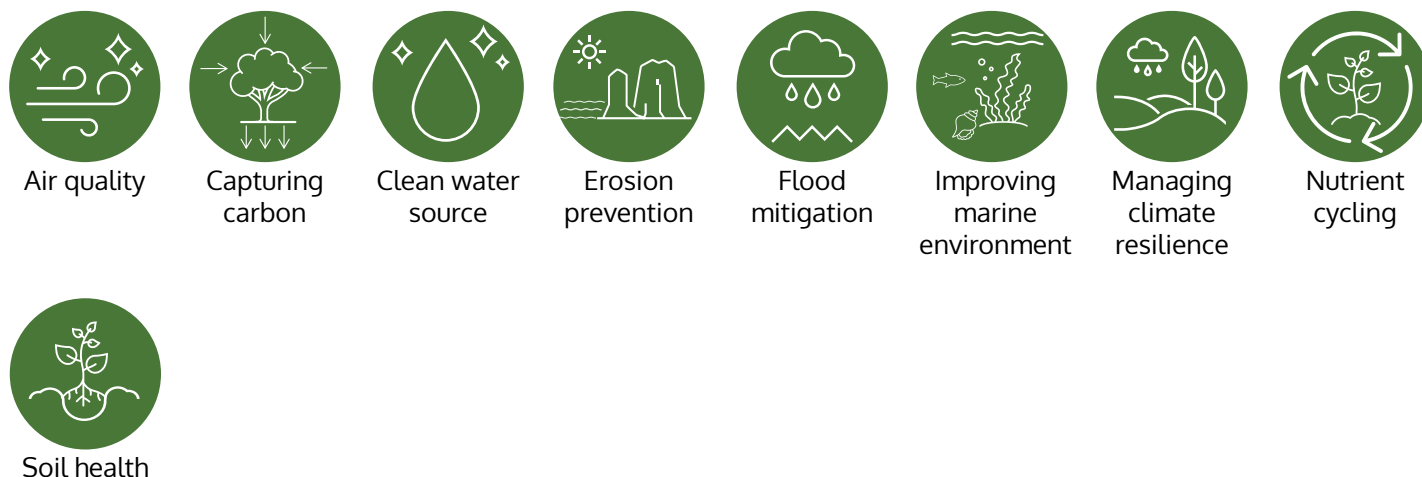
The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM23-26
- PM29-30
- PM33-34

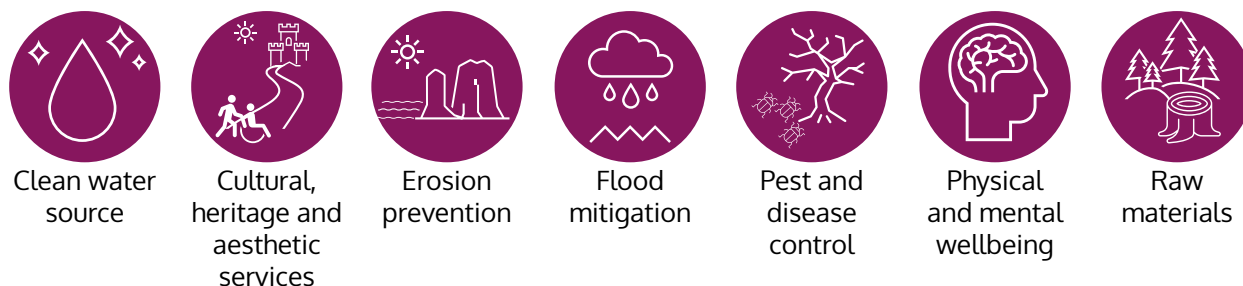
As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species fen orchid are identified using the code SPM38. These measures could offer solutions to address pressures in:

- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Grassland and Heathlands
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Chalk Grassland

Norfolk’s chalk grasslands, on shallow, chalky soils, support a unique diversity of wildflowers and rare invertebrates. These nutrient-poor habitats foster specialised plant communities, making them a priority for restoration and protection.



Rockrose
Helianthemum nummularium

Table 35a. Chalk Grassland assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Rockrose <i>Helianthemum nummularium</i>	Appropriate grazing regimes, sustainable agricultural practices, control of scrub and improve and create chalk grassland areas to provide new habitat

Table 35b. Chalk Grassland assemblage shortlisted species showing recovery potential

Species	Potential Measures
Field gentian	Maintain grassland at a mean height of 3-5 cm, with approximately 5% bare soil at the end of the grazing period; cattle grazing is preferred.
Chalk eyebright	<ul style="list-style-type: none">Enhance habitats with ecological research and monitoring to better understand species requirements.Use improved grazing techniques with traditional breeds, controlled hay-cutting, and scrub clearance.
Pasqueflower	See chalk eyebright
Firedot lichen (<i>Caloplaca virescens</i>)	See chalk eyebright
Man orchid	Manage existing sites, road verges, escarpments, old chalk pits, limestone quarries, scrub edges, and dune slacks on suitable soils.
Fly orchid	Apply grazing management to existing sites, excluding livestock during the spring and early summer flowering periods, and consider the existing pressure from wild herbivores.
Juniper	Manage areas to reintroduce and regenerate juniper and associated species by creating scrapes down to bare soil for seed establishment, and exclude rabbits, deer, and sheep from these areas.

Additional species or groups benefiting from conservation actions:

- Horseshoe vetch
- Grassland bee species
- Grassland butterfly species such as Chalkhill blue
- Crickets/grasshoppers
- Other bat species

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM21-22

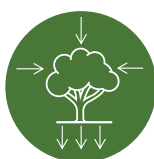
As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species rock-rose are identified using the code SPM39. These measures could offer solutions to address pressures in:

- Farmland
- Woodland, Trees and Scrub
- Grassland and Heathlands
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



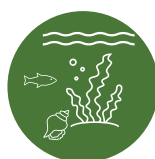
Capturing carbon



Erosion prevention



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination

Brecks Grass Heath

The Brecks open heathlands and sandy soils are home to rare, specialised species like the stone-curlew. This unique, dry, nutrient-poor landscape is culturally and ecologically significant, making it a conservation priority and is the driving force behind the presence of a number of species.



Stone-curlew
Burhinus oedicnemus

Table 36a. Brecks Grass Heath assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Stone-curlew <i>Burhinus oedicnemus</i>	<ul style="list-style-type: none">• Key measures within arable habitats are: safeguarding nest sites from agricultural operations, creating plots within cereal crops to provide late and early season breeding habitats, plus creating and maintaining cultivated margins to support cover for chicks.• Key measures on existing Brecks grass heath are: predator control, reducing recreational disturbance, re-establishing semi-natural processes to create ground disturbance through encouraging rabbit populations, and a range of periodic ground disturbance techniques to create a range of successional stages from bare ground through to closed over turf.

Table 36b. Brecks Grass Heath assemblage shortlisted species showing recovery potential

Species	Potential Measures
Woodlark	In Brecks and forest clearings, restore and maintain a network of open spaces within forestry plantations and connect lowland heaths.
Fingered speedwell	Maintain appropriate arable margins using low-input methods and introduce species where necessary.
Grey carpet	Maintain or improve agri-environment options promoting herb-rich arable margins.
Interrupted brome	Reintroduce in appropriate areas
Spring speedwell	Use livestock and rabbit grazing to create habitats and disturb soil with low-input arable methods to establish appropriate arable margins.
Bur medick	See Spring speedwell
Seaside pansy	See Spring speedwell
Golden lantern spider	<ul style="list-style-type: none">• Employ favourable grazing regimes and use low-input methods to disturb soil, creating suitable arable margins.• Site management of key areas of sand dunes, heaths and maritime grassland should include scrub control and removal with aftermath grazing/mowing, to maintain short, open swards.• Reduce recreational pressures at sand dune sites.

Species	Potential Measures
Sand catchfly	See Golden lantern spider
<i>Lycoperdina succincta</i> beetle	Recreate connected habitats by applying grazing techniques and removing invasive species.
<i>Verrucaria xyloxena</i> lichen	Reintroduction measures to appropriate areas.
Field wormwood/ Breckland mugwort	<ul style="list-style-type: none"> In Brecks and open mosaics, maintain open grassland on sandy soil, control grazing regimes, remove invasive species, and increase the population of field wormwood. Introduce Field wormwood plants cultivated off-site in locations that will link current beetle populations'
Proliferous pink	See Field wormwood/Breckland mugwort
Wormwood moonshiner	See Field wormwood/Breckland mugwort

Additional species or groups benefiting from conservation actions:

- Rock rose
- Horseshoe vetch
- Grassland bee species
- Grassland butterfly species
- Crickets/grasshoppers
- Other bat species
- Eurasian Curlew
- Inland invertebrates who are localised to this area and habitat type


The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM02
- PM07-10
- PM15-18
- PM27-28

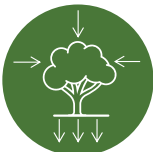
As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species stone curlew are identified using the code SPM40. These measures could offer solutions to address pressures in:

- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Grassland and Heathlands
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:




Air quality



Capturing carbon




Erosion prevention



Flood mitigation




Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing



Pollination



Raw materials

Acid Grassland and Heathland

Nutrient-poor acid grasslands and heathlands, with fewer flower species than calcareous grasslands, provide habitats for specialised species like heathland birds and invertebrates. They are crucial for carbon storage, water regulation, and biodiversity across Norfolk's landscapes.



Nightjar
Caprimulgus europaeus

Table 37a. Acid Grassland and Heathland assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Nightjar <i>Caprimulgus europaeus</i>	<ul style="list-style-type: none">• Recreate, manage and restore key heathland habitats, alongside implementation of effective rotational forestry management.• Incorporate recreational disturbance management where appropriate

Table 37b. Acid Grassland and Heathland assemblage shortlisted species showing recovery potential

Species	Potential Measures
Marsh gentian	Open up habitats through management practices like grazing or occasional light burning, ensuring mature plants are protected.
Grayling butterfly	<ul style="list-style-type: none">• Improve habitat management by ensuring bare ground areas and sparse vegetation is present.• Restore and enhance habitat patches to help buffer any potential climate change effects and potentially help increase resilience of both coastal and inland populations.
Silver-studded Blue	<ul style="list-style-type: none">• Maintain a mosaic of heathland in different stages, with bare soil and early successional vegetation, including heather, to support populations of symbiotic ants.• Undertake targeted management (scrapes, cutting, small scale burns) across most landscapes where it occurs to restore early successional habitat within existing sites and on new suitable sites.
Cylindrical whorl snail	<ul style="list-style-type: none">• Restore appropriate habitats by improving agricultural practices to minimise agrochemical pollutants.• Maintenance of grazing regimes on known sites.
Great sundew	<ul style="list-style-type: none">• Create new areas of suitable habitat and relocate plants where necessary.
Roundleaf sundew	See Great sundew
Bell heather	Apply appropriate management techniques, such as grazing, cutting, and habitat restoration, to increase the overall area of habitat.

Additional species or groups benefiting from conservation actions:

- Heathland bee species
- Heathland butterfly species
- Adder
- Common lizard
- Woodlark
- Heathland invertebrates, such as green tiger beetles

The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM15-18 (where appropriate)

As well as in the existing areas of particular importance for biodiversity (APIB) where the relevant habitat types occur and as unmapped measures across various locations. Specific relevant habitat measures for the flagship species nightjar are identified using the code SPM41. These measures could offer solutions to address pressures in:

- Farmland
- Freshwater
- Grassland and Heathlands
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



Air quality



Capturing carbon



Erosion prevention



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Cultural,
heritage and
aesthetic
services



Erosion
prevention



Flood
mitigation



Food
provision



Pest and
disease
control



Physical
and mental
wellbeing



Pollination

Urban, Built and Garden Environments

Urban green spaces – parks, gardens, and street trees – are vital wildlife refuges that aid nature recovery, improve air quality, and enhance residents' wellbeing.



Hedgehog
Erinaceus europaeus

Table 38a. Urban, Built and Garden Environments assemblage iconic flagship species indicating habitat health

Species	Potential Measures
Hedgehog <i>Erinaceus europaeus</i>	<ul style="list-style-type: none">• Create quality semi-natural habitats and integrate artificial features in urban, built, and garden areas.• Add 13x13 cm "hedgehog highways" at fence bases and provide hedgehog houses.• Include undergrowth, shrubs, hedges, deadwood, woodland, and grassland in gardens.• Practice wildlife-friendly gardening with wildflowers and scrub habitats for insects.• Manage garden and park grass to create long grass, short turf, open soil, and tussocks.• Let dense vegetation grow via compost, log, and leaf piles in gardens.• Boost insect numbers and therefore foraging areas with wildflowers, ponds, and less mowing.• Reduce, eliminate or avoid artificial fertilisers and pesticides to support insects and other species; encourage organic, low-herbicide gardening and regenerative farming.• Raise awareness of hazards like landscaping injuries, pond drownings, and net entanglements.• Train greenspace managers and landscapers on hazard mitigation, habitat clearance timing, and wildlife-friendly features.• Install small mammal road signs at key roadkill hotspots, especially near town and village speed limits.

**Table 38b. Urban, Built and Garden Environments assemblage
iconic flagship species indicating habitat health**

Species	Potential Measures
Starling	<ul style="list-style-type: none">• See Hedgehog• Install nest boxes, use building eaves, and preserve nesting sites, including on new build homes and via retro-fitting initiatives within ecologically relevant distances.• Developments should include integrated nest boxes (commonly known as swift bricks) and artificial nest cups for house martins where possible, with the general aim across a development of a minimum of one nest box per unit.• Encourage wildlife gardening for food, roosting, and nesting spaces.
House martin	See Starling
House sparrow	See Starling
Swift	See Starling
Swallow	See Starling
Greenfinch	See Starling
Barberry carpet	<ul style="list-style-type: none">• See Starling• Create additional breeding habitat through Barberry planting at new sites within 5km of known populations. Include planting in field margins, new hedgerows and woodland rides.• Reduce hedgerow cutting frequency and ensure hedges are cut after September.

Additional species or groups benefiting from conservation actions:

- Bee and pollinator species
- Urban trees
- Other bat species


The appropriate potential measures for these species could be implemented at locations specified within the Local Habitat Map within the following habitat priority codes:

- PM01-02
- PM11-14
- PM19-20
- PM27-28
- PM31-32


As well as in the existing APIB where the relevant habitat types occur and as unmapped measures across various locations. These measures could offer solutions to address pressures in:

- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Grassland and Heathlands
- Urban and Built
- Invasive Species and Diseases


These measures are considered to support the following wider environmental benefits:




Air quality




Capturing carbon




Clean water source




Erosion prevention




Flood mitigation




Managing climate resilience



Nutrient cycling




Pollination




Soil health


These measures are considered to support the following co-benefits:




Clean water source




Cooling urban areas




Cultural, heritage and aesthetic services




Erosion prevention




Flood mitigation




Food provision




Pest and disease control



Physical and mental wellbeing



Pollination



Raw materials

Bigger, better and more joined up: Langley Abbey Environment Project

Langley Abbey Environment Project (LAEP) is a developer-funded nature reserve spanning South Norfolk and The Broads. The project is creating and enhancing a mosaic of habitats across the 600 acre Langley Abbey Estate, generating an uplift in biodiversity which can then be allocated to developments in Norfolk and Suffolk achieving biodiversity net gain.

The Langley Abbey Estate straddles the Broads National Park and South Norfolk Claylands. It is surrounded by over 2,500 hectares of SSSIs within a 10 kilometer radius, embodying the Lawton Principles of 'more, bigger, better and more joined up'.

Alongside seeking to restore biodiversity, their other key objectives include reducing carbon emissions through peatland conservation and improving water quality in the Yare Valley.

Who's involved?

LAEP is owned and maintained by the Langley Abbey Estate. Habitat monitoring is conducted by Wild Ecology and overseen by South Norfolk District Council and the Broads Authority.

LAEP is also participating in several peat projects, alongside partners Defra, UK Centre for Ecology & Hydrology, Broads Authority, Cranfield University, Water Management Alliance, Broadland Abstractors Group, ADAS and Quanterra.

What have they achieved?

The project has recently signed off on the creation of over 25 hectares of species-rich grassland, hedgerows and scrub which resulted in over 20,000 saplings being planted in winter 2024.

LAEP is also spearheading collective efforts to conserve over 1,000 hectares of deep peat in the Yare Valley. Engagement with landowners and other stakeholders is ongoing and the project is currently exploring funding opportunities.



Sunset on Pump Marsh, a favourite of marsh harrier, wildfowl and waders



The Abbey Carr, home to a heronry, rookery and abundant woodcock

How do they do it?

LAEP is maintained by a dedicated local team with the hope that, once restored, the habitats will support dynamic ecosystems that can incorporate conservation grazing. Habitat restoration will initially require human intervention. This has already begun with volunteers supporting tree planting efforts throughout winter 2024.

To aid public engagement, ultrasonic and acoustic detectors are used to record bird and bat populations alongside a trail camera.

The project is leading efforts to protect lowland peatlands. Changes in the peat and water table throughout the seasons are monitored using a peat camera and dipwells. A flux tower is used to track carbon emissions.

What's next?

Phase 1 is underway with Phase 2 imminent. The next phase of work will be establishing a lowland meadow in summer 2025 and the enhancement of nearly 3km of ditches within the Broads National Park.

The long-term objective is to see the entire Langley Abbey Estate managed for wildlife and future phases of the Project will be brought forward as LAEP increasingly assists developers across Norfolk and Suffolk achieve biodiversity net gain. LAEP hopes to play an integral role in the Nature Recovery Network and support the delivery of the LNRS.

Find out more at
www.langleyabbeyestate.co.uk

Restoring fens: High Fen Wildland

Naturally acting fens have almost disappeared from our landscape with drainage starting in the 17th Century. Historically the Fens were home to a huge amount of biodiversity. With heavier rainstorms becoming more frequent, the drained landscape is at risk of flooding in the winter and drying out in the summer.

High Fen Wildland is a 292-hectare site outside the village of Methwold and bordering Stoke Ferry. Until 2007, the land at High Fen was farmed for arable and also daffodil growing. But despite the deep and peaty soils, it was too wet and difficult to farm commercially and was sold. In 2022 Nattergal bought the land.

Nattergal's vision is to rewet the land for as much of the year as possible, and to develop a far greater species richness. They imagine a mosaic of fenland habitats comprised of reedbeds, willow carr and open meres. On dry land, a mixture of scrub and woodland is envisaged alongside dense species-rich grassland.

Who's involved?

To get the wildland where it is today and to deliver its future potential has taken a huge amount of time and resources from the Nattergal team, the hydrological support of Haycock Consulting Ltd, as well as funding from the Fens East Peatland Partnership (FEPP), managed by the Lincolnshire Wildlife Trust, and many more.

Nattergal is pioneering the commercialisation of nature restoration. High Fen is their third site.

How do they do it?

The Wildland has a small strip of mixed broadleaved woodland towards the centre, which will be allowed to escape into a neighboring species-poor grassland field, allowing native woodland to develop in this field through natural regeneration. The willow carr present in the lower lying areas of the wildland will also be allowed to spread, creating pockets of woodland dotted across the wildland.

In the north-eastern section higher ground is dominated by mature scrub. Nattergal will allow this to billow out into the High Fen Wildland site, enhancing the habitat for species such as turtle dove.

The species-poor grassland on the site was previously used as pony paddocks and is now being transformed through a move to traditional hay meadow management, rather than intensive grazing. During Autumn 2025 areas of 'rough and loose' will be created here, adding topographical diversity with the use of a bulldozer to expose subsoils and create microclimates to allow for a greater flora diversity.

What have they achieved?

Baselining

To fully understand how the landscape will function in its natural state Nattergal has utilised innovative techniques, such as topography mapping using LIDAR, and the installation of hundreds of water monitoring stations.

Working with the Centre for Landscape Regeneration, the project has discovered that the site's species abundance is poor and concentrated around water. Getting more of the site wet for longer will allow species richness to spill out.

Nattergal have also measured the distribution and depth of the peatland, which urgently needs to be preserved as a vital carbon store. 40% of the wildland contains peat, which if left to dry out distributes carbon dioxide into the atmosphere. Rewetting the peat and securing the storage of carbon dioxide is a major priority.

Re-wetting

In October 2024 Phase 1 of the Wildlands 're-wetting' project began in the lower lying areas of the wildland. This involved blocking the alluvial layer of sand (which water drained out through), smashing drains, installing a weir and creating 1200m of bunds to stop water flowing out into a huge channel that was built in the 1950s. This safeguards 38.5 hectares of wetland.

Using one of the restored wetland sections to hold water allows water to bleed into the surrounding fields, creating shallow pools perfect for wildlife. Naturally these pools will dry out just like a historic fen but the water table will remain high.

Find out more at
[www.nattergal.co.uk/
high-fen-wildland](http://www.nattergal.co.uk/high-fen-wildland)



The channel, known locally as the 'cut off channel', that Nattergal are trying to stop water draining into.

Landscape recovery: Wilder, wetter and better for nature

In North Norfolk, a transformative, landscape-scale project is being planned to create entirely new wildlife habitat from current arable land.

It will fill in the habitat gaps, north of the A149 between Hunstanton and Weybourne, to give a contiguous area of habitat of approximately 23,000ha. It will also create and enhance terrestrial corridors along five chalk rivers. In total, 5,096ha of new habitat will be created.

This will improve species migration and colonisation opportunities, enhance biodiversity, improve water quality, increase climate change resilience and connect visitors and local communities to the natural world around them.

Who's involved?

The project is supported by a cross-sector public-private partnership consisting of the grant recipient Norfolk Coast Partnership (hosted by Norfolk County Council), Norfolk Rivers Trust (NRT) and Holkham Estate.

Find out more about Wilder, wetter and better for nature on the [Norfolk Coast Protected Landscape's website](#)

Also supporting are Natural England, Environment Agency and the Forestry Commission as well as local wildlife groups and organisations.

More broadly the project works closely with the UEA (who produced the North Norfolk Biodiversity Audit which underpins this work).

The development phase of this project was funded by Defra until June 2025.



Norfolk Rivers Trust staff carrying out a fish survey
338



River restoration scheme at Warham

How do they do it?

The project will take a source to sea approach, extending inland to reconnect the North Norfolk coastal plain to the headwaters. Informed land-use change and management actions will deliver in the short-term, diverse grazing marsh, a range of dry grasslands and scrub mosaics as well as restoring areas of sand dune.

In the longer term this will also enable the coastal plain to function as a fully dynamic environment as sea levels rise and saline/brackish habitats roll landwards and up the river valleys.

NRT will utilise their experience in restoring (or 're-wiggling') water courses and reconnecting rivers with their floodplains wherever possible.

What have they achieved?

A significant proportion of the 5,000ha of land has been subject to an ecological baseline survey. Land Management Plans are currently being developed with each land manager, setting out the habitat creation or restoration proposals for their field parcels.

A bespoke business plan is being developed for the project, with a legal team exploring appropriate governance options to establish a 'single legal entity' to manage the project in the long term.

What's next?

The short-term focus of the project was to successfully complete the six key deliverables required by Defra during the Project Development Phase (PDP) which ran until June 2025:

- Land Management Plan
- Monitoring & Evaluation Plan
- Blended Finance Plan
- Governance Plan
- Site Access Plan
- Stakeholder Engagement Plan

The project will then enter into a period of negotiation with Defra (referred to as the 'bridge' period) which is anticipated to last for up to six months.

Subject to the successful outcome of this negotiation phase, the project would then enter into a long term 20-year agreement to implement the agreed habitat and access enhancements.

Key species

The LNRS prioritisation process identified 23 key species representing Norfolk's most pressing conservation needs. These include mammals, reptiles and amphibians, fish, lichens and fungi, vascular and non-vascular plants, invertebrates, and birds. Species represented inhabit all areas of the county, both rural and urban. Collaboration with biodiversity experts and stakeholders ensured a balanced selection across taxonomic groups while reflecting public priorities. Other organisations and partnership members may produce their own priority species lists such as Buglife's Important Invertebrate Areas or Plantlife's Important Plant Areas, which may also be a source of reference for stakeholders. Below, each species is showcased with profiles outlining conservation measures, habitats, and broader ecological benefits. This highlights the interdependence of species and habitats, offering a roadmap for action to safeguard Norfolk's natural heritage.

Each of these species is profiled in this section (**Table 39-61**), detailing their primary conservation measures, suitable habitats, and the broader biodiversity benefits of their protection. Within the profile, the most relevant habitat measures that have been mapped within the Local Habitat Map are indicated. Relevant habitat measures that overlap with areas where there are species records have been indicated in the mapping with a relevant species code (for example SPM01). This is intended to highlight areas where nature-recovery actions could support these species,

however final decision making processes on any intended work must involve specific assessment of the detailed ecological requirements and bespoke conservation needs. The identified areas for species are intended to link the habitat-based measures to areas with known species distributions (see Figures 11 and 12). The process is designed to represent an opportunity for nature recovery in the right places, however it does not represent and must not replace suitability modelling of individual species requirements.

The 23 key species for Norfolk:

- Basil-thyme case-bearer
- Crested buckler fern
- Crested cow-wheat
- Dwarf eelgrass
- Eurasian curlew
- European eel
- Fen raft spider
- Holly-leaved naiad
- Intermediate stonewort
- Lapwing
- Lesser water measurer
- Little whirlpool ramshorn snail
- Narrow-mouthed whorl snail
- Natterjack toad
- Northern pool frog
- One-grooved diving beetle
- Orange-fruited elm lichen
- Scarce vapourer
- Serotine bat
- Starlet sea anemone
- Water vole
- White-clawed crayfish
- Witham orb mussel

Basil-thyme case-bearer

Coleophora tricolor



This species of moth is a Brecks specialist, unknown anywhere outside of the Brecks. Basil-thyme, the sole food source that supports the Basil-thyme case-bearer, thrives in ruderal areas and sparsely vegetated ground. It is commonly found on unimproved Breck grassland where open conditions support its growth. Additional habitats include disused airfields with cracking hard surfaces and the edges of tracks and rides within conifer plantations established on former heathland.

Table 39a. Basil-thyme case-bearer primary measure

Primary measure	Primary measure details
Habitat Management	<ul style="list-style-type: none">• Large areas of land are likely required for the species and its foodplant.• Promote early successional stages to encourage the foodplant, with limited ground disturbance (such as rotovation).

Table 39b. Basil-thyme case-bearer other relevant measures

Other relevant measures	Other relevant measures details
Grazing Control	Manage sheep and rabbit grazing, as well as deer access, in areas where the foodplant (Basil Thyme) is present to prevent overgrazing.
Ground Disturbance	Expand the creation of disturbed bare ground strips using a harrow to break up soil and reduce dense grass along forest corridors and rides.

These measures could also offer solutions to address pressures in these habitats:

- Farmland
- Grassland and Heathlands

Other linked assemblages that would benefit from these measures are:

- Brecks Grass Heath
- Acid grassland and heathland

The mapped measures for Calcareous grassland [PM21-22], especially linked to foodplant records, are potentially relevant for Basil-thyme case-bearer. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM02.

These measures are considered to support the following wider environmental benefits:



Air quality



Managing
climate
resilience



Nutrient
cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Food
provision



Pest and
disease
control



Physical
and mental
wellbeing



Pollination

Crested buckler fern

Dryopteris cristata



Crested buckler fern occurs in more acidic areas within base-rich fens. The species can persist in swampy habitats and open carr.

Table 40a. Crested buckler fern primary measure

Primary measure	Primary measure details
Habitat Management	Control scrub encroachment to maintain suitable conditions.

Table 40b. Crested buckler fern other relevant measures

Other relevant measures	Other relevant measures details
Hydrology Restoration	Restore hydrology on protected sites to ensure consistently high water table levels.
Water Pollution Reduction and Mitigation	<ul style="list-style-type: none">Encourage sustainable agricultural practices to reduce eutrophication and nutrient contamination.Provide suitable areas for floating habitats which often provide some isolation from enrichment pollution.

These measures could offer solutions to address pressures in:


- Farmland
- Freshwater

Other linked assemblages that would benefit from these measures are:

- Lowland Fen

The mapped measures for wet woodland, fen or wetland [PM03-04; PM33-36] are potentially relevant for Crested buckler fern. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM03.


These measures are considered to support the following wider environmental benefits:




Air quality



Capturing carbon



Clean water source



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water
source



Flood
mitigation



Physical
and mental
wellbeing

Crested cow-wheat

Melampyrum cristatum



The suitable habitats for Crested cow-wheat are margins, rides, and glades within ancient oak woodland, as well as associated field hedgebanks and roadsides.

Table 41a. Crested cow-wheat primary measure

Primary measure	Measure details
Species-Specific Action	<ul style="list-style-type: none">• Maintain appropriate woodland habitats through coppicing and keeping rides and glades open.• Implement road verge management, ensuring arisings are removed, re-introducing specimens where appropriate on suitable soils.• Reintroduce via seed where possible, into well-drained warm soils where ant populations are allowed to thrive to maximise seed distribution• Prevent spray drift onto potentially suitable habitat near populations.

Table 41b. Crested cow-wheat other relevant measures

Other relevant measures	Other relevant measures details
Habitat Creation, Expansion, and Connectivity	<ul style="list-style-type: none">• Expand woodlands to reconnect fragmented sites and increase suitable habitat.• Buffer existing roadside nature reserve populations to reduce threat from encroaching traffic and scrub

These measures could offer solutions to address pressures in:

- Farmland
- Woodland
- Trees and Scrub

Other linked assemblages that would benefit from these measures are:

- Native Woodland
- Trees out of woodland
- Farmed landscapes

The mapped measures for Arable Field Margin [PM09-10] and roadside verges [PM19-20] are potentially relevant for Crested cow-wheat. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM04.

These measures are considered to support the following wider environmental benefits:



Air quality



Capturing carbon



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Physical and mental wellbeing



Pollination

Dwarf eelgrass

Zostera noltei



Dwarf eelgrass is typically found in shallow marine environments on intertidal mudflats. These habitats are characterised by brackish or fully saline waters, often in sheltered coastal locations.

Table 42a. Dwarf eelgrass primary measure

Primary measure	Primary measure details
Relocation and Replanting Projects	<ul style="list-style-type: none">• Collect eelgrass seeds from healthy populations, ensuring permits and permissions are in place.• Prepare and propagate seeds before planting directly into restoration sites using appropriate methods.• Monitor and maintain planted populations to ensure successful establishment.

Table 42b. Dwarf eelgrass other relevant measures

Other relevant measures	Other relevant measures details
Sustainable Farming Practices	<ul style="list-style-type: none">• Manage grazing, mowing, fertiliser, pesticide, and slurry use.• Implement buffer zones and improve planting to minimise impacts from freshwater inputs and terrestrial run-off, reducing sedimentation.
Water Pollution Reduction and Mitigation	<ul style="list-style-type: none">• Implement measures to reduce urban and industrial pollutants entering coastal waters, for example use of buffer strips to reduce agricultural run off, improve stormwater management, increase water quality testing to monitor levels.• Focus on reducing sedimentation from coastal erosion to protect sensitive habitats – this can be achieved via soft engineering using sand nourishment and sandscaping.
Recreational Disturbance Reduction and Mitigation	<ul style="list-style-type: none">• Strategically deploy eco-moorings to minimise human disturbance in sensitive areas.• Manage access to areas where possible via engagement with both bait diggers and watercraft users such as boat users, kayakers and paddleboarders.
Coastal Activity Management	<ul style="list-style-type: none">• Reduce pump-scoop fishing in vulnerable locations.• Promote plans to reduce sedimentation caused by coastal engineering and dredging activities for example via alternative sustainable methods and infrastructure.

These measures could offer solutions to address pressures in:

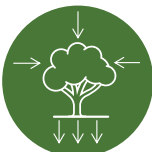
- Freshwater
- Coastal

Other linked assemblages that would benefit from these measures are:


- Saltmarshes and Lagoons

The mapped measures for Saltmarsh and Mudflat [PM37-40] are potentially relevant for Dwarf eelgrass where they align with appropriate intertidal zone areas. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM05.


These measures are considered to support the following wider environmental benefits:




Capturing carbon




Clean water source




Erosion prevention



Improving marine environment




Managing climate resilience




Nutrient cycling


These measures are considered to support the following co-benefits:



Clean water source



Erosion prevention



Physical and mental wellbeing

Eurasian curlew

Numenius arquata



Eurasian curlew are found in open lowland environments. Breeding populations are confined to the Brecks dry acid grassland and heathland. Freshwater wetland areas and lowland measures and pastures are used for feeding habitats, throughout the year, alongside coastal habitats and farmland for wintering areas.

Table 43a: Eurasian curlew measures

Primary measure	Measure details
Habitat Creation and Restoration	<ul style="list-style-type: none">Address habitat loss from land-use changes, drainage, and degradation by creating and expanding Brecks grass heath habitats suitable for year-round foraging activity and wet habitats, suitable for nesting adults, eggs, and chicks. Winter foraging areas may also be utilised by curlew as suitable breeding areas.Recreational disturbance management.

Table 43b. Eurasian curlew other relevant measures

Other relevant measures	Other relevant measures details
Nest Protection	Employ measures like electric fencing and emerging technologies to protect nests and improve the success rate of hatching chicks.
Predator Management	Manage problematic species (including invasive non-native species, pests, and diseases). Predation impacts vary depending on habitat quality, configuration, and other factors; trial methods should focus on reducing predation impacts and actively protecting nests.
Sustainable Farming Practices	<ul style="list-style-type: none">Reduce pressures by managing grazing, mowing, fertiliser, pesticide, and slurry application.Employ appropriate agri-environment scheme designs and promote the adoption of relevant prescriptions in suitable areas.

These measures could offer solutions to address pressures in:


- Coastal
- Farmland
- Freshwater
- Grassland and Heathlands
- Invasive Species and Diseases

Other linked assemblages that would benefit from these measures are:


- Brecks Grass Heath
- Reedbeds and Freshwater Wetlands
- Lowland Meadows and Pasture
- Farmed Landscapes

The mapped measures for breeding in dry habitats of heathland [PM15-18] and wet grassland habitats for foraging [PM25 - 26] are potentially relevant for Eurasian curlew. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM06.


These measures are considered to support the following wider environmental benefits:




Air quality



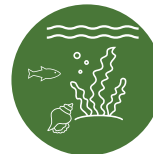
Capturing carbon




Clean water source




Flood mitigation




Improving marine environment



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Flood mitigation



Food provision



Pest and disease control



Physical and mental wellbeing

European eel

Anguilla anguilla



European eel inhabits rivers, chalk rivers, active shingle rivers, saline lagoons, saltmarshes, intertidal mudflats, coastal floodplains, and marine environments. Born in the marine environment, they migrate into rivers and wetland habitats to mature into adulthood. The species requires good water quality and clear migratory routes along rivers. Primarily nocturnal, they spend the day hidden, buried in mud, or sheltering under logs and rocks within the water.

Table 44a. European eel primary measure

Primary measure	Primary measure details
Habitat Creation, Expansion, and Improved Connectivity	Remove barriers where possible. Where barriers cannot be removed, eel pass installations or nature-like fish passes should be considered to provide access to upstream habitats.

Table 44b. European eel other relevant measures

Other relevant measures	Other relevant measures details
Habitat Restoration and Enhancement	Improve the quality and quantity of refuge and foraging habitats to increase survival rates. In rivers, promote protective elver cover, such as bankside tree cover, tree roots, and woody debris, through rewilding techniques. Restoration measures that reinstate the natural river channel form (for example re-meandering) are beneficial. In lakes, focus on reinstating marginal woody debris and bankside vegetation.

These measures could offer solutions to address pressures in:


- Freshwater
- Invasive Species and Diseases

Other linked assemblages that would benefit from these measures are:


- Rivers and Riverside Habitats
- Saltmarshes and Lagoons

The mapped measures for Riparian habitat connecting to saltmarshes and marine environments [PM29-30; PM37-40] are potentially relevant for European eel, where appropriate. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM07.


These measures are considered to support the following wider environmental benefits:




Capturing carbon




Clean water source




Erosion prevention




Flood mitigation



Improving marine environment




Managing climate resilience




Nutrient cycling


These measures are considered to support the following co-benefits:




Clean water source




Cultural, heritage and aesthetic services



Erosion prevention



Flood mitigation



Physical and mental wellbeing

Fen raft spider

Dolomedes plantarius



Fen raft spiders rely on saw-sedge (*Cladium mariscus*), particularly around small pools formed in old peat cuttings. (Pools dominated by fine-leaved grasses such as *Molinia* are not favoured). Young spiders hatching in early summer likely mature the following year, while those hatching in late summer typically spend two winters as juveniles.

Table 45a. Fen raft spider primary measure

Primary measure	Primary measure details
Population Establishment	<ul style="list-style-type: none">Continue establishing new populations and implement translocation to suitable sites.Expand translocation programme to continue to reduce vulnerability, particularly in relation to increasing climate change threats.

Table 45b. Fen raft spider other relevant measures

Other relevant measures	Other relevant measures details
Habitat Restoration	Restore arable farmland to fen and grazing marshes around ancient fen remnants, creating new habitat to support species recovery.
Habitat Management	Maintain favourable conditions for the Fen raft spider through routine management of successional vegetation, including rotational cutting of <i>Cladium mariscus</i> , removal of invading scrub and maintenance of mid-successional ditches.
Incorporate Key Vegetation	Include water soldiers (<i>Stratoides aloides</i>) in management plans to enhance feeding and nesting opportunities. Need to balance the water soldiers presence with native flora and take caution over its introduction into new site

These measures could offer solutions to address pressures in:

- Farmland
- Freshwater

Other linked assemblages that would benefit from these measures are:


- Still Waters
- Reedbeds and Freshwater Wetlands
- Lowland Fen

The mapped measures for appropriate fresh and still water habitats [PM25-26; PM29-34] are potentially relevant for Fen raft spider. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM08.

These measures are considered to support the following wider environmental benefits:



Capturing carbon




Clean water source



Flood mitigation



Managing climate resilience




Nutrient cycling




Soil health


These measures are considered to support the following co-benefits:



Clean water source



Flood mitigation



Physical and mental wellbeing

Holly-leaved naiad

Najas marina



Suitable habitats for holly-leaved naiad are meso-eutrophic waters with deep substrates of peat or silty mud, characteristic of the Norfolk Broads. It has also been located within restored farmland ponds within Norfolk.

Table 46a. Holly-leaved naiad primary measure

Primary measure	Primary measure details
Re-Establishment of Colonies	Allow colonies to re-establish as sites become available following water quality improvements and habitat restoration for example within farmland lost ponds.

Table 46b. Holly-leaved naiad other relevant measures

Other relevant measures	Other relevant measures details
Optimising Conditions for Growth	<ul style="list-style-type: none">Remove mud selectively on larger broads.Excavate new sites, such as turf ponds, to encourage colonisation.
Nutrient Management	<ul style="list-style-type: none">Reduce nutrient loading wherever possible using a range of potential short, medium or long term solutions such as taking land out of agricultural use, use of riparian buffer strips, wetland construction and Broadland restoration.Set and maintain target phosphorus levels for the Broads.

These measures could offer solutions to address pressures in:

- Coastal
- Farmland
- Freshwater

Other linked assemblages that would benefit from these measures are:

- Still Waters
- Lowland Fen

The mapped measures for appropriate shallow lake habitats [PM32] are potentially relevant for Holly-leaved naiad. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM10.

These measures are considered to support the following wider environmental benefits:



Clean water source



Flood mitigation



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Flood mitigation



Physical and mental wellbeing

Intermediate stonewort

Chara papillosa



Intermediate stonewort are found in high water quality with slightly brackish lakes of permanent, calcium-rich standing water. The habitat features a firm substrate with bare areas and minimal competition.

Table 47a. Intermediate stonewort primary measure

Primary measure	Primary measure details
Translocation	Translocate stoneworts to appropriate sites to support population establishment.

Table 47b. Intermediate stonewort other relevant measures

Other relevant measures	Other relevant measures details
Water Quality and Pollution Control	<ul style="list-style-type: none">• Implement offsite remedial actions to tackle diffuse pollution.• Reduce water quality pressures using sustainable agricultural practices, reduction in run off, use of nature-based solutions and improved water treatment practices, as poor water quality has driven most declines in stonewort populations.
Habitat Management	Improve habitat topography at core sites to enhance suitability for stoneworts.
Boating Restrictions	Encourage environmentally sensitive boating activity at core sites, particularly propeller-driven craft that increase turbidity and uprooting.

These measures could offer solutions to address pressures in:

- Freshwater

Other linked assemblages that would benefit from these measures are:

- Still Waters

The mapped measures for appropriate brackish shallow lake habitats [PM32] are potentially relevant for Intermediate stonewort. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM42.

These measures are considered to support the following wider environmental benefits:



Capturing carbon



Clean water source



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Flood mitigation



Physical and mental wellbeing

Lapwing
Vanellus vanellus



Breeding Lapwings in England prefer wet grasslands, marshes, and farmland with short vegetation for nesting and foraging, including areas with spring crops, cultivated exposed soil, or sparse heathland grassland. In marginal upland areas, they use short, wet, unimproved grassland or pasture.

Table 48a. Lapwing primary measure

Primary measure	Primary measure details
Sustainable Farming Practices to Reduce Pressures	<ul style="list-style-type: none">• Manage grazing, mowing, fertiliser use, pesticides, slurry, and buffers in a way that provides suitable nesting/feeding habitat and reduces disturbance or the destruction of nests.• Implement agri-environment schemes tailored to meet breeding Lapwing requirements at an appropriate scale.• Actions include:<ul style="list-style-type: none">○ creation of Lapwing plots in arable fields.○ growing spring cereals instead of autumn cereals.○ delaying or adjusting mowing, grazing, or crop cultivation timings.○ restoring wet grassland features and habitats (such as scrapes and footdrains) and instigating suitable water level management regimes○ maintaining short swards on wet pastures through grazing and cutting regimes outside of the breeding season.• Additional considerations:<ul style="list-style-type: none">○ ensure field operations do not destroy or remove nests.○ create bare ground patches across landscapes during autumn and winter for nesting and feeding.○ minimise or avoid cattle grazing between mid-March and May to prevent nest trampling.○ recreational disturbance management

Table 48b. Lapwing other relevant measures

Other relevant measures	Other relevant measures details
Maintenance of Existing Habitat	Protect habitats within areas around protected sites, ensuring the conservation of vital wintering sites.
Arable, Grassland, and Wetland Expansion	Maintain and expand wetland and grassland habitats through targeted recreation schemes for wetland birds, ensuring their functionality as core conservation areas.

Habitats and species

These measures could offer solutions to address pressures in:

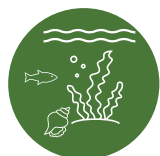
- Coastal
- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Grassland and Heathlands

Other linked assemblages that would benefit from these measures are:

- Farmed Landscapes
- Reedbeds and Freshwater Wetlands
- Lowland Meadows and Pasture

The mapped measures for Wet grassland measures and appropriate farmed landscape actions, including unmapped measures [PM25-26] are potentially relevant for Lapwing. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM12.

These measures are considered to support the following wider environmental benefits:



Improving
marine
environment



Managing
climate
resilience



Nutrient
cycling



Flood
mitigation



Soil health

These measures are considered to support the following co-benefits:



Cultural,
heritage and
aesthetic
services



Flood
mitigation



Food
provision



Physical
and mental
wellbeing



Raw
materials

Lesser water measurer

Hydrometra gracilentia



Lesser water measurer prefers flooded, well-vegetated ditches or surface wet fen (marsh) with dense vegetation.

Table 49a. Lesser water measurer primary measure

Primary measure	Primary measure details
Habitat Creation	<ul style="list-style-type: none">Establish ditches in suitable areas to support the species' habitat needs.Increase fen habitat surrounding current sites.

Table 49b. Lesser water measurer other relevant measures

Other relevant measures	Other relevant measures details
Sea Defences	Install sea defences to mitigate the impact of rising sea levels and changes in salinity within habitats.
Population Translocation	Relocate populations to appropriate areas when necessary to ensure their survival.

These measures could offer solutions to address pressures in:

- Coastal
- Freshwater
- Grassland and Heathlands

Other linked assemblages that would benefit from these measures are:

- Reedbeds and Freshwater Wetlands
- Lowland Fen

The mapped measures for Fen and wetland measures in appropriate areas, including potential inland habitat creation mitigation projects [PM33-34] are potentially relevant for Lesser water measurer. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM13.

These measures are considered to support the following wider environmental benefits:



Capturing carbon



Clean water source



Erosion prevention



Food provision



Improving marine environment




Managing climate resilience




Nutrient cycling


These measures are considered to support the following co-benefits:




Clean water source



Erosion prevention



Flood mitigation



Physical and mental wellbeing

Little whirlpool ramshorn snail

Anisus vorticulus



Little whirlpool ramshorn snail is found in coastal floodplains, lowland fens, and ponds with high water quality, fen vegetation, and stable water levels. Prefers drainage channels in traditionally managed grazing marshes with a high diversity of aquatic plants at late successional stages. Thrives in unpolluted, calcareous waters within marsh drains that support dense aquatic flora and favours ditches with diverse flora but minimal emergent vegetation.

Table 50a. Little whirlpool ramshorn snail measures

Primary measure	Primary measure details
Habitat Creation and Existing Population Management	<ul style="list-style-type: none">• Create new habitats, including ditch systems, and remove fish species such as carp that increase turbidity. These areas must be calcareous and unpolluted water sources.• Specific protocols must be followed to manage occupied ditches, such as remedial management and trimming waterside vegetation, and a licence obtained due to European Protected Species status.

Table 50b. Little whirlpool ramshorn snail other relevant measures

Other relevant measures	Other relevant measures details
Population Establishment	Establish additional populations within large wetland ecosystems, including through translocation.
Agricultural Management	<ul style="list-style-type: none">• Manage drainage and irrigation operations and associated infrastructure to minimise impacts.• Reduce diffuse pollution entering surface or groundwater from agricultural activities.
Transport Impact Reduction	Mitigate the impacts of transport operations and infrastructure on surrounding ecosystems, aiming to manage and divert run off to minimise impacts on ditches alongside routes. Examples include installation of buffer strips, barriers, silt traps, increased planting of appropriate species and bund creation.

These measures could offer solutions to address pressures in:


- Coastal
- Farmland
- Freshwater

Other linked assemblages that would benefit from these measures are:


- Still waters
- Reedbeds and Freshwater Wetlands
- Lowland Fen

The mapped measures for wet grassland [PM25-26] and appropriate river and ditch habitat measures [PM29] are potentially relevant for Little whirlpool ramshorn snail. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM14.


These measures are considered to support the following wider environmental benefits:




Air quality




Capturing carbon




Clean water source




Flood mitigation




Improving marine environment



Managing climate resilience




Nutrient cycling



Soil health


These measures are considered to support the following co-benefits:




Clean water source



Flood mitigation



Pest and disease control



Physical and mental wellbeing

Narrow-mouthed whorl snail

Vertigo angustior



Narrow-mouthed whorl snails are typically found in calcareous wetlands bordering lakes, rivers, or fens, with calcareous fen being the species' most common habitat. Due to its specific microhabitat requirements, the species is often confined to a narrow zone around wetlands, spanning only a few metres in width.

Table 51a. Narrow-mouthed whorl snail primary measure

Primary Measure	Primary measure details
Habitat Improvement	Prevent afforestation to maintain open habitat conditions suitable for the species.

Table 51b. Narrow-mouthed whorl snail other relevant measures

Other relevant measures	Other relevant measures details
Habitat Maintenance	<ul style="list-style-type: none">• Avoid drainage and implement re-wetting strategies to preserve wetland areas.• Use controlled grazing techniques to manage vegetation and sustain habitat quality.
Water Pollution Mitigation	Address eutrophication, a primary threat to the species, which degrades water quality in coastal seepages. Reduce nutrient runoff to prevent further deterioration.

These measures could offer solutions to address pressures in:


- Farmland
- Freshwater

Other linked assemblages that would benefit from these measures are:


- Still waters
- Reedbeds and Freshwater Wetlands
- Rivers and riverside habitats
- Lowland Fen

The mapped measures for unmanaged habitat including wet grassland [PM25-26], fen and wetland [PM33-34] alongside coastal ditches [PM37-38] are potentially relevant for narrow-mouthed whorl snail. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM15.


These measures are considered to support the following wider environmental benefits:




Capturing carbon




Clean water source




Flood mitigation




Improving marine environment



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Flood mitigation



Food provision



Physical and mental wellbeing

Natterjack toad

Epidalea calamita



Suitable habitat for the Natterjack toad is characterised by bare or low, sparse vegetation with little to no scrub, shallow warm waters, and early successional stages. Also found in acid grassland and heathland habitats. Found in open coastal areas with small to medium ponds and upper saltmarshes influenced by freshwater inflows.

Table 52a. Natterjack toad primary measure

Primary Measure	Primary measure details
Targeted Species Recovery Action	<ul style="list-style-type: none">• Improve or create links to suitable habitats, such as warm, open coastal dunes, between known populations in close proximity.• Create new habitats in advance of any works.• Enhance existing habitats by reducing pond vegetation (for example algae) or desilting ponds post-works.• Remove shading from water bodies.• Increase the number of ephemeral water bodies.• Provide hibernation shelters, such as appropriate walls or south-facing sandy slopes.• Restore dynamic processes to maintain early successional habitat in the priority sites could be included.• Remove scrub from around breeding ponds.• Minimise vegetation in ponds.• Maintain terrestrial habitats by grazing to keep grass short.• Avoid stocking fish in ponds created for amphibians.• Avoid creating new physical barriers, such as fences, walls, or vertical ditches.

Table 52b. Natterjack toad other relevant measures

Other relevant measures	Other relevant measures details
Landscape Habitat Creation, Expansion, and Connectivity	This species faces a declining range due to factors such as climate change, water pollution, and human development. Prioritising habitat creation and expansion is essential to support existing and new populations, ensuring ongoing recovery.
Enhancement of Existing Habitat near Protected Sites	All Natterjack sites in England are located within or near SSSI sites. Improving the areas around those protected sites is critical to preventing further decline and aiding recovery.
Collaborative Initiatives for Habitat Restoration	Collaborate with initiatives such as Countryside Stewardship and ELMs to create, restore, connect, and enhance habitats on a landscape scale.

These measures could offer solutions to address pressures in:

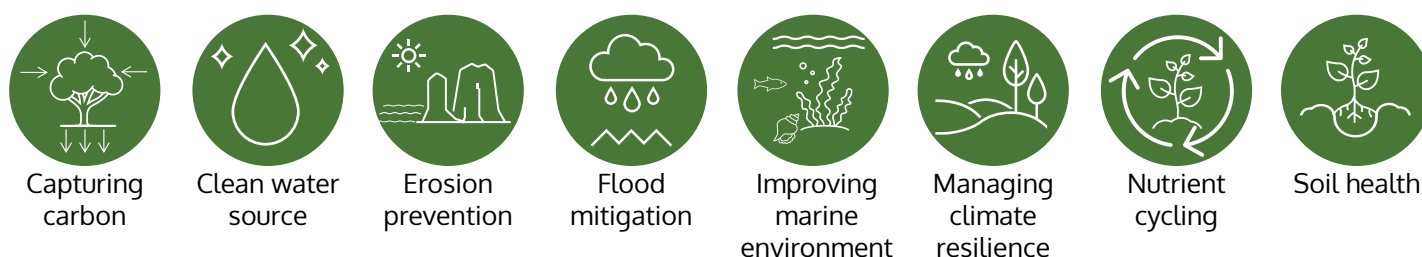
- Coastal
- Farmland
- Woodland
- Trees and Scrub
- Freshwater
- Urban and Built
- Invasive Species and Diseases

Other linked assemblages that would benefit from these measures are:

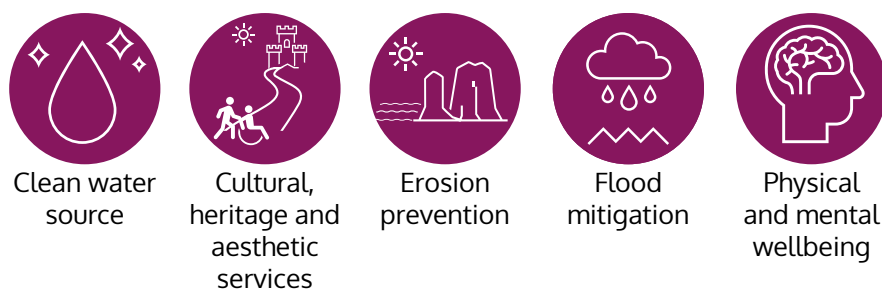
- Still waters
- Coastal Shingle and Dunes
- Saltmarshes and Lagoons
- Acid Grassland and Heathland

The mapped measures for heathland [PM15-16], saltmarsh and sand dune [PM37-38], including unmapped measures, are potentially relevant for natterjack toads. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM16.

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Northern pool frog

Pelophylax lessonae



Northern pool frogs are found in two habitat types:
Aquatic Habitat: Medium-sized, unshaded permanent ponds with high invertebrate abundance and diverse vegetation structure. Greater pool frog populations are associated with improved dragonfly diversity.

Terrestrial Habitat: Semi-natural areas with some cover, including rough grass and low scrub. Woodland is suitable, provided it does not overshadow the pond.

Table 53a. Northern pool frog primary measure

Primary Measure	Primary measure details
Reintroduction Project: Thompson Common	The ongoing reintroduction project focuses on improving and expanding suitable habitats to benefit this species. Additional efforts include the restoration of pingo habitats.

Table 53b. Northern pool frog other relevant measures

Other relevant measures	Other relevant measures details
Habitat Creation, Expansion, and Connectivity	A priority is to maintain and expand the species' range through natural colonisation or reintroduction. Successful outcomes rely on habitat creation, improved connectivity, and restoration.
Enhancement of Existing Habitat	Current populations are limited to two locations. Enhance existing sites and new sites should be identified where vegetation structure can be diversified to provide appropriate habitat.
Reduction of invasive pressure	Invasive frog species within the Pelophylax genus readily hybridise with Northern Pool frogs and therefore spread and unofficial release of other species must be controlled. This becomes a key factor in site selection for relocation elsewhere in the county.
Collaborative Initiatives for Habitat Restoration	Collaborate with initiatives such as Countryside Stewardship and ELMs to create, restore, connect, and enhance habitats on a landscape scale.

These measures could offer solutions to address pressures in:

- Farmland
- Woodland
- Trees and Scrub
- Freshwater

Other linked assemblages that would benefit from these measures are:

- Native woodland
- Still waters

The mapped measures for a highly specific mixture of terrestrial and aquatic habitats [PM25-26] are potentially relevant for Northern pool frogs. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM17.

These measures are considered to support the following wider environmental benefits:



Capturing carbon



Clean water source



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Pest and disease control



Physical and mental wellbeing

One-grooved diving beetle

Bidessus unistriatus



The one-grooved diving beetle is found in ponds, pingos, and shallow silt ponds with low nutrient levels. These habitats are typically unvegetated, providing ideal conditions for this species.

Table 54a. One-grooved diving beetle primary measure

Primary measure	Primary measure details
Pond Creation	Establish ponds within the species' current or historical distribution in heathland and fen sites as part of restoration management. Locate ponds in low-intensity catchments to limit nutrient inputs. Design ponds with shallow basins and broad margins.

Table 54b. One-grooved diving beetle other relevant measures

Other relevant measures	Other relevant measures details
Grazing Management	<ul style="list-style-type: none">• Maintain ponds with low-intensity grazing using cattle, ponies, or deer.• Avoid overgrazing or undergrazing, which can harm the habitat.• Ensure trampling does not remove all vegetation from the pond while using low livestock densities to maintain bare mineral substrates in soft sediments.
Scrub Removal	<ul style="list-style-type: none">• Remove scrub periodically to keep sites open and prevent over-shading.• Excessive scrub can reduce water temperatures and eliminate submerged vegetation, threatening the beetle's habitat.
Population Introduction	<ul style="list-style-type: none">• Consider introducing the species to new, suitable sites due to its rarity.• Take care not to harm existing populations by removing individuals for captive breeding, as this approach has been unsuccessful to date.
Improve water quality	Improving water quality in rivers and streams will benefit this species.

These measures could offer solutions to address pressures in:

- Farmland
- Freshwater

Other linked assemblages that would benefit from these measures are:

- Still waters

The mapped measures for still water habitats, where appropriate, [PM31 - 32] are potentially relevant for One-grooved diving beetles. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM18.

These measures are considered to support the following wider environmental benefits:



Managing
climate
resilience



Nutrient
cycling



Soil health

These measures are considered to support the following co-benefits:



Cultural,
heritage and
aesthetic
services



Physical
and mental
wellbeing

Orange-fruited elm lichen

Cerothallia luteoalba/ *Gyalolechia flavorubescens*



Orange-fruited elm lichen is a species associated with well-lit, dry trees with rough, basic bark. It typically occurs on bark or exposed lignum, particularly in the wound tracks of old, injured trunks in parklands. It is usually found near the base of the trunk, where the bark or wood is enriched with nutrients. Occasionally, it can also be found on soft, calcareous stone (such as chalk pebbles) or mortar.

Before Dutch Elm Disease, elm was its primary host tree. In recent years, it has occasionally been recorded on sycamore, field maple, and ash.

Table 55a. Orange-fruited elm lichen primary measures

Primary Measure	Primary measure details
Land Management Techniques	<ul style="list-style-type: none">• Manage veteran and ancient trees to benefit this species.• Identify younger suitable trees (such as field maple, sycamore, disease resistant elms) to serve as future veteran replacements, ensuring light conditions meet the species’ requirements.• Where suitable trees are absent, plant future veteran trees near existing populations but not so close as to cause shading or competition issues.• Allow successive generations of trees to age naturally, enabling natural damage to create niches.• Plant disease-resistant elm to support population recovery.

Table 55b. Orange-fruited elm lichen other relevant measures

Other relevant measures	Other relevant measures details
Habitat Restoration and Enhancement	<ul style="list-style-type: none">• Implement positive woodland management to maintain open conditions around host trees and create glades.• Reintroduce sensitive grazing to control shrub encroachment and maintain suitable light levels.
Air Pollution Reduction and Mitigation	<ul style="list-style-type: none">• Reduce locally generated atmospheric pollutants by:<ul style="list-style-type: none">○ Lowering excessive stocking levels.○ Limiting fertilisation of nearby grasslands.• Ensure wayside trees are free from fertilisers, manure, and slurry through agri-environment schemes (JNCC, 2010).

Habitats and species

These measures could offer solutions to address pressures in:

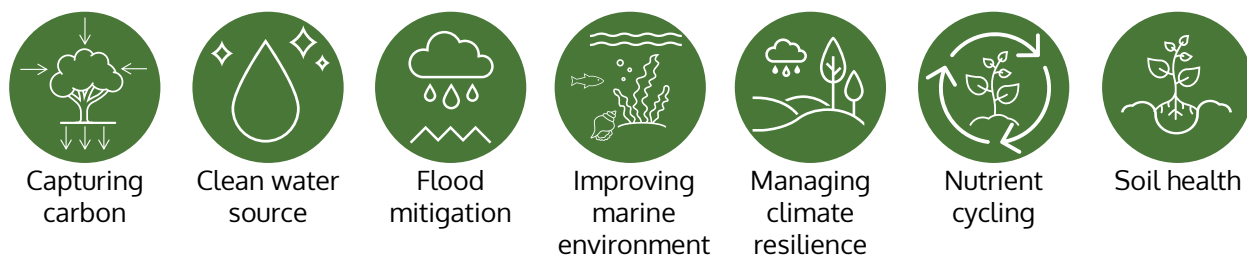
- Farmland
- Woodland
- Trees and Scrub
- Urban and Built
- Invasive Species and Diseases

Other linked assemblages that would benefit from these measures are:

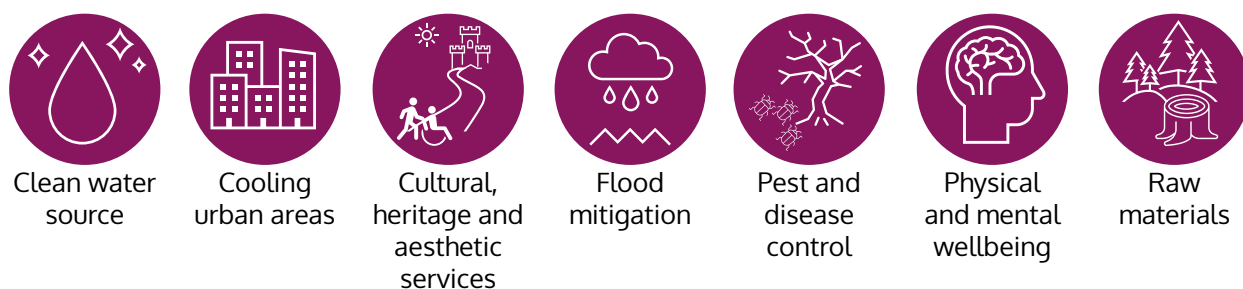
- Native trees
- Trees outside of woodlands

Mapped specific woodland planting schemes [PM01-02, 05-06] and measures for veteran trees [PM50] are potentially relevant for Orange-fruited elm lichen. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM19.

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Scarce vapourer

Orgyia recens



Scarce vapourer typically occurs in lowland sandy heaths, wet woodlands, fens, bogs, and hedgerows. The species is reliant on barberry plants.

Table 56a. Scarce vapourer primary measure

Primary Measure	Primary measure details
Hedgerow Management	<ul style="list-style-type: none">• Manage hedgerows on a rotation of at least three years to maintain biodiversity and habitat health.• Avoid managing all hedgerows on a site within the same year.• Undertake management in sections, ensuring cuts or trims are distributed across the hedgerow.

Table 56b. Scarce vapourer other relevant measures

Other relevant measures	Other relevant measures details
Translocation/ Reintroduction	Introduction of populations to appropriate habitat areas, including where possible additional research into distribution limitations.
Planting of Habitat Trees	Ensure planting of deciduous trees such as hawthorn, pedunculate oak, and sessile oak, which serve as essential feeding sites for larvae during the winter months.

These measures could offer solutions to address pressures in:

- Farmland
- Woodland
- Trees and Scrub
- Grassland and Heathlands

Other linked assemblages that would benefit from these measures are:


- Farmed Landscapes
- Acid Grassland and Heathland Native Woodland
- Lowland Fen

Varied mapped habitat measures across arable, grassland, hedgerow, woodland and fen landscapes [PM01-03, PM11-12, PM15-26; PM33-34] are potentially relevant for scarce vapourer. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM21.

These measures are considered to support the following wider environmental benefits:



Capturing carbon



Clean water source



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Pollination



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cooling urban areas



Cultural, heritage and aesthetic services



Flood mitigation



Physical and mental wellbeing



Raw materials

Serotine bat

Eptesicus serotinus



The serotine bat prefers building roosts and forages in open areas across diverse habitats, such as woodland edges, small-scale farmland, over lakes and rivers, and around streetlights. Benefits from organic, cattle-grazed pasture.

Table 57a: Serotine bat primary measure

Primary Measure	Primary Measure details
Habitat Restoration and Enhancement: Creation of Corridors	Artificial lighting at night can form a barrier to movement across the landscape. Therefore, it is important to reestablish, enhance and/or create new 'dark commuting corridors' of appropriate habitat between roosting and foraging areas. In contrast, artificial illumination should be provided if necessary in foraging areas, to maximise feeding opportunities.

Table 57b: Serotine bat other relevant measures

Other relevant measures	Other relevant measures details
Habitat Restoration and Enhancement: Role of Grazing Land and Feeding Habitat	<ul style="list-style-type: none">• This species benefits from organic livestock management practices, including winter grazing, particularly in the absence of anthelmintic treatments (for example ivermectin).• Provision of a variety of improved feeding habitats where large invertebrates can be found such as creation of woodlands and hedgerows, riparian planting and enhancement of aquatic areas to ensure year round provision.

These measures could offer solutions to address pressures in:

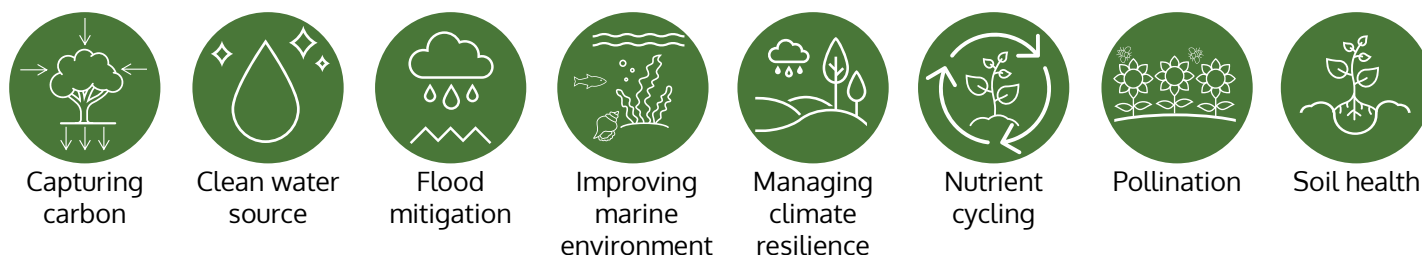
- Farmland
- Woodland
- Trees and Scrub
- Grassland and Heathlands
- Urban and Built

Other linked assemblages that would benefit from these measures are:

- Native Woodland
- Trees Outside of Woodlands
- Urban, Built and Garden Environments
- Farmed Landscapes
- Lowland Measures and Pastures

The mapped potential measures which focus on the creation of varied habitat types and increased connectivity, in addition to associated unmapped measures in urban and built landscapes, are potentially relevant for the serotine bat. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM22.

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Starlet sea anemone

Nematostella vectensis



Starlet sea anemone are found in isolated or semi-isolated brackish pools within saltmarshes and lagoons, as well as in ditches and on mudflats in saltmarshes and shallow estuaries at or above the high-water mark. Typically associated with mud, muddy sand, and muddy shingle, but can also occur on vegetation.

Table 58a: Starlet sea anemone primary measure

Primary Measure	Primary measure details
Habitat Creation and Connectivity	<ul style="list-style-type: none">• Reduce the isolation of brackish pools to minimise habitat fragmentation and enhance ecological connections.• Promote natural processes to ensure lagoon formation is facilitated and shingle barriers remain as a protective barrier.

Table 58b: Starlet sea anemone other relevant measures

Other relevant measures	Other relevant measures details
Habitat Restoration and Protection	<ul style="list-style-type: none">• Maintain and enhance lagoons and other sheltered brackish water habitats.• Maintain existing habitat inside and peripheral to protected sites.• Mitigate damaging factors, including pollution and drainage, to ensure long-term habitat viability.• Promote alternative run off pathways and sustainable agricultural practices to minimise salinity changes.
Translocation	Relocate individuals to expansive, unmanaged open marshes free from human influence, allowing for natural population spread and sustainability.

These measures could offer solutions to address pressures in:


- Freshwater
- Coastal

Other linked assemblages that would benefit from these measures are:


- Saltmarshes and Lagoons
- Coastal shingle and dunes

The habitat measures that have been mapped within coastal habitats [PM37-40] are additionally potentially relevant for starlet sea anemone. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM23.


These measures are considered to support the following wider environmental benefits:




Capturing carbon




Erosion prevention




Flood mitigation



Improving marine environment




Managing climate resilience




Nutrient cycling


These measures are considered to support the following co-benefits:



Erosion prevention



Flood mitigation



Physical and mental wellbeing

Water vole

Arvicola amphibius



Water voles can be found in coastal floodplains, lowland fens, reedbeds, raised bogs, lakes, ponds, rivers, and chalk rivers. The species favours riparian habitats, including streams, ditches, rivers, canals, reedbeds, and upland systems. Optimal habitats have slow-flowing water and densely vegetated banks 2–5 metres from the water's edge.

Table 59a: Water vole primary measure

Primary measure	Primary measure details
Management of Problematic Invasive Species: Mink Control	<ul style="list-style-type: none"> • Monitor mink occurrence and maintain monitoring of traps to ensure they do not recolonise from other counties, to mitigate their impact on native wildlife. • Coordinate sustained efforts with landowners to eradicate mink across large landscapes and river catchments. • Use appropriately designed mink rafts for effective monitoring and humane trapping. Remote devices can manage multiple rafts efficiently across wide areas.

Table 59b: Water vole other relevant measures

Other relevant measures	Other relevant measures details
Habitat Restoration and Enhancement: Restore watercourses and marginal vegetation to their natural state.	<ul style="list-style-type: none"> • Sympathetic management of river banks: <ul style="list-style-type: none"> ○ fence buffer zones (2m+) from water's edge to reduce trampling. ○ provide off-stream watering points. ○ manage trees and scrub to avoid excessive shading and support diverse vegetation. ○ rotate bankside cutting every two years (or longer), leaving one bank uncut. Cut from late September. ○ de-silt ditches every five years, avoiding damage to fragile banks.
Habitat Creation, Expansion, and Connectivity: Create waterbodies with marginal vegetation to enhance habitat.	<ul style="list-style-type: none"> • Increase Water vole habitat: <ul style="list-style-type: none"> ○ establish grassy buffer strips (4-6m) along watercourses, ditches, and ponds, particularly near intensive farmland. ○ remove artificial bank revetments to support burrowing and vegetation growth. ○ restore or create wetlands (ponds, scrapes, ditches) linked to existing habitats to promote movement.
Hydrology Restoration on Protected Sites	Remove land drainage to raise water table levels and restore natural hydrology.

Other relevant measures	Other relevant measures details
Water Pollution Reduction and Mitigation	Reduce water pollution and eutrophication, which harm Water voles through contamination and habitat degradation

These measures could offer solutions to address pressures in:


- Farmland
- Woodland
- Trees and Scrub
- Freshwater

Other linked assemblages that would benefit from these measures are:


- Still Waters
- Rivers and Riverside Habitats
- Lowland Fen
- Reedbeds and Freshwater Wetlands

The habitat measures that have been mapped within freshwater wetland, fen, reedbed and riparian areas [PM29-36] are potentially relevant for water voles. Specific relevant habitat measures identified for measures for this species are identified on the LHM as SPM26.


These measures are considered to support the following wider environmental benefits:




Capturing carbon




Clean water source




Flood mitigation




Improving marine environment



Managing climate resilience




Nutrient cycling




Soil health


These measures are considered to support the following co-benefits:




Clean water source




Cultural, heritage and aesthetic services



Flood mitigation



Pest and disease control



Physical and mental wellbeing

White-clawed crayfish

Austropotamobius pallipes



White-clawed crayfish are found in lakes, ponds, rivers, chalk rivers, and potentially brownfield sites. Prefers clean water with abundant refuges such as tree roots, rocks, and stable riverbanks. Thrives in clean aquatic habitats, particularly hard-water streams and rivers, but may also inhabit canals, reservoirs, lakes, and water-filled quarries. Within Norfolk, this species has been significantly affected by disease introduced with the non-native crayfish and population monitoring is essential.

Table 60a: White-clawed crayfish primary measure

Primary Measure	Primary Measure details
Habitat Creation and Creating In-Water Refuges	Establish trees such as alder and willow along riverbanks to create shaded areas and exposed root systems suitable for crayfish colonisation. Place cobbles, boulders or wood along riverbanks and margins to provide shelter.

Table 60b: White-clawed crayfish other relevant measures

Other relevant measures	Other relevant measures details
Catchment Management	Maintain high levels of water quality and improve water quality by implementing buffer strips, restricting cattle access, and other sustainable practices.
Captive Breeding Programme	Support population recovery through captive breeding initiatives, establishing ark sites to maintain the number of populations, and incorporate eDNA sampling as appropriate.
Population maintenance	Explore techniques for the active management and removal of invasive species to help safeguard populations within historical range and promote or apply appropriate biosecurity measures. Refer to the Crayfish Conservation Manual as required [26].

These measures could offer solutions to address pressures in:


- Freshwater
- Woodland
- Trees and Scrub
- Invasive Species and Diseases

Other linked assemblages that would benefit from these measures are:


- Still Waters
- Rivers and Riverside Habitats

The habitat measures that have been mapped within freshwater habitats, but specifically chalk streams and rivers, including ark habitat sites [PM29-32] are potentially relevant for white-clawed crayfish. Specific areas identified for measures for this species are identified on the LHM as SPM27.


These measures are considered to support the following wider environmental benefits:




Capturing carbon




Clean water source




Flood mitigation




Improving marine environment



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



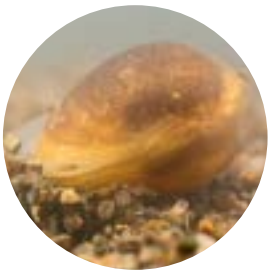
Flood mitigation



Physical and mental wellbeing

Witham orb mussel

Sphaerium solidum



Fens and wetlands provide essential habitats for Witham orb mussels, offering clean, slow-flowing water and suitable substrates for attachment and breeding.

Table 61a: Witham orb mussel primary measure

Primary Measure	Primary measure details
Removal of invasive species	Remove invasive species from habitats to restore ecological balance and protect native species.

Table 61b: Witham orb mussel other relevant measures

Other relevant measures	Other relevant measures details
Habitat enhancement and connectivity	Enhance existing habitats and improving connectivity between fragmented areas via creation of new areas, therefore supporting species movement and resilience.
Water pollution reduction and mitigation	Reduce water pollution through avoidance of runoff.

These measures could offer solutions to address pressures in:

- Farmland
- Freshwater
- Invasive Species and Diseases

Other linked assemblages that would benefit from these measures are:

- Lowland Fen
- Reedbed and Freshwater wetlands

The habitat measures that have been mapped within freshwater habitats, [PM25-34] are potentially relevant for Witham orb mussel. Specific areas identified for measures for this species are identified on the LHM as SPM28.

These measures are considered to support the following wider environmental benefits:



Capturing carbon



Clean water source



Flood mitigation



Improving marine environment



Managing climate resilience



Nutrient cycling



Soil health

These measures are considered to support the following co-benefits:



Clean water source



Cultural, heritage and aesthetic services



Flood mitigation



Pest and disease control



Physical and mental wellbeing

Locations of key species across Norfolk

To support identification of potential measures within the spatial strategy, data on the recorded locations of the key species, provided by NBIS (Norfolk Biodiversity Information Service) has been reviewed through the creation

of the Local Habitat Map (see **Part D, Locations for Action**). The maps below demonstrate the species density (**Figure 11**) and species richness (**Figure 12**) across the county for the combined records and counts for those individuals. This data is intended to highlight the most important areas for population numbers and variety of species found, to support the identification of the areas identified for nature recovery actions.

Figure 11. Map demonstrating where the key species indicated in the LNRS can be found across Norfolk in terms of numbers of records.

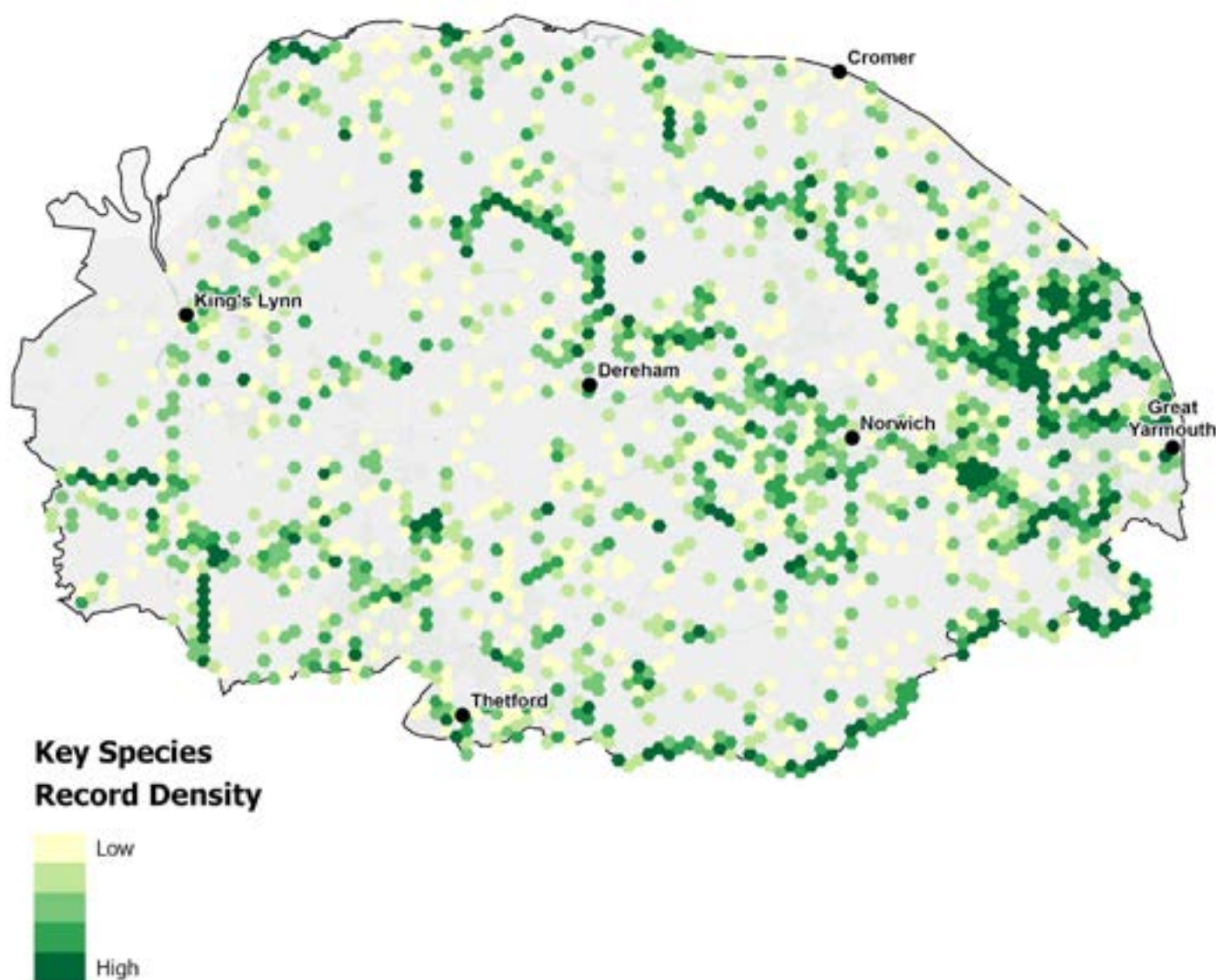
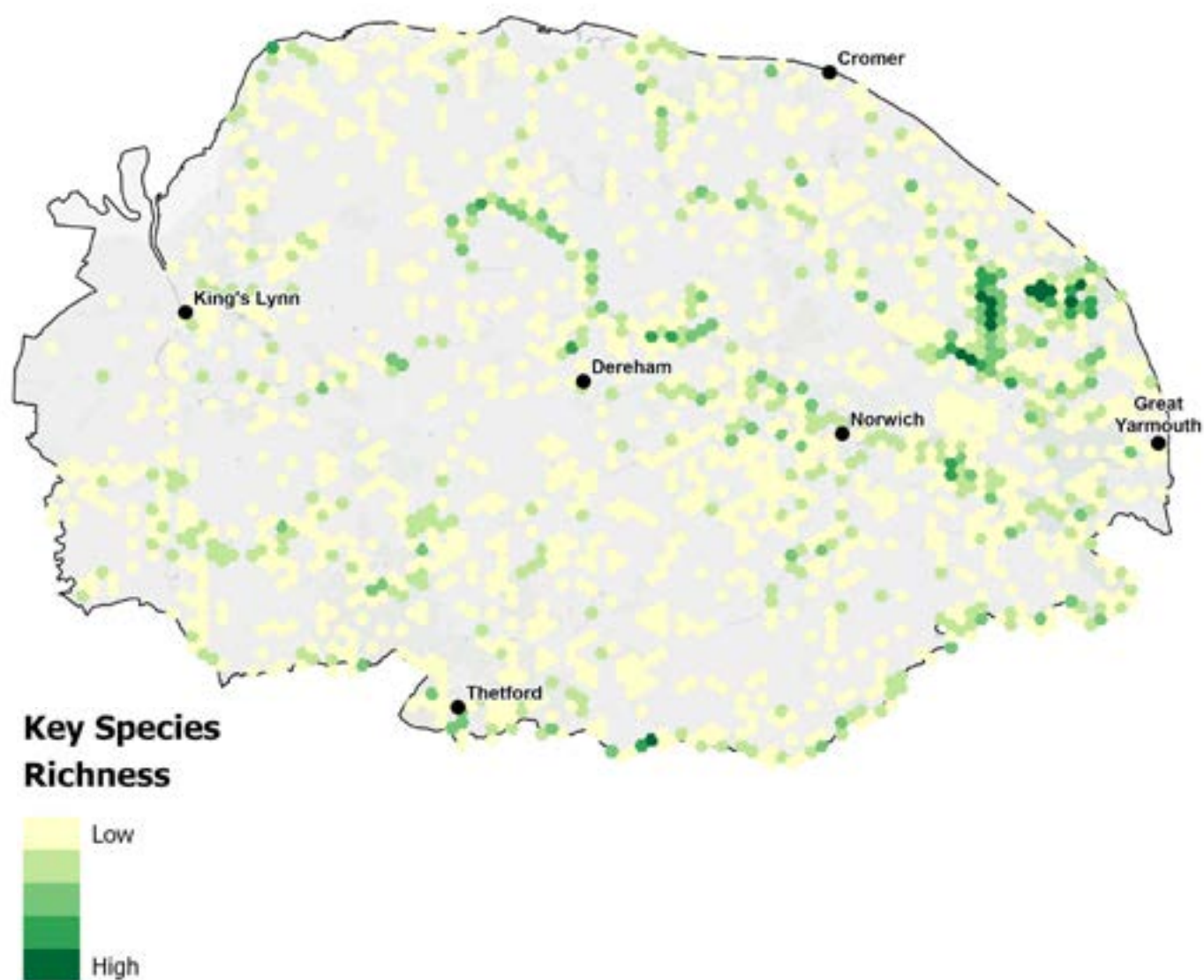


Figure 12. Map demonstrating how many of the key species indicated in the LNRS can be found in locations across Norfolk – the species richness.



Wider priorities

Some measures are not specifically designed to create or enhance habitats, and therefore **Table 62** identifies Wider Priorities designed to apply widely across locations, stakeholders and land parcels. These link to key spatial, environmental

or nature-based processes which do not have a defined location focus. These can be adopted across the county (for example within the unmapped areas or ‘white space’) to bolster the specific actions determined within the species and habitat prioritisation process, creating benefits across ecosystems.

Table 62. Wider Priorities

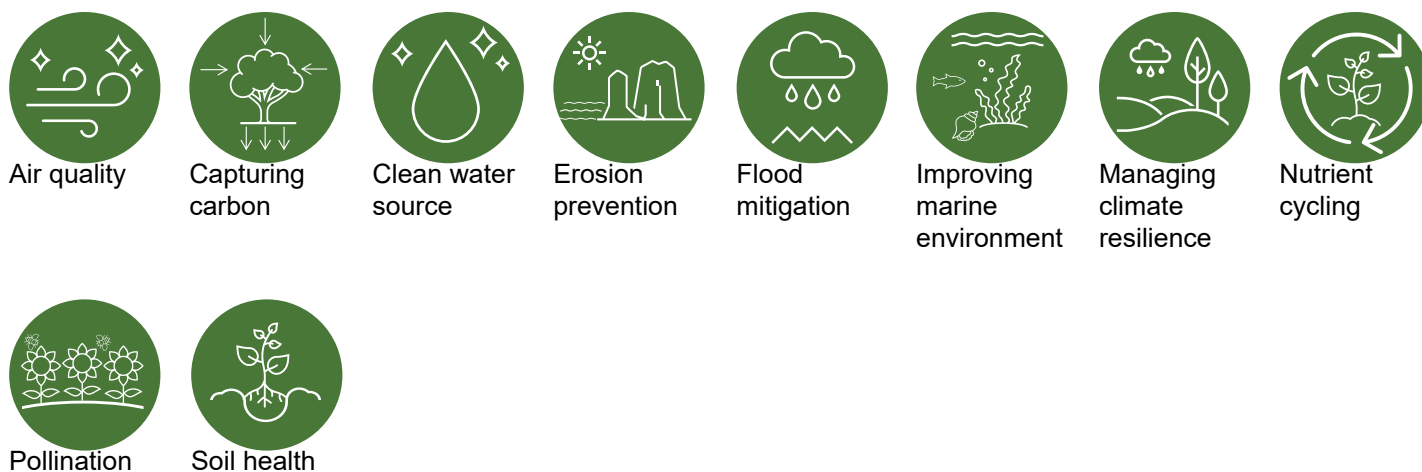
Outcomes	Relevant potential and existing measures/actions/projects for on the ground delivery
Reduce impacts on nature from pesticide use (including insecticides, herbicides and fungicides)	<ul style="list-style-type: none">• Promote the reduced, targeted, and responsible use of pesticides (insecticides, herbicides, and fungicides) in farms, parks, streets, and gardens.• Implement regenerative farming practices to impact soil biodiversity and carbon capture.
Reduce flood risk through nature based solutions	<ul style="list-style-type: none">• Use of Sustainable drainage systems (SuDS) where appropriate, including reedbeds, green roofs, swales, rain gardens, permeable paving, water butts etc.• Re-connect river channels with their floodplains.• Slow down overland flows through woodland and meadow creation.• Leave wood debris in the upper reaches of river channels to slow flood flows.• In-field measures to reduce run-off such as traps, scrapes and barriers.
Reduce air pollution pressures on nature from all sources	<ul style="list-style-type: none">• Promote reduced emissions of damaging air pollutants from all sources.• Use of shelterbelts of trees to reduce nitrogen and filter out particles from the air.
Reduce water pollution pressures on nature from all sources	<ul style="list-style-type: none">• Reduce emissions of damaging water pollutants from all sources.• Implement in-field measures to reduce run-off.• Deliver Nutrient Neutrality in appropriate areas.• Raise community awareness about catchment management, including septic tanks and domestic treatment plants.• Benefit the marine environment by improving the quality of the freshwater entering it.
Reduce water use pressures on nature from all sources	<ul style="list-style-type: none">• Promote reduced water use from all sources.• Ensure that water abstraction across catchments is sustainable.• Improve storage of water during winter months so it can be used in the summer to reduce the need for abstraction from water courses and from groundwater.

Outcomes	Relevant potential and existing measures/actions/projects for on the ground delivery
Reduce recreational pressures on nature from all sources	<ul style="list-style-type: none"> • Promote responsible recreational practices (with links to strategic solutions mitigating impacts on sensitive sites such as Norfolk GIRAMS). • Manage areas around campsites and recreational infrastructure using lower-impact silvicultural systems for amenity value. • Reduce light pollution and promote dark skies. • Encourage schemes to promote protection of nesting birds, especially in coastal areas. • Reduce light pollution from recreational sources and promote dark skies. • Provision of 'Suitable Alternative Natural Greenspaces' (SANG) close to where people live in order to decrease recreational pressures on more sensitive sites for nature.
Improving soil quality in all areas	<ul style="list-style-type: none"> • Implement sustainable agroforestry and shelterbelt, horticultural and agricultural practices. • Keep soil covered throughout the year using cover crops. • Preserve and improve soil structure via minimum tillage. • Avoid soil compaction. • Increase or maintain soil organic matter.
Creating large scale mosaic habitats	<ul style="list-style-type: none"> • Implement habitat creation in terms of continuous and dynamic mosaics of at least 100 hectares (ideally approximately 5000 to 12000 hectares) in any location, not specifically those identified in the areas that could become of importance for biodiversity (ACB). Follow recommendations in the Nature Networks Evidence Handbook [27]. • This could also incorporate free-roaming herbivores introduced to encourage natural ecological processes.
Enabling future action	<ul style="list-style-type: none"> • Measures to support the creation of new local wildlife groups, community action and the natural history recorders of the future. • The creation of new jobs, apprenticeships and skills connected to nature, especially in traditional methods.

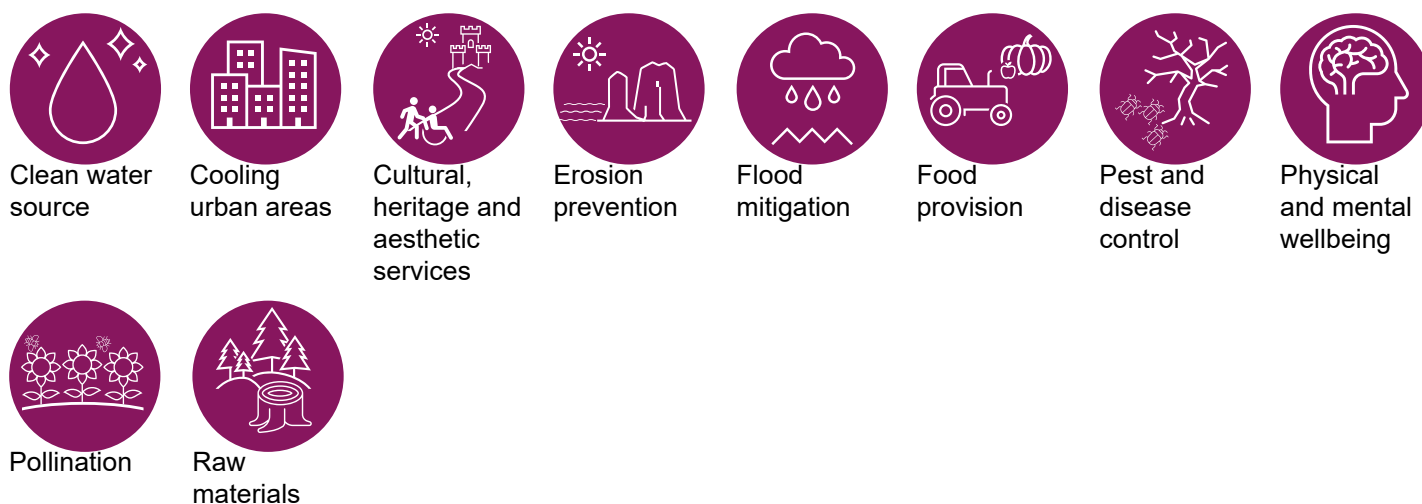
These measures could offer solutions to address pressures in:

- Coastal
- Farmland
- Woodland, Trees and Scrub
- Freshwater
- Grassland and Heathlands
- Urban and Built
- Invasive Species and Diseases

These measures are considered to support the following wider environmental benefits:



These measures are considered to support the following co-benefits:



Species recovery: Fen raft spider translocation programme

The Fen raft spider, *Dolomedes plantarius*, is listed as Vulnerable to extinction on the global and British Red Lists. Translocation is one element in its national recovery programme, aiming to reduce the extinction risk of this large, elegant and superbly adapted wetland spider by increasing the number of populations from three natural remnants to at least twelve.

Who's involved?

- Natural England (instigator, and host to one new population)
- Suffolk Wildlife Trust (donor population, and host to two new populations)
- Sussex Wildlife Trust (donor population)
- RSPB (host to one new population)
- BIAZA (13 British Zoos and Collections contributed to captive rearing work in 2011-13)

Funding contributions came from Natural England, the Broads Authority, the BBC Wildlife Fund, Love the Broads, Suffolk Wildlife Trust and RSPB.

Research was undertaken by PhD and Masters students at The Universities of East Anglia and Nottingham.

Hundreds of volunteers have monitored the populations on behalf of the project and host sites managers.

What have they achieved?

The number of Fen raft spiders populations in Britain has increased from three to seven since 2010, substantially reducing the threat of extinction.

Translocations have focused on the Broads where new populations now thrive on river-side grazing marshes on a 5km stretch of the lower River Waveney, a 6 km stretch of the mid-Yare, and 2km of the Thurne.

An adult female Fen raft spider



392



Volunteers training to monitor new Fen raft spider populations

How do they do it?

The programme followed international (IUCN) guidelines for conservation translocations. Each potential site was evaluated for over 3 years and the genetics of the source population assessed.

The first three translocation sites were populated with spiders from remnant populations at Redgrave and Lopham Fen, Norfolk, and the Pevensey Levels, East Sussex.

The Redgrave and Lopham Fen population was very small, so spiderlings were individually captive-reared for the first three months of life, greatly increasing their survival compared with that in the wild. Because spiderling survival is naturally low, the numbers introduced were large – over 30,000 across the four sites.

The first new population established so rapidly that it was able to supply the spiderlings needed for the fourth translocation; there was no longer any need to remove spiders from the natural populations or to undertake very labour-intensive captive rearing.

393

What's next?

The programme now includes a new phase, evaluating potential translocation sites beyond the Broads, initially in the East Anglian Fen Basin. Research on the impacts of climate change on this relatively immobile species suggests that its climatic range is shifting and that translocations are likely to remain an important element in its conservation.

Regular monitoring remains essential to understanding how the populations vary in extent and abundance between years and over longer periods. This information underpins routine site management and informs the potential need for additional interventions.

Genetic monitoring is also being introduced to help inform the most appropriate choice of parental stock for future translocations.

New research is now investigating the possibility of developing eDNA methods for monitoring this species, potentially making it much easier to detect future range changes.

Protecting beach-nesting birds: Return of the tern

The RSPB works at Eccles, Winterton and Kessingland to protect beach-nesting birds. 20-30% of the UK's little terns use the beaches between May and August and important numbers of ringed plovers also nest. Since the 1980s these species have declined significantly and are amber and red listed birds of conservation concern.

At Kessingland, natural processes are developing vegetated shingle and saline lagoon habitat that also supports avocets and oystercatchers. These sites are publicly accessible. Recreational disturbance, alongside predators, limit breeding success. Careful management of these issues allows the birds and beach-users to share the same space.

Who's involved?

The project is led by the RSPB in partnership with Natural England. Great Yarmouth Borough Council provides funding as part of their Local Plan mitigation fund. Wildlife Wise will be supporting the work at Kessingland. Wildlife Wise is a collaborative project between Babergh and Mid-Suffolk Councils, East Suffolk Council and Ipswich Borough Council, using funds generated from the new houses built in the area.

The project works closely with local communities and a growing team of over 60 volunteers. There are a wide variety of roles including wardens and monitoring the colonies, volunteer coordination, data and research management, communications support and managing the image library. This allows volunteers as far away as Cumbria to get involved.

The volunteer team have also helped tackle wider issues such as reducing incidents of low flying aircraft over protected sites. Over 2000 hours of volunteer time is given annually.

How do they do it?

The staff and volunteers erect temporary barrier fences in April. The team monitor nesting numbers and operate 24/7 once the first chicks hatch. Techniques including bird-safe lasers, diversionary feeding and night patrols are used to deter kestrels, gulls and foxes.

The team speak with beach users to encourage dogs to be on leads and ensure activities such as kite flying and water sports are undertaken far enough from the colonies to avoid disturbance.

The project runs a programme of community engagement and support events such as the Winterton bioblitz, a time-limited event aimed at recording as many species as possible.



An adult little tern sitting on its nest on the beach.

What have they achieved?

Little tern numbers have stabilised at around 300 pairs, whilst ringed plover numbers have increased from 16 to 29 pairs.

28 ringed plover chicks fledged in 2024 compared to none in 2018 and 2019. Whilst fencing and signage provide useful tools to protect beach-nesting birds, experience has shown that wardens are vital. The ability to engage beach users and react to predators to reduce disturbance and chick losses are critical.

This was shown in 2022, when low levels of disturbance and predation saw 650 little tern chicks fledge at Winterton. This would not have been possible without the efforts of staff and volunteers.

Volunteers have shared how working on the colony has helped them overcome serious physical and mental health concerns. Volunteering also boosts confidence levels.

To access the remote sites, volunteers cycle from as far away as Norwich to do their shifts. Some volunteers camp locally and help on the project each year, and they say they learn so much from RSPB staff that they can't think of a better holiday experience.

The project has also equipped staff and volunteers to secure conservation jobs.

What's next?

The aim is for the numbers of breeding pairs to grow and more chicks fledging. With changes in beach conditions, it is expected that the colonies will split across multiple sites. North Denes beach at Great Yarmouth has restarted activities to support little terns since they deserted the site in 2010.

Part D: Locations for Action



Where possible, the potential measures from the Statement of Biodiversity Priorities have been mapped onto the **LNRS Local Habitat Map**. Those which are mapped are indicated within the table in **Part C, Norfolk's Priority Habitats, Assemblages and Species**. The purpose of mapping the measures is to create a shared vision of locations where habitat action could be focused by landowners, local people and organisations to create a connected network of nature and achieve the local biodiversity priorities. Whilst many

measures could be carried out in a variety of locations, the map shows the locations where these measures could have the greatest impact on achieving the priorities and would achieve greater connectivity of biodiverse habitats across the landscape. These sites require verification before projects are implemented, as detailed in **Part C**. A summary map of those areas identified that could become of particular importance for biodiversity (**ACB**) is given in **Figure 13**.

Figure 13. Norfolk's Areas that Could Become of Particular Importance for Biodiversity (ACB).



Spatial analysis has been used to identify these landscape level priority areas based on the Lawton principle of more, bigger, better and more joined. Whole land parcels within the landscape have been selected as priority ‘in scope’ areas for the mapping of appropriate measures. These mapped measures also indicate where wider environmental benefits will be recognised using nature-based solutions delivering for example, flood risk mitigation and improved water quality. By mapping specific locations to take such actions, the LNRS aims to drive delivery and funding towards achieving nature recovery in these areas. All mapping methodology is outlined in **Appendix 4**.

As part of the analysis of the mapping data, it has been possible to identify the proportions across the districts in the county that are already designated

(APIB) and those which are areas that could become of importance (ACB). It has also been possible to link this information to the coverage across the Protected Landscapes areas, such as the Broads National Park and the Norfolk Coast National Landscape, this is shown in **Table 63**. This analysis has also identified that the mapped measures indicated within this LNRS have the potential to allocate 28% of the county in total to nature recovery activities.

It has been possible to determine the allocation across mapped habitat priority areas, supporting the ecological demand of the landscape. This links to the output of engagement activities, reflecting which habitats are important to demonstrate the ambition and potential of the LNRS. These data are shown in **Table 64**.

Table 63. Proportions of Norfolk districts and Protected Landscapes allocated to APIB and ACB

District	APIB as percentage of total area	ACB as percentage of total area
Breckland	21%	29%
Broadland	11%	32%
Great Yarmouth	12%	33%
King’s Lynn & West Norfolk	12%	21%
North Norfolk	12%	30%
Norwich	9%	14%
South Norfolk	4%	33%
Norfolk Coast National Landscape	30%	28%
The Broads National Park	31%	56%
Norfolk Total	13%	28%

Table 64. Proportions of habitat areas allocated to Norfolk’s ACB (not including habitat area within APIB).

District	APIB as percentage of total district area
Coastal habitats	1%
Deciduous Woodland	40%
Habitats in Farmed Landscapes (cropland and arable margins)	27%
Fen habitats	6%
Neutral and Calcareous Grassland	47%
Heathland and Acid Grassland	9%
Orchards	27%
Reedbeds and Other Wetlands	30%
Rivers and Streams	56%
Scrub	33%
Still Water	25%
Wet Grassland	72%
Wet Woodland	5%

As indicated in the document and in the tables above, not all of the measures are mapped onto the Local Habitat Map. All of the potential measures detailed could be delivered across various places in the county and there is not always complete data about where all of the habitats are or could be. However, it was possible to map focused locations for delivering the majority of the measures.

As part of the engagement process, we requested input from stakeholders

for suggestions of suitable locations for nature recovery actions, based on their expertise and knowledge of the area and on-going or upcoming projects. These inputs were reviewed during the production of the Local Habitat Map and have enabled some of the prioritisation of potential measures. **Table 65** indicates the proportion of these stakeholder inputs which overlap with the APIB and ACB areas presented. This aims to show that we are identifying the correct areas for potential nature recovery.

Table 65. Proportion of stakeholder mapping inputs which overlap with APIB and ACB areas.

Overlap percentage	Stakeholder measures overlapping with APIB areas	Stakeholder measures overlapping with ACB areas	Stakeholder measures overlapping with APIB and ACB areas
Large (>50%)	14.4%	42.6%	57.0%
Moderate (>10%)	25.5%	31.7%	28.9%
Low (less than 10%)	60.1%	25.7%	14.2%

In addition, the species density of the key species identified through the prioritisation process was assessed in relation to the APIB and ACB areas. This data is summarised in **Table 66** below and indicates that by creating and

enhancing habitat in the areas identified, these species will be able to benefit as they will have more, bigger and more connected areas to utilise.

Table 66. Species distribution in relation to identified APIB and ACB areas.

Species	Percentage of records in or within 50 m of APIB area	Percentage of records in or within 50 m of ACB area	Percentage of records in or within 50 m of APIB or ACB
Basil-thyme case-bearer	72%	32%	99%
Crested Buckler-fern	94%	30%	98%
Crested cow-wheat	100%	100%	100%
Dwarf eelgrass	100%	0%	100%
Eurasian curlew	73%	28%	90%
European eel	41%	80%	96%
Fen raft spider	99%	1%	100%
Holly-leaved naiad	89%	15%	100%
Lapwing	65%	33%	88%
Lesser water measurer	85%	39%	100%
Narrow-mouthed whorl snail	78%	59%	98%
Natterjack toad	82%	41%	94%
Northern pool frog	100%	0%	100%
One-grooved diving beetle	68%	64%	99%
Little Whirlpool ramshorn snail	66%	59%	97%
Orange-fruited elm-lichen	0%	80%	80%
Scarce vapourer	74%	39%	95%
Serotine	26%	65%	74%
Starlet sea anemone	95%	5%	95%
Water Vole	51%	70%	90%
White-clawed crayfish	65%	83%	92%
Witham orb mussel	0%	100%	100%
Average	71%	46%	95%

The unmapped measures and actions should be conducted in suitable places after a site is identified as being appropriate to achieve their relevant priorities (such as nature-friendly farming, especially hedgerow restoration or creation, pond restoration or creation, measures for gardens, towns, and cities). The details within the LNRS are not designed to restrict nature recovery ambitions of any stakeholder, and therefore the unmapped measures are key to facilitate initiation of projects and can also provide a basis for incorporating measures focused on the improvement of existing sites, in contrast to creation of new habitat.

It is recognised that there is the potential for overlap of land areas identified for alternative uses within other documentation, for example local and neighbourhood plans. At the current time, there is limited guidance available to determine how these are integrated into the strategic opportunities. Therefore, in the context of this LNRS it is considered that by identifying areas of opportunity for nature recovery actions, factors to improve biodiversity and give wider environmental benefits within those sites can be incorporated.

What are the next steps and how can you be involved?

While the LNRS itself provides a targeted, data-driven framework to prioritise nature recovery actions across Norfolk, it also recognises that everyone has a role to play. Nature recovery can happen everywhere, from private gardens and urban green spaces to farmland and community projects. By encouraging all contributions, whether through volunteer groups, schools, businesses or individual actions, the LNRS aims to inspire collective effort and show that small-scale changes are as valuable as large-scale interventions. This inclusive approach ensures the vision of nature recovery extends across the county, with the LNRS guiding and focusing efforts where they can make the greatest impact.

It is worth noting that a specific site specific review should be carried out to determine the suitability of any nature recovery actions. Where applicable, this would include expert advice and input such as hydrological surveys or reviews of the historic environment.

Throughout the engagement processes conducted in generating the LNRS, it has been clear that partners and stakeholders across the county have a high level of motivation to contribute to the process of nature recovery.

Examples of potential involvement and opportunities generated are listed below.

For individuals, communities and groups

- Collaborative projects to promote habitat restoration and creation, wildlife monitoring and species specific actions, tree planting etc.
- Participation in citizen science projects.
- Links to the Norfolk and Suffolk Nature Recovery Partnership to maximise opportunities and information available.
- Creation of inclusive volunteer programmes to support nature recovery.

For land managers

- Adoption of defined measures for priority species and habitats where possible.
- Participation in collaborative groups like farm clusters.
- Implementation and adjustment of appropriate land management practices and techniques, such as regenerative agriculture.
- Involvement in agri-environmental schemes or large-scale restoration projects.
- Engagement with other relevant stakeholders and providing opportunities of support where appropriate.

For eNGOs and ecologists

- Participation in collaborative projects and facilitated partnerships to link to priority species and habitats.
- Maximise engagement with community groups.
- Provision of scientific knowledge, expertise and experience to inform and support all stakeholders.
- Promote monitoring of species and data gathering to support research and identify future nature recovery focus areas.

For planners and developers

- Engagement with a range of stakeholders to identify contribution to nature recovery and funding schemes.
- Collaborate with appropriate bodies to maximise work both in urban and rural areas, alongside implementation and promotion of nature-based solutions.
- Link to prioritisation of key sites and habitat areas to minimise impact and maximise contribution towards biodiversity targets.
- Development of green infrastructure projects.
- Enhanced reflection of the needs of nature recovery within the spatial plans of the future as they 'take account' of the contents of the LNRS, including plans at all scales such as Local and Neighbourhood. This also includes the Norfolk Coast National Landscape Management Plan, which looks to support planners to further the purpose of the Protected Landscapes and support stakeholder and local community involvement.

For businesses and the recreation sector

- Participation and support of local nature recovery projects, using a collaborative approach with other stakeholders.
- Implementation of projects on owned land.
- Promotion of local products and sustainable practices, including reduction in pollution.
- Investment in appropriate infrastructure projects.
- Supporting evidence to maximise alignment of recreational targets with nature recovery priorities – linking to appropriate access levels, promotion and land use.

As detailed above, the LNRS identifies multiple opportunities for a wide range of stakeholders, but this should not be considered to limit the scope of impact. We want the LNRS to stimulate conversations and collaborations that will deliver the nature recovery measures and actions highlighted in this strategy. The Norfolk and Suffolk Nature Recovery Partnership will maintain momentum and maximise engagement across both counties, increasing involvement with new groups, organisations and individuals.

Together, we can recover nature in Norfolk.

Sustainable farming: Chet Valley Vineyard

The Chet Valley Vineyard (CVV) is a sustainable family vineyard nestled in South Norfolk. The vineyard grows a wide range of grape varieties chosen for their sustainable yields, low input requirements and flavourful taste profile. The grapes are made into wine at the winery on site – Chet Valley Vineyard undertakes everything at the vineyard from grape to glass.

From 10 hectares of land, the vineyard produces 29,000 bottles of wine a year. 65% of this is sparkling wine and CVV also produces red, rosé and white. The land is sandy loam down to 1.4 metres and boulder clay (clay with chalk chips) deeper down.

Who's involved?

It is important that the stewardship of the vineyard is represented by a network of interests. CVV are part of the B-line project run by the Bergh Apton Conservation Trust (BACT), creating a network of flowering plants for bees and other pollinators. BACT have also planted hedges on the vineyard.

To monitor and improve biodiversity, CVV collaborate with the University of East Anglia (UEA) who have recommended management practices to boost bird and insect populations.

The Bishop of Norwich (the Church's representative on ecology and biodiversity) has supported on organic management of grapes and the use of disease resistance grape varieties. The vineyard is undertaking initiatives with the RSPB and Norfolk Wildlife Trust to help their fundraising.

How do they do it?

The proprietor wine maker, John Hemmant, is led by the belief that a diverse natural environment is vital for producing good crops. To this end CVV works to maintain and improve the land.

Recycling waste: The pruned canes are mulched and incorporated into the vineyard's soil, enriching it with nutrients.

A significant portion of the surrounding land has been dedicated to the growth of indigenous and useful plant species. The grass is not cut until mid-July, allowing grasses and wildflowers to grow, flower and seed providing food for insects and rodents.

Reducing pesticide use: By widening the space between rows to a rather unconventional 2.4m and leaving indigenous plants, such as grasses, to grow in between, CVV greatly encourages soil stability, whilst implementing a creative solution to fungal attacks. This is supported by the selection of vine varieties most resistant to disease.

What have they achieved?

CVV has successfully diversified the ecosystem from a monoculture of cereal crops to a richly biodiverse environment.

The following has been mapped:

- mature hedgerows
- mature tree avenues
- floral headline
- vine avenue
- scrubland
- pollarded avenue
- pond environment
- open grassland

Populations of voles and mice have developed, providing a food source for owls and kestrels.

The number of plant species have increased. New arrivals include bee

orchids, marguerites and kingcups not previously found at the vineyard, alongside reeds and rushes not previously found on the site.

What's next?

The aim is to place nest boxes that would facilitate the establishment of sustainable populations of kestrels and little owls.

To ensure there is local support for sustainable land management, a broader population of individuals will be engaged in a project of biodiversity.

The carbon footprint of the site has been reduced by 6 tonnes. The site is now a positive sequester of carbon and is carbon negative.

Find out more at
www.chetvineyard.co.uk



Blackthorn (left), the plant which produces sloe berries, and dandelions (right) growing at Chet Valley Vineyard, demonstrating the transition from monoculture to a landscape thriving with wildlife.

Restoring peatlands: Cowles Drove extension to Lakenheath Fen

Since 1995 the RSPB has created nearly 500 hectares of reedbeds, grazed fenlands and wet grasslands on their Laken Heath nature reserve. In 2023 work began to expand the reserve by reverting an additional 67 hectares of adjacent arable land to wetland.

The project aims to create fen and wet and dry grassland on the Norfolk/Suffolk border and to protect the remaining carbon held in the fields' peat-based soils. When the land was being farmed, the peat had oxidised, releasing significant amounts of carbon dioxide.

The land lies within the Fens National Character Area with fen and wet grassland being **priority habitats**. Lakenheath Fen qualifies as a Site of Special Scientific Interest (SSSI) and as a Special Protection Area (SPA) for common crane, Eurasian bittern and Western marsh harrier (but has yet to be designated).

Who's involved?

RSPB is the landowner and project manager of this scheme which has been funded by a donation from the Morgan Sindall Group. The RSPB is also part of the Fens East Peat Partnership (FEPP). The Lakenheath Fen project contributes to a larger effort to restore peatland sites in low-lying areas across Lincolnshire, Cambridgeshire, Norfolk and Suffolk.

FEPP received grant aid from the Natural England Nature for Climate Peatland Grant Scheme.

Consultation involved King's Lynn and West Norfolk Council, Southey and District Internal Drainage Board (IDB), Environment Agency, Natural England, neighbouring landowners and the Ministry of Defence.

What have they achieved?

- 67 hectares (ha) of **arable** land has been restored back to fen and wet and dry grassland
- The water levels have been raised across a wider 118 ha area to prevent peat erosion and carbon release
- New habitat has begun to be used by wading birds, waterfowl and egrets.
- Cattle grazing on the land has commenced.



Cattle egrets started visiting Lakenheath Fen shortly after grazing cattle were introduced.

How they do it

The project started with extensive survey work to measure soil quality, peat depth, protected species and vegetation of the fields and ditches. This survey work made use of existing data on peat depth, water transport through the soil and LiDAR (light detection and ranging) topography.

Water levels were raised by damming internal ditches and installing water control structures (including 7 sluices and 16 culverts) as well as removing field drains to prevent water loss, and the re-routing of an IDB drain.

Badgers and water voles were relocated and new habitat was created for them. Manual dipwells and auto-loggers were installed for ongoing monitoring of water levels and surface level change rods to monitor peat depth.

What is next?

- Installation of additional stock fencing.
- Installation of an electric pump (and its connection to the grid), to maximise the movement of water for our target habitats (fen and wet grassland) and species (waders, egrets, crakes, cranes).
- Finishing the validation process by the IUCN Peatland Code.
- Continue ongoing monitoring of the water, species and habitat.
- Registering the land (where eligible) for Biodiversity Net Gain.
- In the longer term, we will install predator exclusion fencing around one field.
- Much of the work to date has been done by contractors or RSPB staff but as the site transitions into more regular maintenance work RSPB will make increasing use of its volunteer team to assist with managing the land.



Left: Original water levels at Lakenheath Fen. Right: Water levels after raising. Raising the water levels prevents peat erosion and carbon release.

Appendices



Grey heron perched on a post in The Broads. This is one of the 842 species on the Norfolk Long List.

408

Appendix 1: Legislative context and analysis of existing strategies and documents

Overview

Local Nature Recovery Strategies (LNRs) must take account of and adhere to national regulations and plans, as well as contributing to national objectives where possible.

25 Year Environment Plan

The 25 Year Environment Plan (25YEP) sets out the Government's goals for improving the environment over a 25-year period. It contains comprehensive and long-term goals to leave the environment in a better state and protect it for the next generation. Norfolk and Suffolk's LNRs contribute to the 25YEP by considering how proposed measures can deliver additional benefits for the environment.

Environmental Improvement Plan 2023

The Environmental Improvement Plan 2023 (EIP) is the Government's delivery plan for the environment, building a green, more prosperous country. The 10 Goals of the EIP provide the overarching basis for LNRs, which include:

- Goal 1: Thriving plants and wildlife
- Goal 2: Clean air
- Goal 3: Clean and plentiful water
- Goal 4: Managing exposure to chemicals and pesticides

- Goal 5: Maximise our resources, minimise our waste
- Goal 6: Using resources from nature sustainably
- Goal 7: Mitigating and adapting to climate change
- Goal 8: Reduced risk of harm from environmental hazards
- Goal 9: Enhancing biosecurity
- Goal 10: Enhanced beauty, heritage, and engagement with the natural environment

The Norfolk LNR supports several of the main commitments made in the EIP 2023, such as to 'protect 30% of our land and sea for nature through the Nature Recovery Network (NRN)'. By focusing on key habitats and species to create, enhance and support across the county, the LNR will contribute to the development of the NRN and the protection of 30% of land and sea for nature. The strategy also contributes to other commitments including providing a framework for guiding decisions around farming friendly practices, to support the goal to transform 70% of the countryside through the adoption of nature friendly farming practices. LNRs will also contribute to climate change mitigation and adaptation, increasing **carbon capture** through habitat creation and providing increased opportunities for natural flood management. The strategy presents a key opportunity to engage across multiple sectors of society, providing an opportunity for individuals, organisations, businesses and others to support nature recovery, and to see the impact of their work through increased access and improved landscapes.

Environment Act 2021

The Environment Act 2021 (EA 2021) contains legislation that will protect and enhance our environment for future generations. The Act sets out directions for cleaning up the country's air, restoring natural habitats, increasing biodiversity, reducing waste and making better use of our resources. The EA 2021 introduced Local Nature Recovery Strategies and requires these to be taken account of within the planning process.

Local context

Local Nature Recovery Strategies must reflect and support local priorities and strategies for nature recovery. To ensure local consistency, the LNRS delivery team reviewed and analysed 301 relevant plans and strategies across Norfolk and Suffolk to draw out key policies, measures or recommendations considered relevant to delivering nature recovery for habitats and/or species. Over 1,600 existing nature recovery actions and priorities were identified from a range of sources, such as planning documents, ecological audits and management plans, among others. **Tables 67 (a - e)** gives an overview of the types and number of documents analysed.

Any additional information included in a policy, measure or recommendation, such as any specific locations, wider environmental benefits (such as improving air quality) or non-environmental co-benefits (like improving health and wellbeing) were also recorded.

Process of analysis

As each document was reviewed, any policy, measure or recommendation outlining a specific nature recovery action for habitats and/or species was recorded. After drawing out these key nature recovery actions for habitats and/or species, each policy, measure or recommendation was translated into a 'nature recovery priority'. This allowed actions to be categorised into more specific themes based around what precisely the action is seeking to deliver. Depending on the level of detail for each action, the nature recovery priority could vary in terms of how broad or narrow its scope was.

The next stage was to assign each action/priority an overarching 'nature recovery principle', specifying whether the action/priority was targeting habitats and/or species.

Habitats were assigned a nature recovery principle based on whether the action/priority was focused on creating **more** new habitats, making existing habitats **bigger**, making existing habitats **better**, and/or making habitats more **joined-up**.

Species were assigned a nature recovery principle based on **recovering** those present, **reintroducing/translocating** those no longer present or **controlling** those present that impede nature recovery such as invasive non-native species. In some cases, an action/priority could sit under more than one principle.

Table 68 gives an example of how one action was categorised into a priority and then assigned to an overarching nature recovery principle.

Table 67a. Type and number of planning documents analysed for nature recovery measures.

Number	Document Type
35	Local Plan documents (includes associated Green Infrastructure Strategies, Biodiversity Strategies, other nature-related supplementary planning documents, etc.)
136	Neighbourhood Plans (70 Suffolk, 66 Norfolk)
1	Network Rail Nature Strategy
1	National Highways Nature Strategy
160	Total planning documents

Table 67b. Type and number of climate strategies analysed for nature recovery measures.

Number	Document Type
2	County Climate Plans/Strategies
2	Total climate strategy documents

Table 67c. Type and number of ecological audits, plans and strategies analysed for nature recovery measures.

Number	Document Type
3	Biodiversity Audits
43	Biodiversity Action Plans (21 Suffolk, 22 Norfolk)
2	Marine Plans
5	Internal Drainage Board Biodiversity Action Plans
16	Local tree and woodland strategies, including Community Forest plans
4	Environmental NGO Nature Recovery Strategies/lists
5	National Landscapes and National Parks Nature Recovery Plans
1	Natural Capital Evidence Compendium
12	Farm cluster strategic priority lists
95	Total ecological audits, plans and strategy documents

Table 67d. Type and number of management plans and strategies analysed for nature recovery measures.

Number	Document Type
5	Shoreline Management Plans
3	Flood Risk Management Plans and Strategies
1	River Basin Management Plan
6	Catchment Management Plans
5	Estuary Strategies
2	Minerals and Waste Plans
5	Water resource strategies (including water company biodiversity strategies)
95	Total management plans and strategy documents

Table 67e. Type and number of guidance documents and engagement analysed for nature recovery measures.

Number	Document/Engagement Type
8	Pieces of national stakeholder LNRS guidance
258	Engagement opportunity outputs: Individual meetings, discussions etc.
266	Total guidance documents and engagement

Table 68. Example of action, nature recovery priority and overarching nature recovery principle.

Measure/Practical Action	Nature Recovery Priority	Overarching Nature Recovery Principle Habitats: More, bigger, better, joined up Species: Recover, reintroduce/translocate, control
Maintain the existing extent of wood pasture and parkland to ensure no net loss	Make existing wood pasture and parkland better (restore and enhance)	Better existing habitats

How the analysis fed into the wider LNRS process

Drawing out the key actions and then categorising them into specific nature recovery priorities and principles allowed for the identification of the most common themes from across the 301 documents which were reviewed. Having this data was crucial as it directly fed into the LNRS process by giving an indication as to which actions should be considered, and potentially included, in the LNRS list of measures and priorities for each county.

Appendix 2: Methodology - Species and habitat priority generation

The draft Statement of Biodiversity Priorities was produced from a cumulation of stakeholder inputs, expert advice and defined criteria. This aimed to create the focus for those species and habitats which were geographically and ecologically relevant to the area.

On a national scale, it is important that the lists developed within this LNRS contribute towards the Government's species ambitions and environmental objectives. These are legally binding targets introduced by the Environment Act (2021) designed to:

- restore or create in excess of 500,000 hectares of wildlife-rich habitat outside of protected sites by 2042, compared to 2022 levels
- halt the decline of species abundance by 2030, ensuring abundance in 2042 is greater than in 2022, and at least 10% greater than 2030
- reduce the risk of species' extinction by 2042, when compared to 2022
- increase total tree and woodland cover from 14.5% of land area to 16.5% by 2050
- improve water quality and availability – reduce nitrogen, phosphorus and sediment pollution by at least 40% by 2038.

The LNRS must also work towards national environmental objectives (NEOs)

linked to the wider targets to encourage coherent actions across England in order to recover and enhance biodiversity. These include:

- work to ensure that everyone in England lives within 15 minutes' walk of a green or blue space
- restore approximately 280,000 hectares of peatland in England by 2050
- restore 75% of our water bodies to good ecological status
- protect 30% of land and sea in the UK for nature's recovery by 2030
- support farmers to create or restore 30,000 miles of hedgerows by 2037 and 45,000 miles of hedgerows by 2050
- manage our woodlands for biodiversity, climate and sustainable forestry
- restore 75% of SSSIs to favourable condition by 2042
- ensure delivery and management of actions and policies that contribute towards our goals are suitable and adaptive to a changing climate
- make sure LNRSs include proposals for nature-based solutions which improve flood risk management where appropriate
- achieve good environmental status for our seas
- reduce emissions of nitrogen oxides by 73% and ammonia by 16% by 2030 relative to 2005 levels
- reducing the rates of introduction and establishment of invasive non-native species by at least 50%, by 2030.

Within Norfolk and Suffolk, there are several Protected Landscapes (the Broads National Park and the National Landscape areas of Norfolk Coast, Suffolk & Essex Coast & Heaths National Landscape and the Dedham Vale National Landscape).

These areas are assigned non-statutory targets to which the LNRS will aim to align and contribute to where possible:

- restore or create more than 250,000 hectares of a range of wildlife-rich habitats within Protected Landscapes, outside protected sites by 2042 (from a 2022 baseline)
- bring 80% of SSSIs within Protected Landscapes into favourable condition by 2042
- for 60% of SSSIs within Protected Landscapes assessed as having 'actions on track' to achieve favourable condition by 31 January 2028
- continuing favourable management of all existing Priority Habitat already in favourable condition outside of SSSIs (from a 2022 baseline) and increasing to include all newly restored or created habitat through agri-environment schemes by 2042
- ensuring at least 65% to 80% of land managers adopt nature friendly farming on at least 10% to 15% of their land by 2030
- reduce net greenhouse gas emissions in Protected Landscapes to net zero by 2050 relative to 1990 levels
- restore approximately 130,000 hectares of peat in Protected Landscapes by 2050
- increase tree canopy and woodland cover (combined) by 3% of total land area in Protected Landscapes by 2050 (from 2022 baseline).

The interaction between these ambitions and environment targets is detailed in **Appendix 3**. The priorities identified within this process are listed against the targets to demonstrate how the strategy will link to their achievement and how this supported the prioritisation process as outlined in **Figure 14**.

Creation of Biodiversity and Habitat Priorities

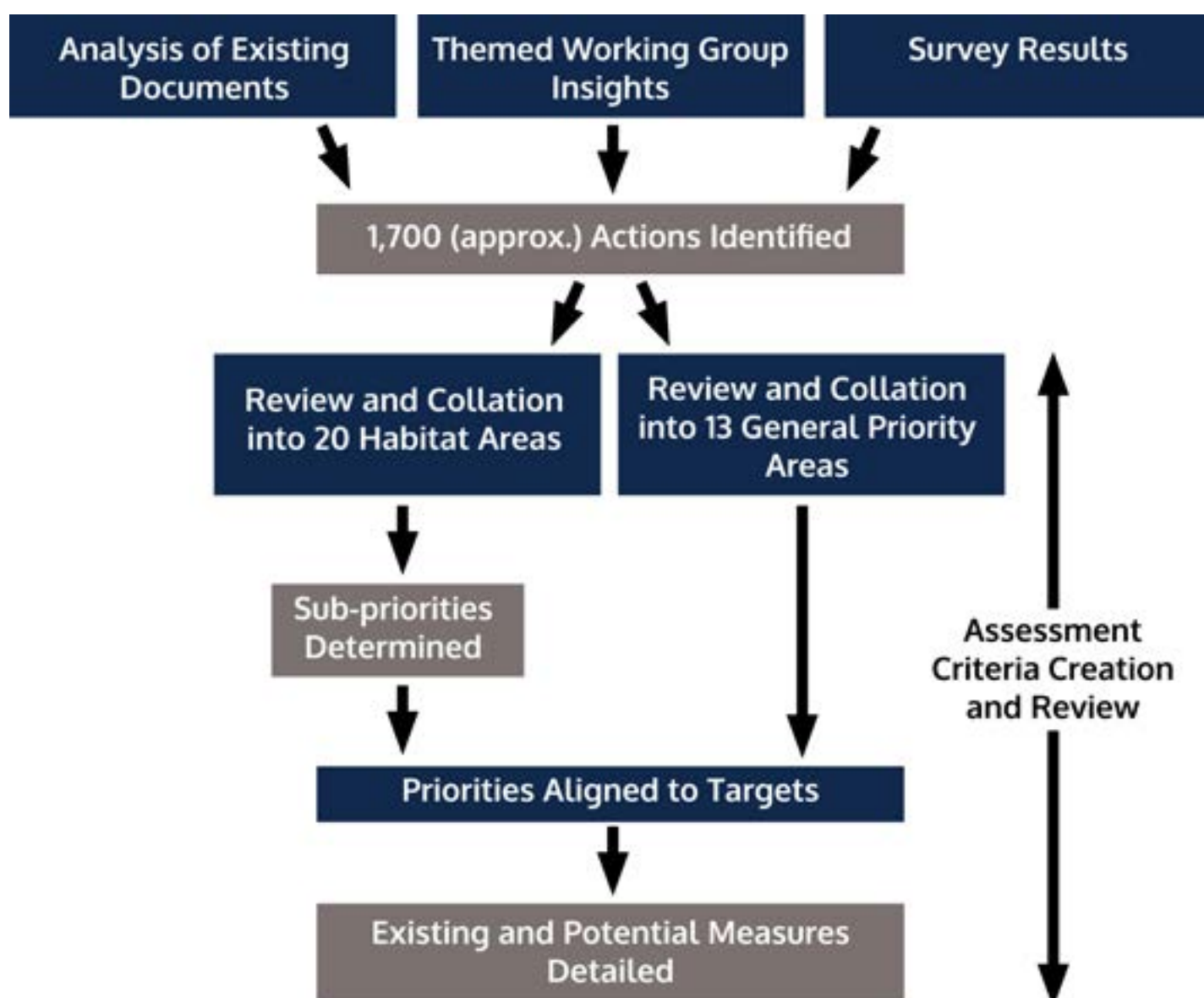
The stages, processes and inputs required to generate the habitat-based priorities for Norfolk and Suffolk (illustrated in **Figure 14**) began with the analysis of 288 existing documents, including strategies, policies, and plans. In parallel, insights were gathered from themed working groups, which provided expert input such as group visions and practical measures, aligned with National Character Areas. Additionally, survey results captured stakeholder priorities from both the public and land managers.

From these three sources, approximately 1,700 actions were identified. Only those actions directly related to habitat creation or improvement were taken forward. These actions were then reviewed and collated in two ways. First, they were grouped into 20 habitat areas, with priorities mapped and linked to nature recovery principles. Second, they were sorted into 13 general priority areas, which focused on enhancing a wide range of habitats and ecological processes across the region, irrespective of location.

Following this, potential measures were determined, linking the actions to specific, practical activities. These priorities were then aligned to targets and assessed using a RAG (Red, Amber, Green) rating system.

Supporting existing and potential measures were detailed, including specific locations or references to relevant reviewed documents. Throughout the process, the assessment criteria were scrutinised and tested with both the themed working groups and the steering group to ensure relevance and robustness.

Figure 14. Processes and inputs for Habitat-Based Priorities



Species Priorities

The stages, processes, and inputs required to generate the species-based long list and short list, along with related priority measures for Norfolk and Suffolk, are outlined in the flow diagram (**Figure 15**).

The short listed species, split into key species and assemblage species, are detailed in **Tables 69-71**.

The process began with data provided by Local Record Centres (NBIS and SBIS), supported by county recorders. Species were selected based on a range of criteria, including:

- native species assessed as Red List Threatened or Near Threatened (IUCN)
- species likely to meet Threatened status but not formally assessed, with supporting evidence (Natural England)
- nationally extinct species that were re-establishing or rediscovered
- species identified by Natural England for conservation translocation or requiring scaled-up translocation efforts for success.

Additional species inputs were drawn from:

- National Landscape and Broads Authority Strategy Focus Species
- Natural England National Character Area Priority Species Lists.

Stakeholder contributions were also gathered through public and land manager surveys, online workshops, and themed working group outputs. These were complemented by species lists from

environmental NGOs, including:

- Norfolk Wildlife Trust
- Suffolk Wildlife Trust
- RSPB
- Bat Conservation Trust
- Amphibian and Reptile Conservation Trust

This was supported by a document review process which analysed approximately 300 documents.

From all these sources, more than 1,600 species were identified across Norfolk and Suffolk, creating the Long List for each county. Each inclusion was justified based on IUCN status, conservation importance, and local significance. Information and resources utilised are detailed in the reference and resources section [28 - 38]. These species then underwent individual assessment using a criteria-based system. Species progressed to the next phase only if they were supported by expert input or Natural England's Species Evidence Base.

The focus was narrowed to species with:

- IUCN status of Near Threatened or higher
- High or Medium Conservation Priority

Species were also screened for suitability under the LNRS using Natural England's Appropriate Species Action Categories, which included:

- (B) Targeted habitat management
- (C) Environmental improvements
- (D) Bespoke, complex conservation

A shortlist of over 260 species was then quantitatively assessed and ranked. Each species was scored based on the following factors:

- **Urgency:** Risk of local extinction or need to stabilise populations.
- **Deliverability:** Feasibility of required conservation actions.
- **National Significance:** Importance of local populations for species conservation.
- **Co-benefits:** Positive impacts on other species or environmental goals (such as carbon storage, water management, nature engagement).
- **Climate Impact:** Vulnerability to climate change.
- **Recent Gains:** Benefits from past conservation work and potential for further progress.

All species were then assigned a priority level of 'Urgent,' 'High,' 'Medium,' or 'Low' based on their total score. Species assessed as 'Urgent' or 'High' were designated as priority species or into assemblages:

- **Priority Species:** With individual measures detailed in the LNRS (23 Norfolk-based, 21 Suffolk-based)
- **Assemblage Members:** Grouped by primary habitat requirements, forming 15 assemblages. Each assemblage included a flagship species to serve as a public engagement symbol and a success indicator for conservation efforts.

For each of these, appropriate measures and supporting evidence were detailed,

including location data and relevant documentation.

The longlist of species was produced for each county using all available online data. Species on this list were expected to benefit from LNRS actions through the creation or enhancement of high-quality habitats in suitable areas. While medium- and low-priority species were not included in the final strategy, those likely to receive significant conservation support via other mechanisms were also highlighted.

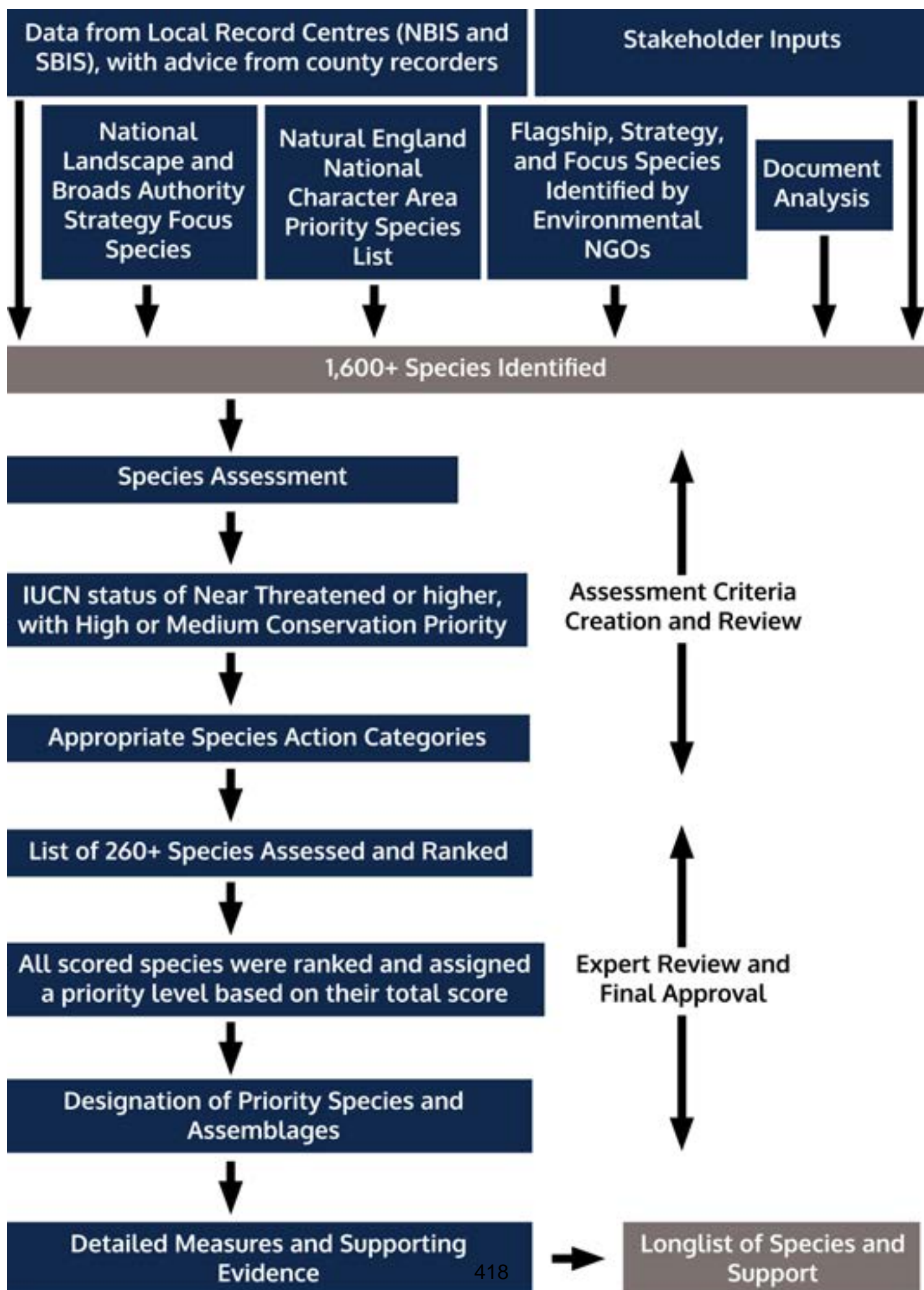
These species-based priorities are presented within the Statement of Biodiversity Priorities and linked to the strategic opportunity mapping where appropriate.

Further information on the assessment criteria and scoring system employed is available at www.nsnrp.org.

Disclaimer: Gathering data on Norfolk and Suffolk's rare and threatened species is challenging. The LNRS has been supported by the Norfolk and Suffolk Biodiversity Information Services (NBIS and SBIS) and county recorders.

At the time of production of the LNRS, these actions were expected to be the most suitable nature recovery techniques to support these species based on the information available. However, expected changes to climate patterns may be unpredictable and the actions to support species should be adapted to the latest understanding of how species and habitats are also being affected by the changing climate when information and evidence is available and during LNRS review.

Figure 15. Species longlist and prioritisation process



Full Norfolk species shortlist

Table 69. Key Species

Common Name(s)	Scientific Name	Taxon Group
Basil-thyme Case-bearer	<i>Coleophora tricolor</i>	Invertebrates
Crested buckler fern	<i>Dryopteris cristata</i>	Vascular Plants
Crested cowwheat	<i>Melampyrum cristatum</i>	Vascular Plants
Dwarf eelgrass	<i>Zostera noltei</i>	Vascular Plants
Eurasian curlew	<i>Numenius arquata</i>	Birds
European eel	<i>Anguilla anguilla</i>	Fish
Fen raft spider	<i>Dolomedes plantarius</i>	Invertebrates
Holly-leaved naiad	<i>Najas marina</i>	Vascular Plants
Intermediate stonewort	<i>Chara papillosa</i>	Non-Vascular Plants
Lapwing	<i>Vanellus vanellus</i>	Birds
Lesser water measurer	<i>Hydrometra gracilentia</i>	Invertebrates
Little whirlpool rams-horn snail	<i>Anisus (Disculifer) vorticulus</i>	Invertebrates
Narrow-mouthed whorl snail	<i>Vertigo angustior</i>	Invertebrates
Natterjack toad	<i>Epidalea calamita</i>	Reptiles and Amphibians
Northern pool frog	<i>Pelophylax lessonae</i>	Reptiles and Amphibians
One-grooved diving beetle	<i>Bidessus unistriatus</i>	Invertebrates
Orange-fruited elm-lichen	<i>Caloplaca luteoalba/ Gyalolechia flavorubescens</i>	Lichen and Fungi
Scarce vapourer	<i>Orgyia recens</i>	Invertebrates
Serotine	<i>Eptesicus serotinus</i>	Mammals
Starlet sea anemone	<i>Nematostella vectensis</i>	Invertebrates
Water vole	<i>Arvicola amphibius</i>	Mammals
White clawed crayfish	<i>Austropotamobius pallipes</i>	Invertebrates
Witham orb mussel	<i>Sphaerium solidum</i>	Invertebrates

Table 70. Assemblages species

Common Name(s)	Scientific Name	Taxon Group
A beetle	<i>Lycoperdina succincta</i>	Invertebrates
A big headed fly	<i>Cephalops perspicuus</i>	Invertebrates
A crawling water beetle	<i>Haliphus variegatus</i>	Invertebrates
A dwarf spider	<i>Baryphyma gowerense</i>	Invertebrates
A firedot lichen	<i>Caloplaca virescens</i>	Lichen and Fungi
A fly	<i>Erioptera bivittata</i>	Invertebrates
A jumping spider	<i>Neon valentulus</i>	Invertebrates
A leaf beetle	<i>Galeruca laticollis</i>	Invertebrates
A lichen	<i>Wadeana minuta</i>	Lichen and Fungi
A lichen	<i>Verrucaria xyloxena</i>	Lichen and Fungi
A spider	<i>Rhysodromus fallax</i>	Invertebrates
A spider	<i>Baryphyma maritimum</i>	Invertebrates
A spider	<i>Clubiona frisia</i>	Invertebrates
A spider	<i>Robertus insignis</i>	Invertebrates
A spittlebug	<i>Macrosteles oshanini</i>	Invertebrates
A spittlebug	<i>Metalimnus formosus</i>	Invertebrates
A water boatman	<i>Sigara longipalis</i>	Invertebrates
Adder	<i>Vipera berus</i>	Reptiles and Amphibians
Arctic Tern	<i>Sterna paradisaea</i>	Birds
Atlantic salmon	<i>Salmo salar</i>	Fish
Barbastelle Bat	<i>Barbastella barbastellus</i>	Mammals
Barberry Carpet	<i>Pareulype berberata</i>	Invertebrates
Beaver	<i>Castor fiber</i>	Mammal
Beech	<i>Fagus sylvatica</i>	Vascular Plants
Bell Heather	<i>Erica cinerea</i>	Vascular Plants
Bittern	<i>Botaurus stellaris</i>	Birds
Black poplar	<i>Populus nigra subsp. betulifolia</i>	Vascular Plants
Borrers Saltmarsh-grass	<i>Puccinellia fasciculata</i>	Vascular Plants
Broad-fruited Cornsalad	<i>Valerianella ramosa</i>	Vascular Plants
Broads Long-legged Fly	<i>Dolichopus laticola</i>	Invertebrates
Brook lamprey	<i>Lampetra planeri</i>	Fish
Bullfinch	<i>Pyrrhula pyrrhula</i>	Birds
Bur Medick	<i>Medicago polymorpha</i>	Vascular Plants
Bure Long-legged Fly	<i>Dolichopus nigripes</i>	Invertebrates
Chalk Eyebright	<i>Euphrasia pseudokernerii</i>	Vascular Plants
Chalk Hill Blue	<i>Polyommatus coridon</i>	Invertebrates
Chamomile	<i>Chamaemelum nobile</i>	Vascular Plants
Common Cuckoo	<i>Cuculus canorus</i>	Birds
Common eelgrass	<i>Zostera marina</i>	Vascular Plants
Common Swift	<i>Apus apus</i>	Birds
Common Tern	<i>Sterna hirundo</i>	Birds
Common toad	<i>Bufo bufo</i>	Reptiles and Amphibians
Corn Bunting	<i>Emberiza caesia</i>	Birds

Common Name(s)	Scientific Name	Taxon Group
Creeping Marshwort	<i>Apium repens</i>	Vascular Plants
Cylindrical Whorl Snail	<i>Truncatellina cylindrica</i>	Invertebrates
Dark Crimson Underwing	<i>Catocala sponsa</i>	Invertebrates
Depressed river mussel	<i>Pseudanodonta complanata</i>	Invertebrates
Deptford Pink	<i>Dianthus armeria</i>	Vascular Plants
Desmoulin's Whorl Snail	<i>Vertigo moulinsiana</i>	Invertebrates
Dingy Skipper	<i>Erynnis tages</i>	Invertebrates
Divided Sedge	<i>Carex divisa</i>	Vascular Plants
Drab Wood-soldierfly	<i>Solva marginata</i>	Invertebrates
Eagle's claws lichen	<i>Anaptychia ciliaris</i>	Lichen and Fungi
Early Marsh-orchid (cream-flowered)	<i>Dactylorhiza incarnata</i>	Vascular Plants
Fen Mason-wasp	<i>Odynerus simillimus</i>	Invertebrates
Fen orchid	<i>Liparis loeselii</i>	Vascular Plants
Fen Puffball	<i>Bovista paludosa</i>	Lichen and Fungi
Fen Ragwort	<i>Jacobaea paludosa</i>	Vascular Plants
Fenn's Wainscot	<i>Protarchanara brevilinea</i>	Invertebrates
Field gentian	<i>Gentianella campestris</i>	Vascular Plants
Field Maple	<i>Acer campestre</i>	Vascular Plants
Field Wormwood/Breckland Mugwort	<i>Artemisia campestris</i>	Vascular Plants
Fingered speedwell	<i>Veronica triphyllos</i>	Vascular Plants
Fly Orchid	<i>Ophrys insectifera</i>	Vascular Plants
Frog Orchid	<i>Coeloglossum viride</i>	Vascular Plants
Frogbit	<i>Hydrocharis morsus-ranae</i>	Vascular Plants
Geyer's Whorl Snail	<i>Vertigo geyeri</i>	Invertebrates
Golden Hoverfly	<i>Callicera spinolae</i>	Invertebrates
Golden Lantern-spider	<i>Agroeca cuprea</i>	Invertebrates
Grass snake	<i>Natrix helvetica</i>	Reptiles and Amphibians
Grass-poly	<i>Lythrum hyssopifolia</i>	Vascular Plants
Grayling Butterfly	<i>Hipparchia semele</i>	Invertebrates
Great Crested Newt	<i>Triturus cristatus</i>	Reptiles and Amphibians
Great sundew	<i>Drosera anglica</i>	Vascular Plants
Greater Water Parsnip	<i>Sium latifolium</i>	Vascular Plants
Green winged orchid	<i>Anacamptis morio</i>	Vascular Plants
Greenfinch	<i>Chloris chloris</i>	Birds
Grey Carpet	<i>Lithostege griseata</i>	Invertebrates
Grey Hair Grass	<i>Corynephorus canescens</i>	Vascular Plants
Grey Partridge	<i>Perdix perdix</i>	Birds
Ground-pine	<i>Ajuga chamaepitys</i>	Vascular Plants
Hawfinch	<i>Coccothraustes coccothraustes</i>	Birds
Hedgehog	<i>Erinaceus europaeus</i>	Mammals
Hen Harrier	<i>Circus cyaneus</i>	Birds
Hornbeam	<i>Caprinus betulus</i>	Vascular Plants
House Martin	<i>Delichon urbicum</i>	Birds

Common Name(s)	Scientific Name	Taxon Group
House Sparrow	<i>Passer domesticus</i>	Birds
Interrupted Brome	<i>Bromus interruptus</i>	Vascular Plants
Juniper	<i>Juniperus communis</i>	Vascular Plants
Kestrel	<i>Falco tinnunculus</i>	Birds
Kingfisher	<i>Alcedo atthis</i>	Birds
Large Marsh Grasshopper	<i>Stethophyma grossum</i>	Invertebrates
Large-mouthed Valve Snail	<i>Valvata macrostoma</i>	Invertebrates
Lesser Spotted Woodpecker	<i>Dryobates minor comminutus</i>	Birds
Linnet	<i>Linaria cannabina</i>	Birds
Little Tern	<i>Sternula albifrons</i>	Birds
Man Orchid	<i>Orchis anthropophora</i>	Vascular Plants
Marsh gentian	<i>Gentiana pneumonanthe</i>	Vascular Plants
Marsh Tit	<i>Poecile palustris</i> subsp. <i>palustris/dresseri</i>	Birds
Milk Parsley	<i>Thysselinum palustre</i>	Vascular Plants
Native Elm	<i>Ulmus serrata</i>	Vascular Plants
Native oyster	<i>Ostrea edulis</i>	Invertebrates
Nightingale	<i>Luscinia megarhynchos</i>	Birds
Nightjar	<i>Caprimulgus europaeus</i>	Birds
Oak Polypore	<i>Piptoporus quercinus</i>	Lichen and Fungi
Opposite-leaved pondweed	<i>Groenlandia densa</i>	Vascular Plants
Orange-horned Green Colonel	<i>Odontomyia angulata</i>	Invertebrates
Oystercatcher	<i>Haematopus ostralegus</i>	Birds
Pasqueflower	<i>Pulsatilla vulgaris</i>	Vascular Plants
Pedunculate Oak	<i>Quercus robur</i>	Vascular Plants
Pedunculate Sea-purslane	<i>Atriplex pedunculata</i>	Vascular Plants
Prickly Saltwort	<i>Salsola kali</i> subsp. <i>kali</i>	Vascular Plants
Proliferous Pink	<i>Petrorhagia prolifera</i>	Vascular Plants
Purple Emperor	<i>Apatura iris</i>	Invertebrates
Red-backed Shrike	<i>Lanius collurio</i>	Birds
Redpoll	<i>Acanthis cabaret</i>	Birds
Redshank	<i>Tringa totanus</i>	Birds
Red tipped cudweed	<i>Filago lutescens</i>	Vascular Plants
Ribbon-leaved water-plantain	<i>Alisma gramineum</i>	Vascular Plants
Ringed plover	<i>Charadrius hiaticula</i>	Birds
Round leaved sundew	<i>Drosera rotundifolia</i>	Vascular Plants
Rowan	<i>Sorbus aucuparia</i>	Vascular Plants
Sand catchfly	<i>Silene conica</i>	Vascular Plants
Sandwich click beetle	<i>Melanotus punctolineatus</i>	Invertebrates
Scarce emerald damselfly	<i>Lestes dryas</i>	Invertebrates
Scarce pug	<i>Eupithecia extensaria</i> subsp. <i>oc-cidua</i>	Invertebrates
Sea barley	<i>Hordeum marinum</i>	Vascular Plants

Common Name(s)	Scientific Name	Taxon Group
Seaside pansy	<i>Viola tricolor subsp. curtisii</i>	Vascular Plants
Silver studded blue	<i>Plebejus argus</i>	Invertebrates
Skylark	<i>Alauda arvensis</i>	Birds
Slender hare's-ear	<i>Bupleurum tenuissimum</i>	Vascular Plants
Small cord-grass	<i>Spartina maritima</i>	Vascular Plants
Small leaved lime	<i>Tilia cordata</i>	Vascular Plants
Small-flowered catchfly	<i>Silene gallica</i>	Vascular Plants
Spider	<i>Karita paludosa</i>	Invertebrates
Spider	<i>Centromerus semiater</i>	Invertebrates
Spider	<i>Gongylidiellum murcidum</i>	Invertebrates
Spined loach	<i>Cobitis taenia</i>	Fish
Spiny restharrow	<i>Ononis spinosa</i>	Vascular Plants
Spotted flycatcher	<i>Muscicapa striata</i>	Birds
Spring speedwell	<i>Veronica verna</i>	Vascular Plants
Starfruit	<i>Damasonium alisma</i>	Vascular Plants
Starling	<i>Sturnus vulgaris</i>	Birds
Stone curlew	<i>Burhinus oedicephalus</i>	Birds
Stoneworts	<i>Chara species</i>	Non-Vascular Plants
String of sausages lichen	<i>Usnea articulata</i>	Lichen and Fungi
Sulphur clover	<i>Trifolium ochroleucon</i>	Vascular Plants
Swallow	<i>Hirundo rustica</i>	Birds
Swallowtail	<i>Papilio machaon</i>	Invertebrates
Sweet chestnut	<i>Castanea sativa</i>	Vascular Plants
Swollen spire snail	<i>Mercuria tachoensis</i>	Invertebrates
Tansy beetle	<i>Chrysolina graminis</i>	Invertebrates
Tree sparrow	<i>Passer montanus</i>	Birds
Turtle dove	<i>Streptopelia turtur</i>	Birds
Twayblade	<i>Neottia ovata</i>	Vascular Plants
Water dock case bearer	<i>Coleophora hydrolapathella</i>	Invertebrates
Water violet	<i>Hottonia palustris</i>	Vascular Plants
White letter hairstreak	<i>Satyrrium w-album</i>	Invertebrates
Whooper swan	<i>Cygnus cygnus</i>	Birds
Wild service tree	<i>Sorbus torminalis</i>	Vascular Plants
Willow tit	<i>Poecile montanus</i>	Birds
Wilson's pottia	<i>Tortula wilsonii</i>	Non-Vascular Plants
Wolf spider	<i>Hygrolycosa rubrofasciata</i>	Invertebrates
Woodlark	<i>Lullula arborea</i>	Birds
Wormwood moonshiner	<i>Amara fusca</i>	Invertebrates
Yarrow broomrape	<i>Orobancha purpurea</i>	Vascular Plants
Yellow wagtail	<i>Motacilla flava</i>	Birds
Yellowhammer	<i>Emberiza citrinella</i>	Birds
Yellow-vetch	<i>Vicia lutea</i>	Vascular Plants
Yew	<i>Taxus baccata</i>	Vascular Plants
Zircon reed beetle	<i>Donacia aquatica</i>	Invertebrates

Table 71. Species expected to benefit from proposed LNRS measures

Common Name(s)	Scientific Name	Taxon Group
A lichen	<i>Lecania coerulescens</i>	Lichen and Fungi
A lichen	<i>Psora decipiens</i>	Lichen and Fungi
A lichen	<i>Roccella phycopsis</i>	Lichen and Fungi
A long toed water beetle	<i>Dryops anglicanus</i>	Invertebrates
A water beetle	<i>Graphoderus bilineatus</i>	Invertebrates
Baltic stonewort	<i>Chara baltica</i>	Vascular Plants
Bewick's swan (Tundra Swan)	<i>Cygnus columbianus bewickii</i>	Birds
Broad-leaved cudweed	<i>Filago pyramidata</i>	Vascular Plants
Burbot	<i>Lota lota</i>	Fish
Coot	<i>Fulica atra</i>	Birds
Copse-bindweed	<i>Fallopia dumetorum</i>	Vascular Plants
Dwarf stonewort	<i>Nitella tenuissima</i>	Non-Vascular Plants
Eurasian red squirrel	<i>Sciurus vulgaris</i>	Mammal
Fine-leaved sandwort	<i>Minuartia hybrida</i>	Vascular Plants
Flat-sedge	<i>Blysmus compressus</i>	Vascular Plants
Frogbit smut	<i>Tracya hydrocharidis</i>	Lichen and Fungi
Goldeneye	<i>Bucephala clangula</i>	Birds
Grape-hyacinth	<i>Muscari neglectum</i>	Vascular Plants
Jumping spider	<i>Marpissa radiata</i>	Invertebrates
Large copper	<i>Lycaena dispar</i>	Invertebrates
Least lettuce	<i>Lactuca saligna</i>	Vascular Plants
Lesser butterfly orchid	<i>Platanthera bifolia</i>	Vascular Plants
Moorhen	<i>Gallinula chloropus</i>	Birds
Mousetail	<i>Myosurus minimus</i>	Vascular Plants
Mussel	<i>Mytilus edulis</i>	Invertebrates
Northern wheatear	<i>Oenanthe oenanthe</i>	Birds
Osprey	<i>Pandion haliaetus</i>	Birds
Oxlip	<i>Primula elatior</i>	Vascular Plants
Pillwort	<i>Pilularia globulifera</i>	Non-Vascular Plants
Rare spring-sedge	<i>Carex ericetorum</i>	Vascular Plants
Red-breasted merganser	<i>Mergus serrator</i>	Birds
Scaly breck-lichen	<i>Squamarina lentigera</i>	Lichen and Fungi
Scarlet malachite beetle	<i>Malachius aeneus</i>	Invertebrates
Scrambled egg lichen	<i>Fulgensia fulgens</i>	Lichen and Fungi
Set-aside downy-back	<i>Ophonus laticollis</i>	Invertebrates
Tiny earthstar	<i>Geastrum minimum</i>	Lichen and Fungi
Whinchat	<i>Saxicola rubetra</i>	Birds
Wild candytuft	<i>Iberis amara</i>	Vascular Plants
Wolf spider	<i>Arctosa fulvolineata</i>	Invertebrates
Wryneck	<i>Jynx torquilla</i>	Birds

Appendix 3:

Priorities associated to environmental objectives

To demonstrate how the priorities identified within this strategy deliver against the appropriate ambitions and environmental objectives, the following tables (**Tables 73-92**) list the considered alignment between measures, benefits and targets. Each benefit or target is assigned a code, such as WEB1, within the tables below, and were ranked in terms of their considered relevance.

Table 72 summarises the habitats that would have the potential to impact these wider environmental and co-benefits to the highest (key) and to a lesser extent. This information could link to decision making and prioritisation within project design for nature recovery actions in specific areas.

For each habitat area, the priorities were assessed against:

- Wider Environmental Benefits (see **Part B**):
 - Climate change mitigation (WEB1)
 - Improvement in water quality (WEB2)
 - Increasing water quantity (WEB3)
 - Improving air quality (WEB4)
 - Improving soil quality and health (WEB5)
 - Reduction in flood risk (WEB6)
- Environment Act (2021) targets:
 - restore or create in excess of 500,000 hectares of wildlife-rich habitat outside of protected sites (EA1)
 - halt the decline of species abundance (EA2)
 - reduce the risk of species' extinction (EA3)
 - increase total tree and woodland cover (EA4)
 - improve water quality and availability (EA5).
- National Environmental Objectives (NEOs):
 - work to ensure that everyone in England lives within 15 minutes' walk of a green or blue space (NEO1)
 - restore approximately 280,000 hectares of peatland (NEO2)
 - restore 75% of our water bodies to good ecological status (NEO3)
 - protect 30% of land and sea for nature's recovery (NEO4)
 - support farmers to create or restore 30,000 miles of hedgerows (NEO5)
 - manage our woodlands for biodiversity, climate and sustainable forestry (NEO6)
 - restore 75% of Sites of Special Scientific Interest to favourable condition by 2042 (NEO7)
 - ensure delivery and management of actions and policies that contribute towards our goals are suitable and adaptive to a changing climate (NEO8)
 - make sure LNRs include proposals for nature-based

- solutions which improve flood risk management where appropriate (NEO9)
 - achieve Good Environmental Status for our seas (NEO10)
 - reduce emissions of nitrogen oxides by 73% and ammonia by 16% (NEO11)
 - reducing the rates of introduction and establishment of invasive non-native species by at least 50%, (NEO12).
- Protected Landscapes non-statutory targets:
 - restore or create more than 250,000 hectares of a range of wildlife-rich habitats (PL1)
 - bring 80% of SSSIs into favourable condition (PL2)
 - for 60% of SSSIs assessed as having 'actions on track' to achieve favourable condition (PL3)
 - continuing favourable management of all existing Priority Habitat already in favourable condition and increasing to include all newly restored or created habitat through agri-environment schemes (PL4)
 - ensuring at least 65% to 80% of land managers adopt nature friendly farming on at least 10% to 15% of their land (PL5)
 - reduce net greenhouse gas emissions to net zero (PL6)
 - restore approximately 130,000 hectares of peat (PL7)
 - increase tree canopy and woodland cover (combined) by 3% of total land area (PL8).

Table 72. Identification of habitats with potential to deliver key wider environmental benefits

Habitat	Key wider environmental benefit	Lesser wider environmental benefit
Mixed Deciduous Woodland	<ul style="list-style-type: none"> • Air quality • Capturing carbon • Clean water source • Flood mitigation 	<ul style="list-style-type: none"> • Improving marine environment • Managing climate resilience • Soil health
Wet Woodland	<ul style="list-style-type: none"> • Air quality • Capturing carbon • Clean water source 	Improving marine environment
Wood Pasture and Parkland	<ul style="list-style-type: none"> • Air quality • Capturing carbon 	<ul style="list-style-type: none"> • Managing climate resilience • Soil health
Scrub	<ul style="list-style-type: none"> • Air quality • Clean water source 	Improving marine environment
Habitats in Farmed Landscapes	<ul style="list-style-type: none"> • Clean water source • Flood mitigation • Pollination 	<ul style="list-style-type: none"> • Capturing carbon • Improving marine environment • Managing climate resilience • Soil health
Traditional Orchards	Not applicable	<ul style="list-style-type: none"> • Capturing carbon • Managing climate resilience • Soil health

Habitat	Key wider environmental benefit	Lesser wider environmental benefit
Habitats in Urban, Built and Garden Environments	<ul style="list-style-type: none"> • Flood mitigation • Pollination 	<ul style="list-style-type: none"> • Clean water source • Managing climate resilience • Soil health
Heathland and Acid Grassland	Pollination	<ul style="list-style-type: none"> • Air quality • Capturing carbon • Improving marine environment • Soil health
Neutral and Calcareous Grassland	<ul style="list-style-type: none"> • Clean water source • Pollination 	<ul style="list-style-type: none"> • Air quality • Capturing carbon • Improving marine environment • Soil health
Wet Grassland	<ul style="list-style-type: none"> • Clean water source • Pollination 	<ul style="list-style-type: none"> • Air quality • Capturing carbon • Improving marine environment • Soil health
Rivers and Streams	<ul style="list-style-type: none"> • Clean water source • Flood mitigation • Improving marine environment 	Not applicable
Still Water Habitats	Water quantity	<ul style="list-style-type: none"> • Capturing carbon • Flood mitigation
Fen Habitats	<ul style="list-style-type: none"> • Capturing carbon • Clean water source 	Flood mitigation
Reedbeds	Clean water source	<ul style="list-style-type: none"> • Flood mitigation • Managing climate resilience
Coastal Saltmarsh and Intertidal Mudflats	<ul style="list-style-type: none"> • Clean water source • Flood mitigation • Improving marine environment 	<ul style="list-style-type: none"> • Air quality • Managing climate resilience
Coastal Sand Dunes	<ul style="list-style-type: none"> • Flood mitigation • Improving marine environment 	<ul style="list-style-type: none"> • Capturing carbon • Clean water source • Managing climate resilience
Coastal Vegetated Shingle	Flood mitigation	<ul style="list-style-type: none"> • Improving marine environment • Managing climate resilience
Maritime Cliffs and Slopes	Not applicable	<ul style="list-style-type: none"> • Flood mitigation • Managing climate resilience
Saline Lagoons	Capturing carbon	<ul style="list-style-type: none"> • Improving marine environment • Managing climate resilience

Table 73. Mixed Deciduous Woodland delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new deciduous woodland	M	M	N	M	Y	M	EA4 EA1	NEO6 NEO9 NEO8	PL8
Enlarge and expand existing deciduous woodland	Y	M	N	M	Y	M	EA4 EA1	NEO6 NEO9 NEO8 NEO4	PL8
Connect deciduous woodland areas	Y	M	N	M	Y	M	EA4 EA1	NEO6 NEO4 NEO8	PL8
Restore and enhance existing deciduous woodland	Y	M	N	M	Y	M	EA4 EA1	NEO6 NEO4 NEO9 NEO12 NEO7	PL8

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 74. Wet Woodland delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new wet woodland where feasible	M	M	M	M	Y	M	EA4 EA1	NEO6 NEO9 NEO8	PL8
Enlarge and expand existing wet woodland	Y	M	M	M	Y	M	EA4 EA1	NEO6 NEO9 NEO8 NEO4	PL8
Connect wet woodland areas	Y	M	M	M	Y	M	EA4 EA1	NEO6 NEO9 NEO8 NEO4	PL8
Restore and enhance existing wet woodland	Y	M	M	M	Y	M	EA4 EA1	NEO6 NEO4 NEO9 NEO12 NEO8	PL8

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 75. Scrub delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new scrub where feasible and desirable	Y	N	M	M	Y	M	EA1 EA3	NEO4 NEO8	NA
Enlarge and expand existing scrub	Y	N	M	M	Y	M	EA1 EA3	NEO4 NEO8	NA
Connect scrub areas	Y	N	M	M	Y	M	EA1 EA3	NEO4 NEO8	NA
Restore and enhance existing scrub	Y	N	M	M	Y	M	EA1 EA3	NEO4 NEO12 NEO8 NEO7	NA

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 76. Habitats in Farmed Landscapes delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Enlarge and expand existing arable field margins	M	M	N	M	Y	M	EA1 EA3	NEO4 NEO8	PL5
Connect arable field margins	Y	M	N	M	Y	M	EA1 EA3	NEO4 NEO8	PL5
Restore and enhance existing arable field margins	Y	M	N	M	Y	M	EA1 EA3	NEO4 NEO12 NEO8 NEO7	PL5
Create new hedgerows using appropriate native species	M	M	N	M	Y	M	EA1 EA3	NEO5 NEO8	PL5
Restore and enhance existing hedgerows	M	M	N	M	Y	M	EA1 EA3	NEO5 NEO12 NEO8 NEO7	PL5
Establish more hedgerow tress	Y	M	N	M	Y	M	EA1 EA3	NEO5 NEO8	PL5

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 77. Wood Pasture and Parkland delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new wood pasture where feasible	M	M	N	M	Y	M	EA4 EA1	NEO6 NEO8	PL8
Enlarge and expand existing wood pasture	Y	M	N	M	Y	M	EA4 EA1	NEO6 NEO8 NEO4	PL8
Connect wood pasture areas	Y	M	N	M	Y	M	EA4 EA1	NEO6 NEO8 NEO4	PL8
Restore and enhance existing wood pasture	Y	M	N	M	Y	M	EA4 EA1	NEO6 NEO8 NEO4	PL8
Restore, enhance and re-create existing and former parkland	Y	M	N	M	Y	M	EA4 EA1	NEO6 NEO4 NEO12 NEO8 NEO7	PL8

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 78. Traditional Orchards delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new traditional orchards where feasible	M	M	N	M	Y	M	EA4 EA1	NEO6 NEO8	PL8
Enlarge and expand existing traditional orchards	Y	M	N	M	Y	M	EA4 EA1	NEO6 NEO8 NEO4	PL8
Restore and enhance existing traditional orchards	Y	M	N	M	Y	M	EA4 EA1	NEO6 NEO12 NEO8 NEO7	PL8

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 79. Habitats in Urban, Built and Garden Environments delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Improve the condition of the existing urban tree estate	Y	M	N	Y	M	M	EA4 EA1	NEO6 NEO8 NEO4	PL8
Increase urban tree cover	Y	M	N	Y	M	M	EA4 EA1	NEO6 NEO8 NEO4	PL8
Identify focus areas for improved garden connectivity and wildlife friendly management practices	M	M	M	Y	Y	M	EA1 EA2	NEO6 NEO1 NEO12 NEO8	PL8
Identify areas suitable for creation of community gardens	M	M	N	Y	Y	M	EA1 EA2	NEO1 NEO8 NEO4	NA
Create green crossings over roads or railway lines that fragment blocks of habitat	M	M	N	M	Y	M	EA1 EA2	NEO8 NEO4 NEO6	NA
Create or enhance areas of appropriate habitat alongside existing railway network or new infrastructure	M	M	N	M	Y	M	EA1 EA2	NEO8 NEO4 NEO6	NA
Create new habitats through drainage features on development sites	Y	Y	M	M	Y	M	EA1 EA5	NEO9 NEO8 NEO4	NA

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 80. Heathland and Acid Grassland delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new heathland areas where feasible and desirable	M	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Enlarge and expand existing heathland	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Restore and enhance existing heathland	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO12 NEO8	PL4
Create new acid grassland where feasible and desirable	M	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Enlarge and expand existing acid grassland	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Restore and enhance existing acid grassland	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 81. Grassland Habitat delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new grassland areas where feasible and desirable	M	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Enlarge and expand existing grassland	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Connect grassland areas	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Restore and enhance existing grassland	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO12 NEO8	PL4
Create new calcareous grassland areas where feasible and desirable	M	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Enlarge and expand existing calcareous grassland	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Connect calcareous grassland areas	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Restore and enhance existing calcareous grassland	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO12 NEO8	PL4
Create new lowland meadows and pastures where feasible and desirable	M	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Enlarge and expand existing lowland meadows and pastures	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 82. Grassland Habitat delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes continued.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Connect lowland meadow and pasture areas	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO8	PL4
Restore and enhance existing lowland meadows and pastures	Y	M	N	M	Y	M	EA1 EA2	NEO7 NEO4 NEO12 NEO8	PL4

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 83. Wet Grassland delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new wet grassland and grazing marshes where feasible and desirable	M	M	M	M	Y	M	EA1 EA2	NEO4 NEO8	PL4
Enlarge and expand existing wet grassland and grazing marshes where feasible and desirable	Y	M	M	M	Y	M	EA1 EA2	NEO4 NEO8	PL4
Connect wet grassland and grazing marshes areas where feasible	Y	M	M	M	Y	M	EA1 EA2	NEO4 NEO8	PL4
Restore and enhance existing wet grassland and grazing marshes	Y	M	M	M	Y	M	EA1 EA2	NEO4 NEO12 NEO8 NEO7	PL4

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 84. Open Mosaic Habitat delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new open mosaic habitat where feasible and desirable	M	M	M	M	Y	M	EA1 EA2	NEO8	PL4
Enlarge and expand existing open mosaic habitat where feasible	Y	M	M	M	Y	M	EA1 EA2	NEO8	PL4
Improve and enhance existing open mosaic habitat	Y	M	M	M	Y	M	EA1 EA2	NEO12 NEO8 NEO7	PL4

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 85. Rivers and Streams delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Restore and enhance existing rivers, streams and ditches	Y	Y	Y	M	M	M	EA5	NEO3 NEO12 NEO8 NEO7	PL3
Improve management of water resources through nature-based solutions	Y	Y	Y	M	M	M	EA5	NEO9 NEO8	PL3
Strengthen mosaic of wetland habitats along river channels	Y	Y	Y	M	M	M	EA1 EA5	NEO3 NEO12 NEO8	PL3
Improve river, riparian and floodplain habitat	Y	Y	Y	M	M	M	EA5	NEO3 NEO12 NEO8	PL3
Restore and enhance chalk stream habitats	M	Y	Y	M	M	M	EA5	NEO3 NEO12 NEO8 NEO7	PL3

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 86. Still Water Habitats delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new still water habitats where feasible and desirable	M	Y	Y	M	M	M	EA5	NEO3 NEO8	PL3
Restore appropriate pond habitats	Y	Y	Y	M	M	M	EA5	NEO3 NEO12 NEO8 NEO7	PL3
Enhance existing pond habitats	Y	Y	Y	M	M	M	EA5	NEO3 NEO12 NEO8 NEO7	PL3
Restore, maintain and enhance lake and broad habitats	Y	Y	Y	M	M	M	EA5	NEO3 NEO12 NEO8	PL3

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 87. Fen Habitats delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new fen habitats and multi use wetlands	Y	Y	M	M	Y	M	EA1 EA5	NEO8	PL3
Enlarge, expand and connect existing fen habitats	Y	Y	M	M	Y	M	EA1 EA5	NEO8	PL3
Retore and enhance existing fen habitats	Y	Y	M	M	Y	M	EA1 EA5	NEO4 NEO2 NEO12 NEO8 NEO7	PL7

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 88. Reedbeds delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new reedbed habitat	M	Y	M	M	Y	M	EA1 EA5	NEO8	PL3
Enlarge, expand and connect existing reedbed habitat	Y	Y	M	M	Y	M	EA1 EA5	NEO8	PL3
Retore and enhance existing reedbed	Y	Y	M	M	Y	M	EA1 EA5	NEO4 NEO2 NEO12 NEO8 NE7	PL7

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 89. Coastal Saltmarsh and Intertidal Mudflats delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Create new saltmarsh where feasible and desirable	M	Y	M	M	Y	M	EA1 EA2	NEO8 NEO10	PL1
Enlarge and expand existing saltmarsh	Y	Y	M	M	Y	M	EA1 EA2	NEO8 NEO10	PL1
Restore and enhance existing saltmarsh	Y	Y	M	M	Y	M	EA1 EA2	NEO4 NEO12 NEO8 NEO12 NEO7	PL1
Create new intertidal mudflats where feasible and desirable	Y	Y	M	M	Y	M	EA1 EA2	NEO8 NEO10	PL1
Enlarge and expand existing intertidal mudflats	Y	Y	M	M	Y	M	EA1 EA2	NEO8 NEO10	PL1
Restore and enhance existing intertidal mudflats	Y	Y	M	M	Y	M	EA1 EA2	NEO4 NEO12 NEO8 NEO10 NEO7	PL1

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 90. Coastal Sand Dunes delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Facilitate the formation of new coastal sand dunes	M	M	N	M	M	M	EA1 EA2	NEO8	PL1
Enlarge and expand existing coastal sand dunes	Y	M	N	M	M	M	EA1 EA2	NEO8	PL1
Retore and enhance existing coastal sand dunes	Y	M	N	M	M	M	EA1 EA2	NEO4 NEO12 NEO8 NEO7	PL1

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 91. Coastal Vegetated Shingle delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Facilitate the formation of new coastal vegetated shingle	Y	M	N	M	M	M	EA1 EA2	NEO8	PL1
Enlarge and expand existing coastal vegetated shingle	Y	M	N	M	M	M	EA1 EA2	NEO8	PL1
Retore and enhance existing coastal vegetated shingle	Y	M	N	M	M	M	EA1 EA2	NEO4 NEO12 NEO8 NEO7	PL1

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 92. Maritime Cliffs and Slopes delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Facilitate the formation of new maritime cliffs and slopes	M	M	N	M	M	M	EA1 EA2	NEO8	PL1
Enlarge and expand existing maritime cliffs and slopes	Y	M	N	M	M	M	EA1 EA2	NEO8	PL1
Retore and enhance existing maritime cliffs and slopes	Y	M	N	M	M	M	EA1 EA2	NEO8	PL1

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Table 93. Saline Lagoons delivery against objectives for Wider Environmental Benefits (WEB), Environment Act targets (EA), National Environmental Objectives (NEO), and non-statutory targets for Protected Landscapes.

Potential Measure	WEB 1	WEB 2	WEB 3	WEB 4	WEB 5	WEB 6	EA	NEO	PL
Facilitate the formation of new saline lagoons	M	M	N	M	N	M	EA1	NEO3 NEO8 NEO10	PL1
Enlarge and expand existing saline lagoons	Y	M	N	M	N	M	EA1	NEO3 NEO8 NEO10	PL1
Retore and enhance existing saline lagoons	Y	M	N	M	N	M	EA1	NEO4 NEO12 NEO8 NEO10 NEO7	PL1

Green (Y) shows a major effect, orange (M) shows a minor effect, and grey (N) means no effect. NA means none applicable to the targets.

Appendix 4: Methodology - Mapping

Overview

The mapped aspect of the LNRS is described in the statutory guidance as the 'Local Habitat Map'. This habitat map must consist of two main components:

- A map of areas of particular importance to biodiversity (APIB)
- A map of areas that could become of particular importance for biodiversity (ACB), which also details where potential nature recovery measures could be taken.

As well as these two main outputs, other data layers created to support the LNRS include a habitat basemap, used to classify the current extent of different habitats, and a broad map of strategic areas. This appendix provides an overview of the approach taken to create the Local Habitat Map layers, however a full technical methodology and list of data inputs can be found in the 'Technical Documentation' report, accessible from the NSNRP website.

The Local Habitat Map provides indicative suitable locations for nature recovery opportunities, however it does not place restrictions on what actions can take place and where. Additionally, the ACBs do not restrict other land uses for any given location, and where an existing or planned land use impacts a particular measure, caveats have been applied to the mapped opportunities.

The methods to create these three

449

mapped components are detailed below, and consisted of a combination of stakeholder input and geospatial analysis, or 'rules-based mapping'. Whilst every effort has been made to ensure the accuracy of the mapping, the analysis undertaken has not been subject to ground-truthing and relies on a range of input datasets which may result in errors in classification for some parcels of land. The suitability of any site for proposed measures would require further assessment as detailed in Part C, which would include identification of any recent land use changes to ensure the most up to date information is included. It is expected that individual site surveys and feasibility studies will be undertaken prior to actioning any of the opportunities detailed in the map.

Part I. Identify areas of particular importance for biodiversity (APIB)

The APIB map shows areas that are currently recognised as important for biodiversity through various local, national and international designations.

The primary purpose of mapping potential measures is to identify areas that could become of particular importance for biodiversity (ACBs) and therefore the majority of measures are not being mapped to APIBs, which are already recognised for their importance to nature.

The types of sites that can be included in the APIB map are clearly defined in the LNRS Statutory Guidance. The purpose of these guidelines is to ensure that the APIB mapping is consistent across all LNRS areas, and so additional sites and other priority habitat areas could not be included at this stage. The types of sites

and designations within the APIB map are described in **Table 94** below.

Table 94. APIB components by designation type. *MCZs fall outside of the LNRS strategy boundary but are still included.

Designation type	APIB Components
Irreplaceable habitat	<ul style="list-style-type: none">• Ancient woodland• Veteran trees• Coastal sand-dunes• Lowland fen• Spartina saltmarsh swards and Mediterranean saltmarsh scrub
Local designation	<ul style="list-style-type: none">• County Wildlife sites• Local nature reserves
National designation	<ul style="list-style-type: none">• National nature reserves• Sites of special scientific interest• Marine conservation zones
International designation	<ul style="list-style-type: none">• Special protection areas• Special areas of conservation• Ramsar sites

Part II: Classification of existing habitats

A habitat basemap was produced which represents the best estimate of current habitat extents across the strategy area. This layer provided a baseline of habitat information on which the rest of the LNRS mapping was based. A ‘best-guess’ approach which combined the most accurate sources of data for different habitat types was used, as it was not

feasible to carry out detailed surveying across the two strategy areas.

The habitat basemap combines data from the Ordnance Survey, Natural England Priority Habitats Inventory, Rural Payments Agency, and National Forest Inventory, amongst others. Habitats were classified under the industry standard UKHabs system, with additional land-use information being incorporated to highlight areas which act as greenspace sites, allotments and playgrounds, for example.

Part III: Identify strategic areas

To help identify the areas to focus the LNRS mapping, a number of separate components were combined. Multiple different datasets were considered and assessed with expert stakeholder input, to determine which best represent areas of strategic significance for nature recovery. The components were then merged, and suitable land parcels within them were extracted. Each component representing an area of strategic significance is detailed below:

- **‘Lawton Zones’:** A 250m buffer around existing APIB (with addition of Roadside Nature Reserves) representing the Lawton principles of bigger (where habitats could be expanded) and more joined (where new linkages between APIB could be created). The buffer was extended to 500m in places where this allowed two buffers to join up.
- **Churchyards:** A 250m buffer around churchyards, which can provide small stepping-stones of semi natural or natural habitat across the strategy areas.
- **Roadside Nature Reserves:** A 250m buffer around these sites which provide important wildlife corridors.

450

- **Veteran Trees:** A 30m buffer around tree point locations.
- **Deep peaty soils:** The extent of deep peat represents important fenland areas in Norfolk and Suffolk, as well as areas with the potential for associated carbon storage.
- **Natural England Habitat Networks Expansion Zone 1 (including Priority Habitat Inventory):** The Natural England habitat networks show where existing priority habitats could be made better, bigger and more joined. Use of the habitat networks means priority habitats outside of APIB designations can be captured and buffered within the ACB.
- **Rivers (including chalk rivers):** A 50m buffer around all main rivers, which offer vital habitat and connectivity through the landscape.

Land parcels at least 33% within these areas were then extracted from a habitat basemap to form the final ACB map. These also formed the baseline of candidate sites to which potential measures could be assigned.

Part IV: Mapping Potential Measures (PMs) and areas that could become of particular importance for biodiversity (ACBs)

A dual approach of stakeholder inputs and geospatial analysis was taken to assign suitable measures to land parcels within the strategic areas, based on the wide range of habitats identified in the Statement of Biodiversity Priorities.

The potential measures identified within the local habitat map have been

designed to highlight opportunities for nature recovery, and do not represent an exhaustive list of the types of actions that will be suitable in any given location. The map is based on a desk-based analysis, and so it is expected that more detailed site surveys should be undertaken to confirm the feasibility of suggested measures. As with all parcels shown as ACB, the suitability of any site for proposed measures would require assessment to confirm the specific biodiversity opportunities for these areas.

Geospatial Rules-based Mapping of Measures

An analytical approach to mapping allowed specific measures for each habitat type to be assigned consistently within any suitable areas across the strategy area. Suitability criteria specific to each habitat measure were used to filter the candidate land parcels within the ACB, with the relevant measure assigned to all suitable parcels. Suitability was assessed on factors such as:

- **Soil type:** Some habitats such as grassland, wetlands and heathlands require specific soil conditions which would limit habitat creation opportunities.
- **Proximity to floodplain:** wetland habitats were restricted to floodplain areas, whilst for other habitats this was used to exclude unsuitable areas.
- **Existing Land Use:** Candidate land parcels were filtered based on the suitability of the existing land use/habitat type (such as excluding urban infrastructure, priority habitat)
- **Proximity to target habitat fragments:** targeting parcels close to existing areas of habitat helps to make them 'bigger' and 'more joined up'.

- **Landscape Character Type:** Using character areas to prioritise habitat creation ensures that efforts align with the unique ecological, cultural, and physical characteristics of each area.
- **Suitability for delivering environmental benefits:** some habitat creation opportunities were assigned where they intersect with watercourses or overland flow pathways, in order to show where measures may deliver wider environmental benefits.
- **Suitability identified by external models and datasets:** Certain habitats have detailed suitability models already available, and so these datasets were incorporated where possible.

Additional caveat information was then added to highlight a need for further consideration where potential measures intersect certain land uses. More detailed assessment of these caveated sites is recommended to identify if measures can be adapted to enhance existing land uses and negate potential negative impacts.

Habitat Mosaics

In many areas of the local habitat map, multiple potential measures overlap within the same land parcels. Some of these overlaps provide an opportunity to create diverse, transitional landscapes through the development of habitat mosaics. To support this, habitat mosaic measures have been applied to parcels identified as suitable for establishing two or more habitats that follow natural succession patterns (such as Other Neutral Grassland – Scrub – Mixed Deciduous Woodland).

An indicative proportion for each habitat within a mosaic has been given

specifically to assist with Biodiversity Net Gain assessments. To determine the percentage contribution of each habitat within a mosaic, a weighting score was assigned based on its Biodiversity Net Gain distinctiveness category. These proportions are not intended to restrict the type of mosaic that may be most suitable in a given location, and are indicative for BNG purposes only.

Wider Environmental Benefits

Measures that may offer wider environmental benefits or nature-based solutions have been highlighted by extracting suitable measures that intersect with some of the regional NbS models completed by Water Resources East, and the Working with Natural Process (WWNP) layers developed by the Environment Agency.

Additionally, specific measures relating to riparian enhancement have been generated adjacent to watercourses, and opportunities for arable field margins have been identified based on proximity to some overland flow pathways (areas where water moves across the surface). These measures represent locations which may offer benefits such as a reduction in the flow of water and rate of agrochemicals entering rivers and streams.

Indicative measures for key and flagship species

The key species identified within the statement of biodiversity priorities were mapped using records from the Norfolk Biodiversity Information Service (NBIS). Overlaying species occurrences onto the ACBs helped to validate the map, by establishing to what extent species are supported by these areas.

Species records were then used to highlight the locations where mapped habitat measures may have particular relevance to key and flagship species. Relevant habitat measures that overlap with known distributions of each species have been identified and marked in the mapping with an additional species code (for example SPM01). The process used to link habitat measures to key and flagship species was as follows:

- The most relevant habitat measures for each species were determined
- Species records were used to extract the relevant habitat measures in areas with existing populations.
- External suitability models were also included where available, for instance water vole and great crested newt opportunity areas from Natural England were used to highlight additional areas for these species.
- The extracted habitat measures were assigned an additional species code to link these to the relevant parts of the strategy document.

The measures identified as having links to key and flagship species are indicative only, representing relevant opportunities to improve habitat for known populations. Measures marked with a species code do not represent a detailed model of individual species requirements, and must not replace more detailed ecological assessment of species needs.

Stakeholder Mapping of Measures

Stakeholders provided additional mapped measures through input into an online mapping tool, and through submission of spatial data files. Each stakeholder measure was evaluated manually to determine if the suggestion aligned with the measures and strategic areas ⁴⁵³

identified within the LNRS, or whether there was ecological justification for inclusion of the suggested measures outside of the strategic areas. Suitable suggestions were then added to the ACB map layer.

Unmapped Measures

It is not possible to map all of the measures detailed within the strategy, as some can be applied widely across many different areas, or would require more detailed surveying to select suitable sites. A large amount of unmapped measures occur within urban locations, where the available data is less able to define suitable locations due to the complexity of the urban environment. It is recommended that the full range of unmapped measures are considered alongside those represented on the local habitat map.

LNRS Mapping Caveats

The LNRS mapping is based on geospatial analysis of existing datasets, and it has not been possible to ground-truth any of the outputs within the development of the LNRS. Therefore, whilst every effort has been made to ensure the accuracy of the mapping, there is potential for errors to be present in the outputs. It is recommended that a thorough site-specific assessment is carried out prior to implementing any of the actions suggested within the Local Habitat Map.

Input Datasets

While the England Peat Map (NERR149) presents the most accurate picture of England peat resources to date, it is acknowledged in the report that there remain uncertainties and limitations in the models. Some areas of peat will have been missed, and there will be places

where the map predicts peat where it may not actually occur. In addition, predictions for extent and depth are weaker in lowland areas due to limited survey data availability and there is an aim to address this in future updates.

As a predictive model, the England Peat Map should not be used as a stand-alone justification for action at a given site. This does not mean that the outputs should be disregarded for specific sites, or in lowland environments, but instead viewed as indicative at this scale (as should the corresponding LNRS mapped measures). Site surveys are therefore recommended at the project-level where there are uncertainties about the status of the peaty soils and where peat is thought to be a consideration. This will be especially important in the Broads where the situation is complex, with buried peat often layered under other soil types. See the TIN226 England Peat Map User Guide for further information.

The Natural England Priority Habitats Inventory has also been used to identify certain habitat types. This may include misclassification of habitats in some areas, and inaccurate mapping of habitat boundaries, and so it is recommended that more detailed habitat surveying is undertaken where needed. Whilst measures are mapped to a whole land parcel level of detail, in many cases the proposed action may not be suitable to apply across the whole extent of the parcel.

Land-use change

All measures mapped within the Local Habitat Map are indicative suggestions based on the best available information, and it is ultimately the responsibility of the landowner to determine the suitability

of a suggested measure based on site-specific information. The LNRS does not place any restriction on potential land uses.

Areas with potentially conflicting land uses such as amenity greenspaces, historic sites and planned developments have been included within the mapping, as some measures may be suitable for these types of sites. Caveats are applied to these locations, and it is recommended that any proposed actions are considered alongside existing land-use plans to assess their suitability. Those seeking to action potential measures in these areas should contact the relevant local authorities for further guidance.

Measures linked to species

Mapped species information and measures with species codes applied are indicative only, and represent where existing mapped habitat measures may have additional benefits to known populations of key and flagship species within the LNRS. The information within the LHM does not represent a comprehensive map of every location where a species may be present or may benefit from nature recovery actions, and should not be used in place of more detailed suitability modelling.

The species records used to identify existing populations are likely to contain outdated records, and in some areas records may be absent due to a lack of recorder effort, rather than confirmed species absence. For locations where each species is present, the most relevant existing habitat measures have been identified in the LNRS mapping to provide contextual information to link habitat measures to the key and flagship species within the LNRS. However, this

does not represent a model of suitability for any particular species, and it is advised that further habitat suitability modelling is carried out for all actions looking to target particular species, as a range of other site-specific factors will impact the suitability of particular measures.

The mapped areas for species are also limited to within 1km of existing populations (apart from where nationally available suitability models have been used). In some cases the likely dispersal distance from a species will be greater than 1km, meaning measures outside of the mapped areas may also be applicable. For some species, translocation to new suitable sites may also be preferable, and information on this can be found within the LNRS strategy document. It has not been possible to map new suitable areas for translocation within the LNRS.

Impacts on the Historic Environment

Any planned nature-recovery actions should take account of historic features in order to mitigate against potential negative impacts. Within the Local Habitat Map, sites such as registered parks and gardens and scheduled monuments have had caveats applied. Deciduous woodland measures have not been applied to these areas as these were deemed to have the greatest potential to negatively impact historic features. There are many other historic sites as detailed in the SHINE inventory which may be impacted by proposed measures, but which it was not possible to map. For this reason it is recommended that the relevant Historic Environment Record Centre is contacted for further advice.

Appendix 5: Partnership overview

The Norfolk and Suffolk Nature Recovery Partnership (NSNRP) brings together approximately 80 local organisations with a shared vision for protecting and restoring nature in East Anglia. It is convened by Norfolk and Suffolk County Councils.

The Partnership was created to develop the Norfolk and Suffolk 25 Year Environment Plan and has worked with the University of East Anglia to create a comprehensive inventory of natural capital in both counties, The Natural Capital Evidence Compendium.

Now, because of the significant advantages of working closely with neighbouring counties to develop Local Nature Recovery Strategies, the Partnership's main focus throughout 2025 has been the development of a strategy for each county. Moving forward from publication, the focus will be on delivery and implementation under relevant guidance.

Oversight

Supporting Authorities provided oversight for each strategy. These include 12 district and borough councils, the Broads Authority and Natural England.

The Partnership LNRS Steering Group represented a broad membership of key stakeholder organisations and provided guidance and advice on strategy development.

Evidence and Expertise

The Steering Group operated in conjunction with six specialist Themed Working Groups and other sector experts providing a wide range of experience, expertise and representation.

Delivery

The Nature Recovery Partnership Manager co-ordinated delivery teams from each County Council who were responsible for delivering a wide-ranging programme of face-to-face and online engagement, data analysis to inform the strategy and creating the strategy document.



Norfolk Planning Themed Working Group meeting in May 2024.

Appendix 6: Glossary

ACB: Areas that could become of particular importance for biodiversity – those areas identified to be of strategic significance and present opportunities for nature recovery.

APIB: Areas of particular importance for biodiversity - the locations of the important and diverse habitats that make up the ecological network across the county.

Abstraction (in context of water resources): The removal of water from natural sources like rivers or groundwater for human use.

Access to nature for people: The LNRS seeks to ensure inclusive and equitable access to nature for everyone, regardless of age, ability, or background.

Alkaline fen: a complex mix of vegetation types characteristic of sites where there is limestone based tufa rock and/or peat formation with a high water table and an alkaline/calcium rich water supply

Ancient woodland: Woodland that has existed continuously since 1600 or before in England and Wales.

Aquifers: Underground layers of water-bearing permeable rock, rock fractures or unconsolidated materials.

Arable: Any land capable of being ploughed and used to grow crops

Assemblage: Within this LNRS, this refers to a group of species that co-exist within a specific habitat type, such as grassland, woodland or urban ⁴⁵⁷

environment. A flagship species has been selected for each assemblage to symbolise conservation efforts and engage the public.

Biodiversity: The variety of plant and animal life in a particular habitat or on Earth generally.

Biodiversity Net Gain (BNG): An approach to development that leaves biodiversity in a better state than before. Developers and Local Planning Authorities must deliver a BNG of 10%. The LNRS plays a role in BNG by determining the 'strategic significance' multiplier within the biodiversity metric. This mechanism means that there is an incentive for developers to align with the LNRS in their area when choosing the location of off-site BNG units.

Carbon capture: The process of collecting or trapping carbon dioxide (CO₂) from large sources, such as power plants or industrial facilities, or directly from the atmosphere. This is typically the first step in managing CO₂ emissions.

Carbon sequestration (sequestering): The long-term storage of captured carbon dioxide, either naturally through processes like photosynthesis in plants and absorption by oceans, or artificially through various technological methods. This is the end goal of removing CO₂ from the atmosphere to mitigate climate change.

Climate resilience: The ability of a system, community, or ecosystem to anticipate, prepare for, respond to and recover from the impacts of climate change, including extreme weather events and long-term environmental changes.

Coastal squeeze: The loss of natural coastal habitats due to rising sea levels and coastal defences.

Connectivity: The degree to which landscapes allow species to move freely and ecological processes to function.

Corridors: Wildlife corridors are linear features in the landscape that can be used for movement of wildlife. They offer the possibility of linking habitats and reducing the isolation of populations.

Coppicing: A traditional method of woodland management where trees are cut down to ground level, promoting new growth from the stumps.

Countryside Stewardship: A scheme that provides financial incentives for farmers and land managers to look after the environment.

Critically endangered: A species facing an extremely high risk of extinction in the wild.

Disturbance susceptibility: How effectively ecosystems respond to changes linked to biological and non-biological factors.

East Atlantic Flyway: A major bird migration route that extends from the Arctic to Africa.

Ecosystem services: The benefits people obtain from ecosystems, such as clean air, water, food and recreation.

Ecotones: Transition areas between two different habitats or ecosystems.

Embayment: A recess in a coastline

forming a bay.

Endangered: A species facing a very high risk of extinction in the wild.

Environmental Land Management Scheme (ELMS): An agricultural policy for England that pays farmers for environmental benefits.

Farming in Protected Landscapes (FiPL): A UK government-funded grant programme for farmers and land managers in National Parks and National Landscapes (formerly Areas of Outstanding Natural Beauty) to deliver projects that enhance the environment, mitigate climate change, support cultural heritage, and improve landscape character.

Flood mitigation: The strategies and measures implemented to reduce the ACB impact of flooding on communities and the environment. It includes techniques such as enhancing drainage systems, restoring natural floodplains and constructing levees and flood walls. This aims to prevent flood damage and improve resilience against flood events.

Flood risk management: The assessment and reduction of the risk of flooding to people and property.

Fragmentation: The process by which large areas of habitat are broken up into smaller, isolated patches.

Freeze-thaw cycles: Occur when air temperature drops low enough to freeze water then increases enough for it to thaw again. They usually occur most frequently in the wintertime, though have the potential to occur at any time of year.

Geospatial analysis: The process of creating and analysing spatial information to understand patterns, relationships and trends.

Glacial moraine: Any accumulation of rock debris, sometimes referred to as glacial till, that has been previously carried along by a glacier or ice sheet.

Green and blue spaces: Areas of vegetation and water in urban environments.

Green infrastructure: A network of natural and semi-natural spaces and corridors in urban and rural areas, designed to provide environmental and quality of life benefits.

Green investment: Funding directed towards environmental and climate-related projects.

Habitat: The natural home or environment of an animal, plant, or other organism.

Habitat creation: The process of establishing new areas suitable for wildlife to live and thrive.

Heritage assets: An item that has value because of its contribution to a nation's society, knowledge and/or culture. They can be physical or non-physical, and generally have cultural, environmental or historical significance.

Hydrological surveys: Investigations into the water-bearing levels of rocks and their capability for filtration under the ground surface within a particular area.

Intertidal mudflats: Coastal wetlands that form when mud is deposited by tides⁴⁵⁹

or rivers.

Invasive non-native species: Plants or animals that have been introduced to an area where they do not naturally occur and cause harm to the environment.

Land management: The process of managing the use and development of land resources.

Landscape character: the way the physical components come together and can be defined as "a distinct, recognisable and consistent pattern of elements in the landscape that makes one landscape different from another".

Landscape recovery schemes: Large-scale projects to support long-term environmental changes.

Loam: A soil type composed of mostly sand, with some silt and clay.

Local authorities: Administrative bodies responsible for providing local government services and facilities within a specific area, such as counties, districts, or boroughs. They oversee various functions including planning, education, housing, transport and environmental management, playing a crucial role in implementing policies and initiatives that impact their communities.

Local and neighbourhood plans: Documents that set out local planning policies and identify how land is used.

Local Nature Recovery Strategies: Plans developed by local authorities in England to map and improve nature in their areas.

Material consideration: a matter that

should be taken into account in deciding a planning application or on an appeal against a planning decision.

Monocropping: the practice of growing a single crop year after year on the same land.

National Character Areas (NCAs): England has 159 National Character Areas, each representing an area of distinct and recognisable character at the national scale. Their boundaries follow natural lines in the landscape, not county or district boundaries.

National site network: A network of protected sites across the UK that are important for conserving various species and habitats. This aims to ensure the conservation of habitats and species that are of European significance, contributing to the overall conservation objective of the UK

Natural flood management: The use of natural processes to reduce the risk of flooding and coastal erosion.

Nature recovery: The process of helping nature and wildlife return to areas where they have declined.

Nature Recovery Network (NRN): A national network of wildlife-rich places to help nature thrive.

Nature-based solutions (Nbs): Actions to protect, manage, and restore ecosystems that address societal challenges.

Near threatened: A species close to qualifying for or likely to qualify for a threatened category in the near future.

Norfolk and Suffolk Nature Recovery Partnership (NSNRP): A collaboration of organisations working to improve nature in Norfolk and Suffolk.

Nutrient cycling: The movement and exchange of materials derived from inorganic (non-living) and organic (living) matter such as carbon, water or nitrogen. The cyclical path-ways comprise cells, organisms and ecosystems.

Nutrient neutrality offsets: Measures taken to ensure that new developments do not increase nutrient pollution in sensitive areas. For more information visit <http://publications.naturalengland.org.uk/publication/6248597523005440> or relevant local borough or district council websites.

Open Mosaic Habitat (OMH): A mix of bare ground, pioneer communities and more established grassland and scrub.

Paludiculture (or ‘farming with high water tables’): System of agriculture for the profitable production of wetland crops by raising the water table whilst reducing greenhouse gas emissions.

Planning authorities: Local government agencies empowered to develop policies and proposals related to land-use – they have responsibility for development planning and management and making decisions on planning applications.

‘Post-glacial’ rebound: The rise of land masses, caused by the melting of ice sheets and loss of their great weight following the last ice age.

Potential measures: The practical actions which, if taken, would contribute towards delivering the priorities.

Priorities: The outcomes which the strategy aims to achieve to benefit biodiversity.

Public bodies: A formally established organisation that is publicly funded to deliver a public or government service, though not as a ministerial department.

Priority Habitats: Habitats identified as being the most threatened and requiring conservation action.

Regenerative agriculture: Farming practices that focus on improving soil health, increasing biodiversity and enhancing ecosystem services.

Saline intrusion: The movement of saltwater into freshwater aquifers.

Saltmarshes: Coastal wetlands that are flooded and drained by salt water brought in by the tides.

Sedimentary rock: Types of rock that are formed by the accumulation or deposition of mineral or organic particles at Earth's surface.

Shoreline Management Plans: Strategic documents that outline how to manage coastal areas to reduce risks from flooding and erosion. Available on [the guidance section of the Government's website](#).

Silt: Granular material of a size between sand and clay and composed mostly of broken grains of quartz, a hard crystalline mineral.

Sites of Special Scientific Interest (SSSI):

SSSIs are protected areas which contain specific features - either biological or geological - of particular interest to science. These features of interest can range from specific species all the way to whole landscapes of national importance.

Natural England are the responsible authority for designating and monitoring SSSIs, which are protected under the Wildlife and Countryside Act 1981.

Special Areas of Conservation (SAC):

SACs are protected areas of habitats and species listed within international conventions to which the UK Government is a signatory. They provide protection for types of species and habitat most in need of conservation at an international scale.

Stepping stones: Anything that will help wildlife to move between isolated fragments of habitat.

Sustainable agriculture: Farming practices that meet society's food needs while preserving the environment.

Strategic significance multiplier: The tool used to calculate the increased relationship between habitat creation and enhancement in areas identified within the LNRS as suitable for mapping measures.

Successional or transition zones: The areas that serve as a boundary between two different regions or ecosystems, where characteristics of each intermingle as the process of species within a community change over time.

Sustainable Drainage Systems

(SuDS): drainage systems that manage surface water that take into account water quantity and quality (flooding and pollution) as well as biodiversity and amenity.

The Department for Environment, Food and Rural Affairs (Defra): The UK Government department responsible for environmental protection, food production and standards, agriculture, fisheries and rural communities.

Urban expansion: The growth and spread of urban areas into surrounding rural or natural land.

Veteran trees: Trees that are old relative to others of the same species and are of particular value to wildlife due to their age, size or condition.

Vulnerable (in context of species conservation): A species facing a high risk of extinction in the wild in the medium-term future.

Water bodies: a significant accumulation of water on the surface of the planet like oceans, lakes and ponds.

Wetlands: Areas where water covers the soil or is present at or near the surface for varying periods of time during the year.

Wood pastures: Areas of land that combine trees with grazing animals.

Appendix 7: References and resources

The following are direct references and sources of information used within the creation of the LNRS content and processes, or within this document.

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Appendix 9:

Acknowledgements

Norfolk County Council and the Norfolk and Suffolk Nature Recovery Partnership are very grateful for the generosity and insight of everyone who helped shape this plan, including:

- Public survey and public consultation respondents
- Norfolk County, District, Borough and Town and Parish Councils and Councillors who helped shape the strategy with us
- Our Supporting Authorities, including staff from Norfolk's District, City and Borough Councils
- Natural England, the Environment Agency, Forestry Commission and Defra
- Experts from our Nature Recovery Partnership and its steering group. In addition, members of our Themed Working Groups who participated in surveys, workshops and other engagement events
- Farmer survey respondents and workshop participants, as well as farm advisory businesses, local farm clusters, independent farms, and estates, including:
 - NFU, CLA, Norfolk FWAG, Norfolk & Suffolk Farm Clusters Group, Wensum Farmers Group, North Norfolk Coastal Group, Breckland Farmers Wildlife Network, J&C Farms, Holkham Estate, Langley Abbey Estate, Wendling Beck, Wild Ken Hill, and Crown Estate.
- Our local environmental charities large and small, who provided specialist support including the Norfolk Wildlife Trust, RSPB, National Trust, Buglife, Plantlife, Norfolk Rivers Trust, Norfolk Ponds Project, Water Resource East, and many more
- All the biological recorders and species experts, who reviewed the species lists and provided invaluable knowledge
- Staff from the Norfolk Coast National Landscape and the Broads Authority
- Staff from the Geospatial Insight Team at Norfolk County Council who produced the Local Habitat Map
- The Norfolk Biodiversity Information Service and Suffolk Biodiversity Information Service who provided data for the mapping
- Those who previously worked on and helped to produce the Norfolk and Suffolk Natural Capital Evidence Compendium, particularly to the University of East Anglia who carried out the research
- All those who provided case studies and photographs
- Community groups and Town and Parish Councils
- Schools and colleges
- Organisations from the Health, Wellbeing and Access and Business sectors
- Everyone else who generously shared their time and knowledge to help shape this Strategy

List of organisations who are represented within the Norfolk and Suffolk Nature Recovery Partnership:

- ADAS Environmental Services
- Anglia Ruskin University
- Anglian Water
- Arcadis
- Aspen Ecology
- Babergh and Mid Suffolk District Councils
- BarleyBird CIC
- Baxter Environmental
- Blyth Valley Farm Cluster
- 472 Borough Council of King's Lynn and

- West Norfolk
- Breckland District Council
- Breckland Farmers Wildlife Network (BFWN)
- Brecks and Fen Edge River Partnership (BFER)
- British Arachnological Society
- British Association for Shooting and Conservation (BASC)
- British Trust for Ornithology (BTO)
- Broads Authority
- Coastwise
- Common Nature
- Consensus Power
- Country Land and Business Association (CLA)
- Crown Estate
- Dairy Farm Office
- Dedham Vale National Landscape
- East Suffolk Council
- Eco Fund Partners
- Edible Eats Group
- Environment Agency
- Environment Bank
- Essex and Suffolk Rivers Trust
- Flagship Group
- Forestry Commission
- Forestry England
- Forncett Nature Matters
- Great Yarmouth Borough Council
- GroundWork Gallery
- High Suffolk Farm Clusters
- Historic England
- Holkham Estate
- Ipswich Borough Council
- J&C Farms (Gayton)
- Jimmys Farm and Wildlife Park
- Kenton Hall Estate
- Langley Abbey Estate
- Little Ouse Headwaters Project (LOHP)
- M Group Highways
- Marine Management Organisation (MMO)
- Middlesex University
- Ministry Of Defence
- National Farmers' Union (NFU)
- National Trust
- Nattergal
- Natural England
- Network Rail
- Norfolk and Norwich Naturalists' Society
- Norfolk and Suffolk Farm Clusters Group
- Norfolk Biodiversity Information Service (NBIS)
- Norfolk Coast National Landscape
- Norfolk County Council
- Norfolk Diocese
- Norfolk Farming and Wildlife Advisory Group (FWAG)
- Norfolk Geodiversity Partnership
- Norfolk Green Care Network
- Norfolk Pond Project
- Norfolk Resilience Forum
- Norfolk Rivers Trust
- Norfolk Wildlife Trust
- North Norfolk District Council
- Northumbrian Water Group
- Nortons Dairy
- Norwich City Council
- Opergy Net Zero Ltd
- Orwell Park Estate
- Oxygen Conservation
- Plantlife
- River Glaven Conservation Group
- River Lark
- Royal Society for the Protection of Birds (RSPB)
- Rymer Trees Ltd
- Shimpling Park Farm
- Sizewell C
- Sotterley Estate
- South Norfolk and Broadland Council
- Suffolk and Essex Coast and Heaths National Landscape
- Suffolk Biodiversity Information Service (SBIS)
- Suffolk County Council

- Suffolk Farming and Wildlife Advisory Group (FWAG)
- Suffolk Garden's Trust
- Suffolk Naturalists' Society
- Suffolk New College
- Suffolk Tree Wardens
- Suffolk Wildlife Trust
- The Great Collaboration
- The Green Partnership
- The Otter Trust
- The Rivers Trust
- The Wash and North Norfolk Marine Partnership (WNNMP)
- The Wash Landscape Partnership
- Thetford Town Council
- University College London (UCL)
- University of East Anglia (UEA)
- Upper Deben Farms
- Visit East of England
- Water Management Alliance (WLMA)
- Water Resources East (WRE)
- Wendling Beck
- Wensum Farmer Group (Cluster)
- West Norfolk Nature Network
- West Suffolk Council
- Wild East
- Wild Ken Hill
- WildFowl and Wetland Trust
- Wingfield Barns
- Wiveton Parish Council
- Woodland Trust
- World Wide Fund for Nature (WWF)

Alongside these organisations there are a number of dedicated individuals who provided valuable insight and support to the Partnership.

Norfolk County Council exists to represent and serve the people of Norfolk; to contribute to the County's growth and prosperity and make Norfolk a great place to live and work. For further details visit www.norfolk.gov.uk

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476

Norfolk Local Nature Recovery Strategy (LNRS)

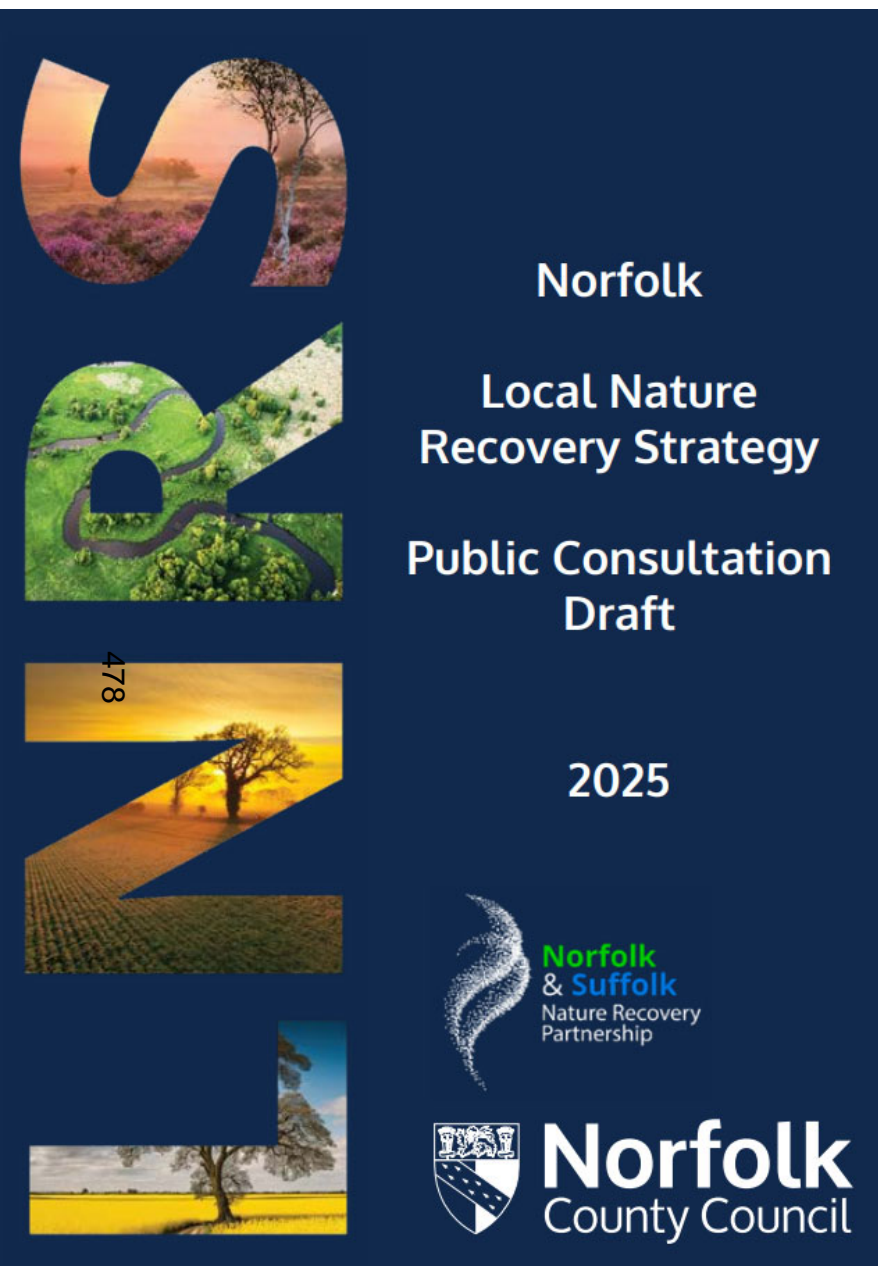
Alex Fradley, Michael Burton, Claire Wiggs

November 2025

What is a Local Nature Recovery Strategy?

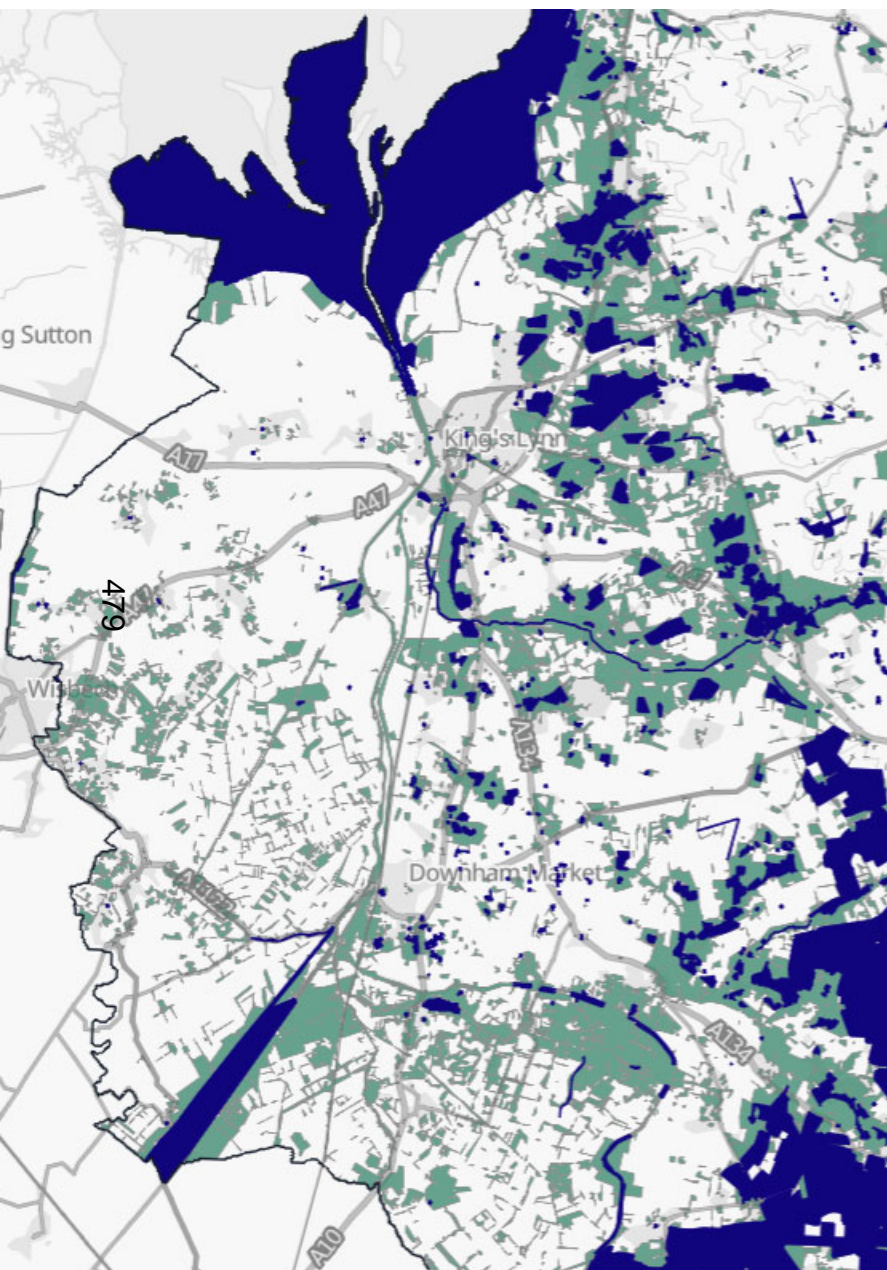
- A statutory requirement under the Environment Act 2021
- Led by Norfolk and Suffolk Nature Recovery Partnership (NRP) as the responsible authority
- Purpose:
 - Identify local priorities for nature recovery
 - Map existing habitats and opportunities for restoration
 - Guide investment, land use, and planning decisions





Norfolk's Vision for Nature Recovery

- Enhance biodiversity across Norfolk's landscapes
- Reconnect fragmented habitats to support species movement
- Restore priority ecosystems: wetlands, heathlands, hedgerows, woodlands
- Support sustainable farming and land management
- Engage communities in nature stewardship



Strategy Components

- Local Habitat Map: showing existing and potential areas for recovery
- Statement of Biodiversity Priorities: tailored to Norfolk's ecological needs
- Recovery Actions: practical steps for landowners, planners, and communities
- Monitoring Framework: to track progress and adapt over time



Environmental Benefits of Nature Recovery

480



Air quality



Capturing carbon



Clean water source



Cooling urban areas



Erosion prevention



Flood mitigation



Food provision



Invasive species control



Managing climate resilience



Nutrient cycling



Physical and mental wellbeing



Pollinating crops



Public health and cultural services



Raw materials



Soil health



Borough Council of
King's Lynn &
West Norfolk



Timeline of Development

Phase	Date/Period	Description
Initial/ preliminary stakeholder Engagement	Early 2024	Workshops with councils, landowners, NGOs, and community groups
Draft Strategy Preparation	Mid-2024 to spring 2025	Mapping, analysis, and drafting of LNRS components
Public Consultation	April–June 2025	Feedback period (closed 11 June 2025)
Final Strategy Endorsement	October 2025	Cabinet-level approval and integration into planning frameworks
Formal Adoption	November 2025	Strategy becomes operational across Norfolk



Key Partners

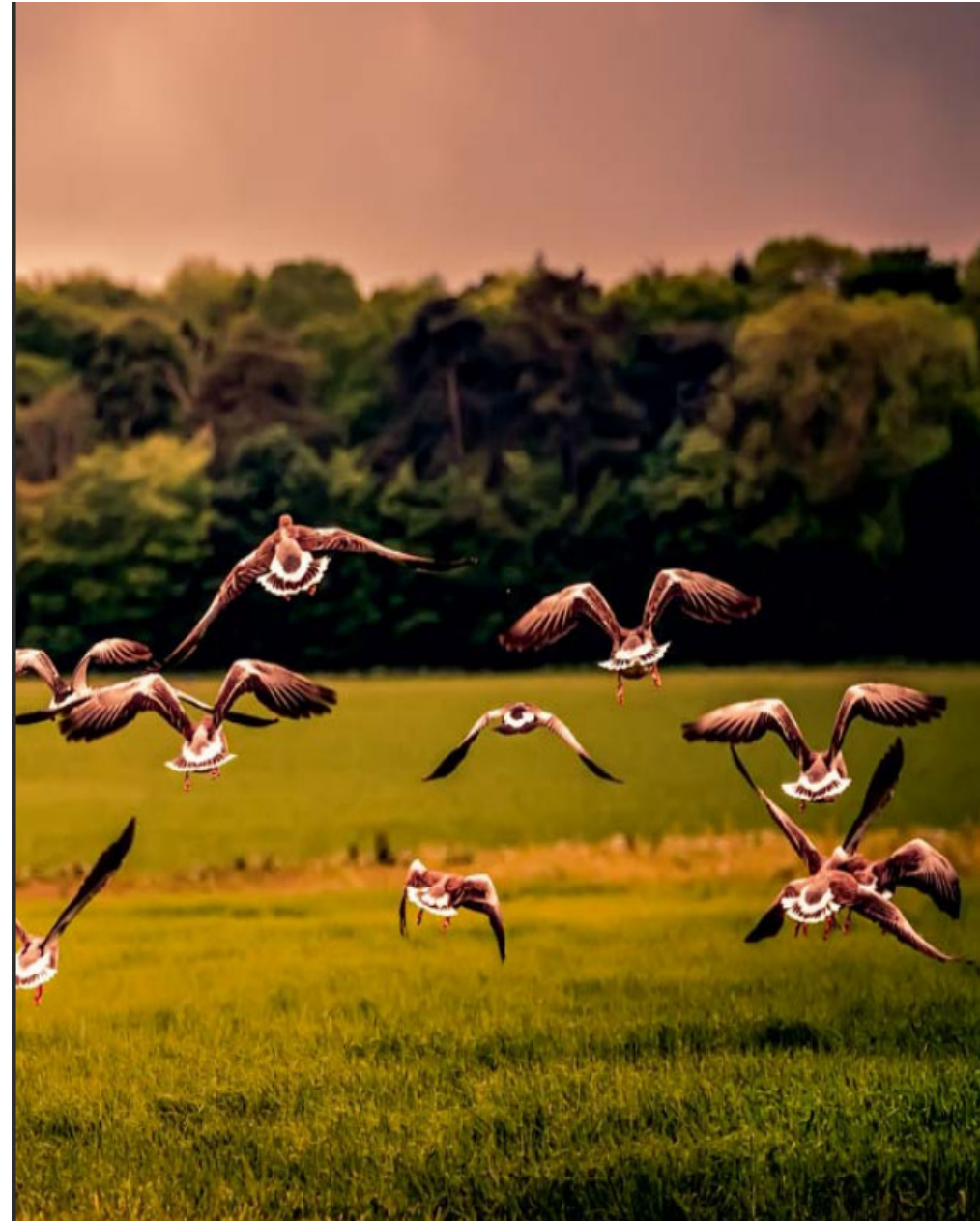
- Norfolk & Suffolk Nature Recovery Partnership (lead body)
- Norfolk and Suffolk County Councils
- District and Borough Councils (supporting authorities)
- Environmental NGOs (e.g. Natural England, Norfolk Wildlife Trust)
- Landowners, farmers, and community groups



Implementation (from 2026)

- Planning and development: LNRS informs local plans, planning proposals, & biodiversity net gain
- Land management: aligns with Environmental Land Management schemes (ELMs)
- Funding and investment: guides nature-based project funding
- Community action: supports local initiatives and citizen science

483





Next Steps

- Adopt the final LNRS (Full Council, November 2025)
- Public launch event – 6 November 2025
- Promote LNRS integration into local planning and decision-making
- Champion nature recovery projects in your wards
- Encourage public engagement and partnerships



REPORT TO CABINET

Open		Would any decisions proposed:			
Any especially affected Wards	All wards within the King's Lynn Pride in Place Programme Boundary	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		YES	
Lead Member: Cllr Simon Ring E-mail: cllr.simon.ring@west-norfolk.gov.uk			Other Cabinet Members consulted: Cabinet		
			Other Members consulted: E&C Panel		
Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk Direct Dial: 01553 616716 Lead Officer: Nicola Cooper E-mail: Nicola.cooper@west-norfolk.gov.uk			Other Officers consulted: Executive Director (place), Assistant Director Housing, Regeneration & Place.		
Financial Implications YES	Policy/ Personnel Implications Yes	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening/ Full Assessment	Risk Management Implications 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: 11 November 2025

KING'S LYNN PRIDE IN PLACE PROGRAMME**Summary**

King's Lynn is one of 75 towns selected by Government to receive up to £20m Pride in Place Programme (PiPP) funding (previously known as Plan for Neighbourhoods) over a ten year period from 2026 to 2036. The objective of the PiPP programme is to 'fix the foundations of those places most left behind' and to empower local communities by providing long-term, flexible funding to invest in local priorities.

Local delivery of Pride in Place programmes must be led by Neighbourhood Boards, with the Local Authority overseeing investment as the locally Accountable Body. Each Board is tasked with developing a Regeneration Plan to unlock the funding, setting out the vision for the next decade alongside a more detailed Investment Plan for the first four years of the programme.

This report sets out the work undertaken by Borough Council officers to prepare the Regeneration Plan with the King's Lynn Neighbourhood Board (KLNB) and seeks Cabinet endorsement for the S151 Officer to sign off submission of the Plan, on behalf of the Borough Council as the Accountable Body, to the Ministry of Housing, Communities and Local Government by the end of November 2025. This will unlock PiPP funding for King's Lynn.

Recommendation

Cabinet is recommended to:

1. Endorse the Regeneration Plan comprising the Ten Year Vision as detailed in Appendix 1 and the Four Year Investment Plan as detailed in Appendix 2

2. Delegate authority to the S151 Officer, in consultation with the Neighbourhood Board to sign off the final submission of the Regeneration Plan by the deadline on 28 November 2025.
3. Endorse inclusion of the Council led projects which have been proposed as priority projects by the KLNb as outlined in 7.2.
4. Endorse council officer support in administering, overseeing and monitoring delivery of the PiPP programme including recruitment for additional officer support if required during the development of the programme, to be met from the PiPP funding, as set out in section 11.
5. Delegate Authority to the Deputy Chief Executive and S151 Officer in consultation with Finance Portfolio Holder to approve the Local Assurance Framework for Pride in Place with the King's Neighbourhood Board by April 2026.

Reason for Decision

To support the delivery of the Council's strategic objectives through submission of the King's Lynn Regeneration Plan to UK Government within the published deadlines to unlock Pride in Place Programme Funding from 2026-2036, and to endorse Council support for King's Lynn PiPP programme delivery as led by the Neighbourhood Board.

1. Background

- 1.1 In June 2025, the Government announced the £1.5bn Pride in Place Programme (known as 'Plan for Neighbourhoods' at the time) to invest in 75 areas over the next decade to fix the foundations of those places most left behind. Each of the 75 areas will receive up to £20m, split 75% capital, 25% revenue for investment over ten years from 1 April 2026 to 31 March 2036. This is an un-competed fund to help revitalise local areas and fight deprivation at root cause by zeroing in on three strategic objectives: thriving places, stronger communities, and taking back control. King's Lynn has been selected as a PiPP priority area, with an eligible boundary for investment encompassing key areas of deprivation including the Town Centre, North and South Lynn, Fairstead and Gaywood. Metrics used by the Ministry of Housing, Communities and Local Government (MHCLG) for the selection of places to benefit from the fund include indices of multiple deprivation, population size, healthy life expectancy, Gross Value Added per hour worked and skill level (NVQ level 3+), with an overall programme aim of reducing inequality and improving access to opportunity as part of the Government's Plan for Change.
- 1.2 Delivery of the programme is delegated by the Government to Neighbourhood Boards with Local Authorities designated as the locally Accountable Body for the fund. Each Board, in partnership with their Local Authority has been tasked with the development of a Regeneration Plan to unlock the funding, setting out its vision to address deprivation and regenerate their local area over the next decade alongside the development of a more detailed Investment Plan for the first 4 years of local programme delivery.
- 1.3 The Pride in Place Programme (PiPP), replaces the previous Long Term Plan for Towns programme (LTPT) which was launched by the former Government in early 2024. PiPP guidance recognises the work undertaken in 2024 to move towards unlocking of the now removed LTPT programme and has advised that the extensive LTPT consultation work undertaken as part of this is still very relevant to inform continuing work for PiPP and to inform the establishment of the King's Lynn Regeneration Plan, but with a broader remit and focus on neighbourhoods and communities.

2. PiPP and the Neighbourhood Board

- 2.1 The King's Lynn Neighbourhood Board (KLNb) came into effect on 28th March 2025 to lead the delivery of the Pride in Place Programme in King's Lynn, building on its pre-existing role as the Town Board. Through the extensive engagement that has been undertaken since 2024, the KLNb has set out a vision for the town's regeneration and how it plans to engage communities and coordinate resources to achieve its ambitions.
- 2.2 The KLNb will determine how to spend the allocated capital and revenue funding for King's Lynn within a defined list of interventions which have been pre-approved by MHCLG. These interventions provide flexibility to enable alignment of investment with local need and drive forward place-based priorities.
- 2.3 In consultation with the community, the KLNb has created a vision for the future of King's Lynn and set out a pathway to deliver that over the course of the 10-year programme (and beyond), considering opportunities to attract and combine new and existing private, public, and philanthropic funding streams.

3. PiPP Governance and the Borough Council

- 3.1 The Borough Council is the Accountable Body for the Pride in Place Programme funds for King's Lynn and will provide the governance frameworks and officer resources as necessary to deliver PiPP over the 2026-2036 period. The funding can be spent through direct delivery by the Council, grant programmes or commissioning. Depending on the nature of the project(s) to be funded through the programme, the Council will undertake necessary due diligence and enter funding agreements with external partners to deliver PiPP projects. The Accountable Body, via the S151 Officer will be ultimately responsible for overseeing delivery of the programme and monitoring and evaluation of the individual projects in compliance with the PiPP MoU with Government. Further details regarding the Council's assurance role are set out within the Ten Year Vision.
- 3.2 Council officer support has been essential to administer the KLNb, ensure compliance with government requirements and in enabling meaningful community and stakeholder engagement and subsequent analysis necessary to inform the establishment of local PiPP priorities. Officers have led the drafting of the Ten Year Vision and the Four Year Investment Plan for review and approval by the KLNb.

4. The Regeneration Plan

- 4.1 To unlock Pride in Place Programme funding Neighbourhood Boards must work with local people and the local authority to draft a Regeneration Plan. The Regeneration Plan comprises two documents:
 - **Ten Year Vision:** The long-term strategy to regenerate King's Lynn, outlining the community's vision for the future, setting out the 'where, why and how' with a clear plan of how the Neighbourhood Board will deliver against local challenges and opportunities through a programme of investment and local capability building over the next decade.

- **Four Year Investment Plan:** A more detailed plan outlining how the funding will be invested in the first investment period 2026-2030, how the local community has been involved in the plan's design, outcomes to be targeted locally, prioritised interventions, budgets, route to market, and management arrangements.
- 4.2 Both documents have been codesigned with local communities and stakeholders to provide an overarching vision for change over the next decade which reflects local people's priorities to deliver the strategic objectives of the programme. For King's Lynn, the plans have been developed by the Borough Council in partnership with the Neighbourhood Board and underpinned by extensive community and stakeholder engagement. This includes consultation undertaken in 2024 as part of the now deleted Long Term Plan for Towns programme, which identified clear local priorities for investment, and this has been further analysed, tested and refined through 2025 PiPP engagement work to set out eight local strategic priorities which will guide iterative local programme investment.
- 4.3 Initial capacity funding totalling £450,000 has been received to date to support KLN development, capacity building with communities and development of the Regeneration Plan through community-led engagement, with an additional £150,000 expected in 26/27. Payments of programme delivery funding will only commence once both documents have been submitted to MHCLG, assessed and accepted.
- 4.4 The Ten Year Vision will be a published Neighbourhood Board document to allow broader ownership of the plan, ongoing stakeholder engagement and transparency. The Four Year Investment Plan is to be submitted via an online form and is an iterative document which will be reported against annually, with investment targets updated in response to local needs and opportunities. Both documents set local priorities which are underpinned by:
 - Detailed analysis of data evidence and feedback of local challenges, assets, strengths and opportunities.
 - A vision for the town and high level planning for investment for the first four years 2026-2030.
 - Engagement and delivery, demonstrating buy in from local communities and stakeholders to support deliverability and measurable success.
 - Priorities for investment focusing on town centre revitalisation; transport connectivity; neighbourhoods & affordable housing; health & wellbeing infrastructure; safer streets; community capacity building; education & youth engagement; and employment & skills.
- 4.5 The draft Ten Year Vision (Appendix 1) and Four Year Investment Plan (Appendix 2) are subject to final modifications prior to submission and subject to final sign off by the Neighbourhood Board at their meeting on 24th October 25.

5. Consultation & Engagement

- 5.1 Comprehensive and detailed community and stakeholder engagement has taken an iterative approach engaging key participants including the wider community, board members, internal officers, stakeholders, partners, and community groups, charities, and organisations. This process has gathered insight and created connections which have empowered recent further engagement with local people through community conversations led by

community groups and supported by partners. All of this work has been undertaken to inform the development of the Regeneration Plan under the overall banner of Vision King's Lynn. This is not only required by the government but conforms with the borough's overall policy on community and stakeholder engagement. Full details of consultation that has been undertaken to date is included in the Four year investment plan and plans for continuous future engagement are outlined in the Ten Year Investment Plan.

6. Pride in Place Programme Funding Objectives

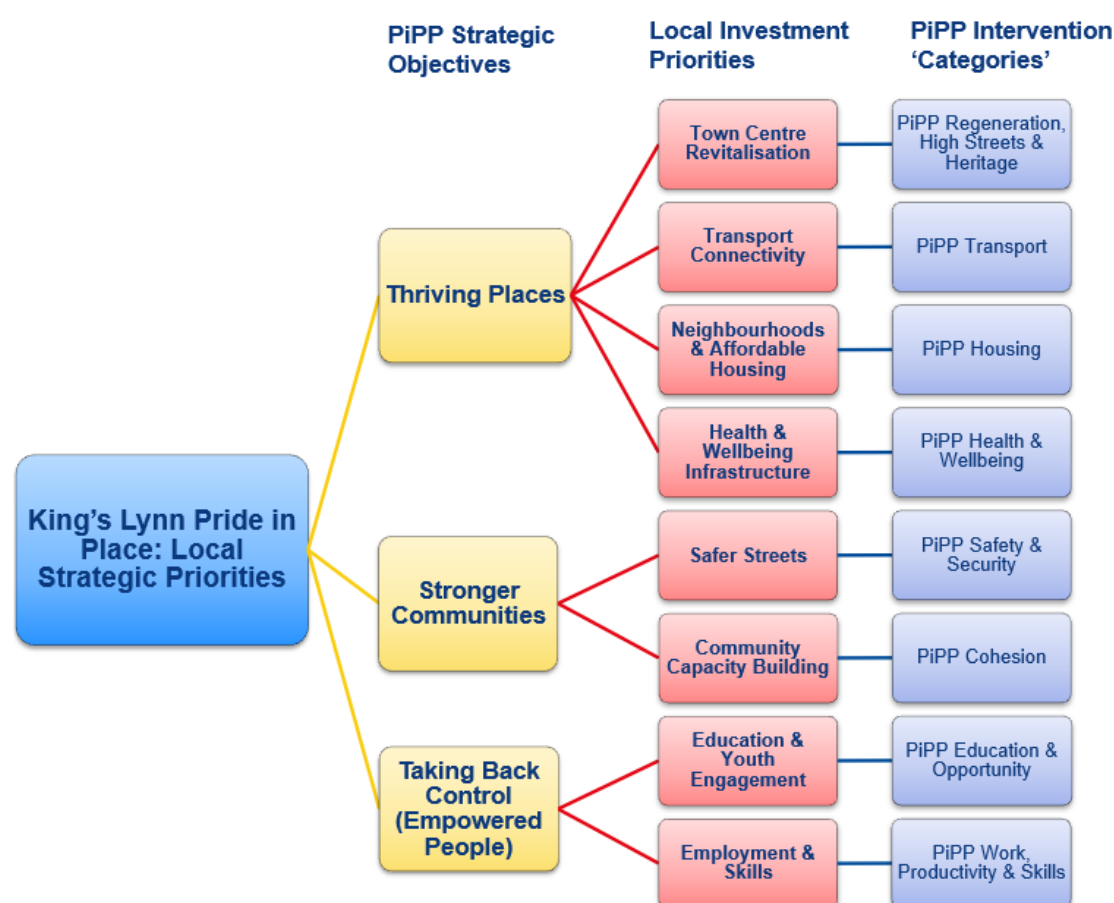
- 6.1 PiPP funding is guided by three strategic objectives: Thriving Places, Stronger Communities, and Taking Back Control. The KLNb has agreed that a local rewording of the taking back control objective would be preferred and therefore the third objective will be locally presented as Empowered People. The underlying context of all three objectives however, as set out in Table 1, will be adhered to.

Table 1: Government Pride in Place Programme Objectives

Thriving Places	Stronger Communities	Taking Back Control
<ul style="list-style-type: none"> • Pride in local area • High Streets, Town Centres and Neighbourhoods regenerated • Reflect needs and habits of the communities • Residents have great say in how they are designed • Vibrant neighbourhoods and communities with good range of local amenities, high quality physical infrastructure • High quality public services, tailored to local need • Investing on young people's futures and preventative measures 	<ul style="list-style-type: none"> • Resilience and community cohesion • Empower communities to tackle root causes, rebuild relationships • Restore collective sense of belonging • People to feel proud and safe in their neighbourhood • Tackling division and improving social capital 	<ul style="list-style-type: none"> • People empowered and in control of their lives • Best start in life for young people • Adults to live life to full potential • Skills for emerging job markets • Supporting entrepreneurship • Empowering people, workplaces and businesses • People empowered to say how local area is shaped

- 6.2 Underpinning the three strategic objectives are eight pre-approved '[intervention categories](#)' which guide local programme delivery. The categories have been drafted broadly by MHCLG to give flexibility to Boards as to how and what they can deliver, providing examples where possible to indicate ideas for spend, but it is not exhaustive. In King's Lynn locally identified opportunities have been categorised into eight local investment priorities which align with each of these categories. These have in turn been grouped against each of the three PiPP strategic objectives. This is illustrated in Figure 1:

Figure 1: Linking Local Priorities to the Pride in Place Programme



6.3 Each of the intervention categories are then supported by a 'menu' of more detailed **interventions** which provide the context within which targeted local investment can be delivered. The interventions which have been selected for the 2026-2036 period are indicated in the Four Year Investment Plan, but these can be amended without penalty as the plan is delivered. Locally it is acknowledged that many projects may be crosscutting against more than one intervention.

7. Pride in Place Programme Funding Priorities

7.1 The Four Year Investment Plan provides a high-level summary of local challenges and opportunities identified through extensive community, stakeholder and partner consultation and informed by supporting research and data analysis. The Neighbourhood Board will drive forward the delivery of a programme which expands existing provision and enables opportunities to address the most pressing locally identified challenges within the first four years, commencing delivery of a broad programme which will be guided by current and emerging challenges across the ten year programme and be responsive to opportunities for local provision. As the consultation process is still in progress through continued community engagement the programme will be further refined in the approach to the commencement of the programme and continually appraised as the programme evolves.

7.2 Unlike some other PiPP towns, King's Lynn is not starting from scratch on programmes of this nature due to its previous Towns Fund allocation and programme delivery since 2021. It is therefore recognised as a priority of the KLN to 'finish what its started.' As part of the local identification of investment priorities the Neighbourhood Board has therefore made a commitment in the first 4 year investment plan to supporting:

7.2.1 Continued investment in the St George's Guildhall and Creative Hub project through the creation of community and public spaces as part of the wider restoration project (as detailed in the July Cabinet report). This will provide match funding to this flagship project for the town and align with priorities identified in the Regeneration Plan.

7.2.2 Following the decision to reallocate funding previously allocated to the Devils Alley area of the riverfront in the Town Deal to the Guildhall, a commitment was made to continue progression of the riverfront regeneration through the PiPP. Under the work underway with the King's Lynn masterplan, investment has been prioritised to improve the public realm and green spaces to establish attractive and accessible public spaces as part of a wider ambition to maximise the riverfront assets of the town for residents and visitors.

7.2.3 Investment in town centre repurposing is a central priority in the King's Lynn Pride in Place Programme, aimed at transforming underused and neglected buildings, sites and areas, particularly the south end of the high street, into vibrant, multi-functional spaces. This includes redeveloping vacant buildings for residential, commercial, cultural, and leisure uses, enhancing the public realm, and improving the overall attractiveness and liveability of the town centre.

7.2.4 Other funding priorities identified through the engagement include a need for a community action grant scheme to address community needs, promote community development and tackle social issues by funding grassroots project development and delivery to tackle key local areas of need.

8. Programme Governance and Assurance

8.1 Programme governance and assurance plans are set out in the Ten Year Vision. The programme will be integrated with existing strategic initiatives and the subsequent structure will open up more place based programmes for communities to link into.

9. Risk

Risk	Risk Implications and Mitigation	Level of Risk
Pride in Place Programme Funding not secured	<p>Risk</p> <p>The Ten Year Vision and Four Year Investment Plan are not approved by government on submission.</p> <p>Consequences/Mitigation</p> <p>Full PiPP allocation not secured to support delivery of the Four Year Investment Plan and Priority Projects.</p> <p>Ensure inclusion of a robust evidence base for the</p>	Low

	priority projects and opportunities outlined. Ensure community consultation and engagement is fully reflected.	
Scheme Delivery	<p>Risk If successful, the Council will need to commit to oversee delivery of the PiPP programme for King's Lynn for ten years from 1 April 2026 to 31 March 2036.</p> <p>Consequences/Mitigation Estimated benefits from these schemes not delivered.</p> <p>Project programmes resources will need to be built into each project to ensure sufficient resource for delivery.</p>	Low
Scheme impacted by Local Government Reorganisation	<p>Risk Changes to local government structures could result in service disruption, changed financial management and staffing pressures.</p> <p>Consequences/Mitigation Possible programme delivery delays. Officer resource to enable delivery continuation to be identified at an early stage to minimise impact.</p>	
Cost Increases	<p>Risk Project costs could be higher than the funding available once the detailed business cases are completed.</p> <p>Consequences/Mitigation Costs will continue to be monitored through the key stages of project delivery by the Neighbourhood Board. The Regeneration Plan will inform partners strategic plans to support future funding opportunities as they arise.</p>	Medium

10. Environmental Considerations

- 10.1 Programme oversight will follow the recommendations of the Borough Council of [Kings Lynn and West Norfolk Climate Change Action Plan & Policy](#) and all projects undertaken as part of the PiPP programme delivery in King's Lynn will be required to minimise their environmental impact as a key condition of funding.
- 10.2 The PiPP programme specifically includes interventions which support the government's clean growth policies. One of the target outputs that will be monitored through programme delivery includes 'Reducing vehicle emissions.'

11. Financial Implications

- 11.1 £600,000 Capacity funding is provided as part of the Pride in Place Programme and part of this has been invested into community engagement activities upfront to establish local priorities, to analyse gaps in local provision and to identify areas of need to inform the ten year vision and four year Investment Plan. This work will be undertaken on a continuous basis to further engage communities in iterative early programme delivery. Additionally capacity funding will be invested in progressing work on the feasibility of the Riverfront project, the development of

the King's Lynn Masterplan and to fund Community Capacity Building work including Community Action Grants which will enable the delivery of small intervention projects at grassroots level in line with locally agreed priorities. Capacity spend will be agreed by the KLN B but managed by the Borough Council in line with their duties outlined in section 3.

- 11.2 Programme management costs are estimated at £750,000 over the period of the programme, including preparatory work to unlock the PiPP funding. This amounts to just under 4% of the whole programme budget over the ten year period and will cover operational costs including direct Borough Council programme management costs for evaluation and monitoring, PMO costs, finance support, admin support, communications and engagement costs (not staff costs), board recruitment and membership support, rooms and facilities hire and associated costs and a small contingency for unforeseeable costs.
- 11.3 Additional officer support may be required to undertake ongoing community engagement in the delivery of the PiPP programme to 2036. Funding for such a role would be sourced from the PiPP Programme Delivery budget but would be hosted by the Council. Further work is required under the community capacity building priority to determine the need and scope for this resource, however, if it is agreed as required, approval for this appointment is requested as part of this report.
- 11.4 The Council is not providing any additional capital or revenue funding directly to the shortlist of projects at this stage, other than what has previously been approved by cabinet and already agreed in the capital programme for the St George's Guildhall & Creative Hub.
- 11.5 The Pride in Place Programme Memorandum of Agreement will be issued following review and acceptance by MHCLG of the Ten Year Vision and Investment Plan.

12. Policy & Personnel Implications

- 12.1 The proposal for the submission is in line with the Corporate Business Plan objectives to:
- deliver growth in the economy and with local housing
 - promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination
 - develop and facilitate the range and quality of business premises available
 - promote, lobby and support infrastructure improvements across the district
 - increase the supply of suitable housing in appropriate locations
 - protecting and enhancing the environment including tackling climate change
 - work with partners and the community to improve our natural environment
 - improving social mobility and inclusion
 - continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to
 - prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible

- work with partners to improve education attainment levels and the skills of local people
- creating and maintaining good quality places that make a positive difference to people's lives
- protect, promote and enhance the borough's natural and built environment
- maintain accessible, clean, pleasant and safe public places and communities

12.2 The plan is rooted in the town's rich cultural heritage and community identity, and responds to local challenges that include low skills, aspirations, health inequalities, poor connectivity, barrier to opportunities, and declining and underused assets. It strongly aligns with wider policy frameworks such as the Borough Council's Economic Strategy and the County Council's Local Growth Plan alongside national policy and investment through Kickstarting Economic Growth and Get Britain Working.

12.3 Officers are working with partners to ensure that the priorities identified in the Regeneration Plan complement other linked work being undertaken across the Borough. This includes implementation of the Marmot Principles. This will ensure our strategic priorities are reflected at a county/regional level to support future funding opportunities.

Appendices

Appendix 1 Ten Year Vision

Appendix 2 Four Year Investment Plan

Background Papers

[Plan for Neighbourhoods Prospectus](#)

[Plan for Neighbourhoods: pre-approved interventions](#)



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				
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>	New		Existing	✓	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	N/a				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	Please see section 5 and further detail within the four year investment plan. Comprehensive and detailed community and stakeholder engagement has taken an iterative approach engaging key participants including the wider community, board members, internal officers, stakeholders, partners, and community groups, charities, and organisations.				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p> <p><i>*For more information on health inequalities please visit The King's Fund</i></p>		Positive	Negative	Neutral	Unsure
	Age	✓			
	Disability			✓	
	Sex			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Armed forces community			✓	
	Care leavers			✓	
	Health inequalities*	✓			
Other (e.g. low income, caring responsibilities)	✓				
Please provide a brief explanation of the answers above:					

The Pride in Place Programme aims to raise living standards, reduce social exclusion, spread opportunities for young people, improve health and wellbeing, build stronger and more cohesive communities and reduce crime and anti-social behaviour

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	
3. Could this policy/service be perceived as impacting on communities differently?	No	
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	N/A	Actions:
		Actions agreed by EWG member:
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:		
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	Please provide brief summary: PiPP funding is to be provided to address deprivation and regenerate the local area.
Assessment completed by: Name	Nicola Cooper	
Job title	Investment Programmes Officer	
Date completed	30.09.25	
Reviewed by EWG member	Louise Gayton	Date 30/09/2025



Pride in Place Programme (PiPP): King's Lynn

Four Year Investment Plan: Information for input to MHCLG Online Form

<p>1. Place and secondary contact information</p> <p><i>Which place are you submitting on behalf of?</i></p>	<p>Place: King's Lynn Local Authority: Borough Council of King's Lynn and West Norfolk Country: England</p>
<p><i>Who is the secondary contact for your place?</i> <i>This is the person we can contact if the nominated representative is not available.</i></p>	<p>Full Name: Nicola Cooper Organisation: Borough Council of King's Lynn and West Norfolk Role: Investment Programmes Officer Email: nicola.cooper@west-norfolk.gov.uk Contact number: 01553 616247</p>
<p>2. Community Engagement</p> <p><i>Tell us how you have engaged with your local community and key stakeholders to develop your Regeneration Plan.</i></p> <p><i>Give examples of:</i></p> <ul style="list-style-type: none"> <i>the numbers of people engaged</i> <i>the range of local community groups and organisations engaged</i> <i>when the engagement took place and the methods used</i> 	<p><u>Stakeholder Engagement approach</u> Engagement has taken an iterative approach engaging key participants including the wider community, board members, internal officers, stakeholders, partners, and community groups, charities, and organisations. This process has gathered insight but crucially has created connections which have empowered recent further engagement with local people through community conversations - led by community groups and supported by partners.</p> <p><u>2024 Consultation – Long Term Plan for Towns</u> Following the 2023 announcement that King's Lynn would receive £20M Long Term Plan for Towns (LTP) funding to invest in the town over a ten-year period, King's Lynn Town Board committed to delivering a comprehensive and inclusive programme of consultation and engagement to shape the plan. A priority for the board was ensuring that all members of the public were able to access opportunities to have their say, with a focus on offering varied methods of consultation and engagement. The results from this consultation have been included as the foundation for knowledge for development of the Pride in Place Investment Plan and provide a basis from which more detailed questions can be asked within subsequent community and stakeholder engagement.</p> <p>The LTPT consultation period ran from 8th July – 1st August 2024 and, during this time, 517 people had their say through a survey, sharing their feedback online or via a paper survey. The total sample size provides findings</p>



with a margin of error of 4% (at a 95% confidence level) (based on a King's Lynn town population of 47,610 – Source: ONS Census 2021).

Engaging young people was a priority for the board, and a concerted programme of activities was developed and delivered, led by partners experienced in youth engagement. This was part of the wider approach which also saw inclusive and interactive engagement activities designed to maximise interest and engender involvement, ensuring the Board's commitment to capturing the views of local people was achieved.

Approach to consultation and engagement

Community collaboration

A community collaboration workshop was held which drew out suggestions and ideas to inform the consultation and engagement programme. The workshop also gathered attendees' ideas around the funding themes.

Feedback mechanisms

Accessible feedback mechanisms were developed to enable people to have their say easily including:

- A survey which aligned closely with the themes of the funding programme which was made available online and paper copies with translated versions of the survey also made available.
- Feedback boards to facilitate ideas and suggestions in an interactive, easy, and informal way.
- Conversation cards were produced that could be used as a guide for organisations, groups, and charities to carry out 121 conversations about the funding opportunity.
- Targeted surveys were designed to capture the feedback of young people through engagement activities carried out by the Workshop.
- An online form was also created for the Vision King's Lynn website where people could put forward ideas aligned with the funding themes.

Young people engagement

The Board was committed to ensuring that young people were heard during the consultation and this engagement took different forms working with partners who specialise in youth involvement:

- A young people workshop.
- Dedicated engagement with young people, including in schools.
- A 'young reporters' workshop carrying out research around the funding topics.



- A creative engagement session.
- Themed family sessions.
- Vox pops.
- A competition for under 16's

Inclusive engagement

Taking an inclusive approach to the consultation and engagement was crucial and this included:

- Providing translated versions of the survey in Lithuanian, Russian, Latvian, Ukrainian, Turkish, and Polish.
- Together with a translator, engaging with attendees of the Gateway Church community café to provide an overview of the funding and what it means for King's Lynn.
- 11 surveys in different languages were received and translated for inputting into the reporting.

Interactive engagement

There was also a focus on offering appealing participatory opportunities for people to offer feedback. This included:

- Three feedback walkabouts led by the King's Lynn Town Guides.
- Feedback boards.
- A drop-in session for town centre businesses.
- Two focused workshops for people who work or volunteer in the creative, heritage and cultural sectors.
- Interactive workshops, using feedback boards and focused on the funding themes.

Existing events

The opportunity for people to share their views was also promoted at existing events, hosted by the council's Creating Communities team. At community roadshows in North Lynn and Docking, the survey was offered to the public.

Communications

Throughout the LTPT consultation period, rolling communications were produced to create awareness and interest resulting in participation. This included:



- Postcards that were distributed across town centre locations and with organisations and groups, promoting the consultation and linking directly to the survey and programme of activities via QR codes.
- Posters placed on town centre bins. These were also shared with organisations in the town.
- The consultation was also promoted digitally on the big screens at Festival Too, King's Lynn's hugely popular free music festival.
- A media release issued to all local media, and banner advertising in Your Local Paper encouraging people to have their say before the consultation closes.
- Rolling social media content, including a short interview with the Interim Chair of King's Lynn Town Board. Social media advertising also took place reaching 21,496 Facebook and Instagram accounts with the advert seen 51,000 times. The link on the social post to the survey was clicked 890 times.

2025 Plan for Neighbourhoods / Pride in Place Stakeholder Engagement Activities

Following the launch of the Plan for Neighbourhoods programme (now Pride in Place Programme) a series of structured engagement sessions were held to consolidate feedback already received as part of the LTPT consultation and encourage more focused thinking to shape the development of the King's Lynn Regeneration Plan to ensure it reflects the priorities of the town's communities and delivery partners. These activities were designed to build consensus, gather insights, and lay the groundwork for collaborative delivery.

1. Horizon-Setting Session with the King's Lynn Neighbourhood Board

A strategic session was convened to align the Board's vision and priorities with the emerging funding programme.

2. Attendance at the King's Lynn Area Committee meeting

Engagement with elected members provided an opportunity to share early thinking and gather feedback on the Plan's direction

3. Stakeholder Workshops – (July 2025)

Officers and external partners from various disciplines from BCKLWN, Norfolk County Council, Health, Housing Associations, Historic England and the Arts Council participated in focused workshops to explore insight from organisations working on the ground in delivering services in King's Lynn to understand the challenges and opportunities they foresee as priority areas, potential delivery mechanisms and cross-departmental coordination



to enable community led involvement and engagement in delivery. A key part of the discussion was also to understand how the funding can support and align with existing programmes and initiatives that are being delivered by other partners to ensure efficiency, collaboration and maximised impact in achieving shared outcomes.

4. Community Conference (July 2025)

Held at South Lynn Community Centre, the conference was attended by around 45 representatives from community groups, charities, and local councillors. Organisations represented included the Mancroft Advice Project, Purfleet Trust, Beacon Church, Civic Society and the Margery Kemp Trust amongst many others, alongside a cohort of young people.

The event provided a platform to:

- Provide an overview on the Plan for Neighbourhoods programme and insights from the Data pack and previous consultations.
- Gather feedback on local issues and opportunities to build on previous consultations.
- Explore methods for engaging residents.
- Initiate dialogue around capacity building, led by Community Action Norfolk.

The conference generated strong enthusiasm and commitment from attendees, signalling a high level of community readiness to support and co-deliver the Plan.

5. Community Conversations

Capacity Funding has been invested into events and activities led by community leaders and groups to hold conversations directly with the local community to identify challenges, needs and gaps and empowering and supporting the local voice. A toolkit has been developed to support these sessions and feedback has directly informed priority setting for the programme. Community groups are continuing to be invited to hold their own community conversations to shape the programme going forwards. Conversations to date include events that have been held led by councillors, Mancroft Advice Project (the West Norfolk Youth Advisory Board), PEACH West Norfolk (the local Cultural and Education Partnership), and Boost.

6. Community Conference (September 2025)



	<p>A second community conference took place on 16th September at the Discovery Centre, attended by around 45 representatives from community groups, charities, and organisations as well as board members and councillors. The Mancroft Advice Project, West Norfolk Community Transport, Freebridge, and Bridge for Heroes were amongst the groups in attendance. The event provided the opportunity to share the vision and priorities with attendees, with useful feedback provided on the vision as well as many ideas for the priorities. The vision has been updated in response to comments from the event, and the priority feedback – which is ongoing – is being collated. Attendees were also invited to get involved in the coming months, with information provided about Community Action Norfolk's ABCD (Asset Based Community Development) training as well as the working groups that are being established. Engagement will continue with community groups, charities, and organisations – including around the masterplan engagement – building on these connections.</p> <p><u>Ongoing Engagement</u></p> <p>Engagement and capacity building with stakeholders and VCSEs will be ongoing to shape delivery against the vision and the priorities which have been directly shaped by feedback from local people. Work will continue to further engage communities in specific thematic groups or methods to be agreed and co-produced by/with them and to inform the development of area specific action plans. Each Pride in Place priority area for investment will be given resources to help build capacity to develop locally focused projects and initiatives, building on existing activity and forums where they already exist. This will also open opportunities to identify and support community leaders to join the Neighbourhood Board. Members of the Board will be involved where appropriate to help shape project development and provide a two way mechanism between the community and the Board to help inform and provide confidence around investment decisions. Through this approach we will ensure that local people can meaningfully influence the direction of the Plan, feel ownership over its delivery and responsive to the opportunities that it creates.</p>
3. Is your place in a Mayoral Combined Authority?	<p>No</p> <p>Note: May be affected by devolution proposals for Norfolk and Suffolk Mayoral Combined County Authority.</p>
4. Has the MP for your place been consulted during development of this plan and reviewed it prior to submission?	<p>Yes</p>
5. Tell us the name and constituency for the MP.	<p>James Wild, North West Norfolk</p>



<p>6. Does the constituency of another MP make up more than 25% of your agreed place geography?</p>	<p>No</p>
<p>7. Does the constituency of another MP make up between 10% to 25% of your agreed place geography?</p>	<p>No</p>
<p>8. Your Regeneration Plan 10-year vision</p> <p>503</p> <ul style="list-style-type: none"> • Upload your 10-year vision. • Would you like to upload any supporting documents? <ul style="list-style-type: none"> • [If 'Yes'] Upload any supporting documents and provide a brief description of their purpose. 	
<p>9. 4-year investment plan: key priorities</p> <p>For each of the 3 strategic objectives of the programme (thriving places, stronger communities and taking back control), we will ask you to:</p> <p>a) Tell us about the local challenges you have identified as priorities to address in the first investment period and why.</p>	<p>The following provides a high-level summary of local challenges identified through extensive community, stakeholder and partner consultation and informed by supporting research and data analysis. These will be reviewed by King's Lynn Pride in Place thematic groups in detail to establish a robust and responsive delivery programme which will address the most pressing challenges within the first 4 years and provide a route to establishing a comprehensive programme of delivery which will undertake to deliver against these locally identified challenges across the ten-year programme. As the consultation process is still in progress through continued community engagement this approach will be further refined in the approach to the commencement of the programme and continually appraised as the programme evolves.</p> <p>Locally identified challenges have been categorised into eight local investment priorities which align with the Pre-Approved Interventions (shown in brackets) and have been grouped against each of the three PiPP strategic objectives:</p> <p><u>THRIVING PLACES</u> TOWN CENTRE REVITALISATION (REGENERATION, HIGH STREETS & HERITAGE)</p>



Challenges / Gaps:

- **Town Centre and High Street:** Slow footfall recovery since covid-19 as result of the loss of large national retailers from the High Street, i.e. Debenhams, Wilkinsons, Burtons. While retail vacancy levels remain below national average, the size and scale of those properties that are vacant are having a detrimental impact on the towns attractiveness, vibrancy and footfall. People would like to see the appearance improved and appeal of the town centre widened to improve the opportunities for leisure and cultural activities, including better evening provision.
- **Young People** report feeling underserved in the town centre.
- **Empty buildings and shops:** There is a strong desire to bring empty buildings back into use and detailed action plans are necessary to tackle this at scale.
- **Retail sector:** The town's shopping offering could be improved, with people expressing a desire for more independent retailers and an improved market experience.
- **Traffic flow and parking:** better traffic management needed to improve the accessibility of the town.
- **Promotion of heritage:** There are numerous heritage assets that are underutilised and a gap in current marketing for consistent promotion and advertising of the town's heritage and cultural offerings. People would like to see an enhanced events programme, with particular interest shown for music events.
- **Sustainability for local businesses:** Many local businesses want to become more energy-efficient but lack the knowledge and resources to do so.

TRANSPORT CONNECTIVITY (TRANSPORT)

Challenges / Gaps:

- **Public transport:** There are gaps in current public transport provision, with concerns voiced around bus frequency, evening services and weekend provision.
- **Congestion:** Traffic congestion is a major identified issue in the town, limiting mobility.
- **Active travel:** Cycling infrastructure is disjointed and safety concerns on parts of the cycle network.
- Concerns are raised about the impact of **parking affordability** on visits to town.

HEALTH AND WELLBEING INFRASTRUCTURE (HEALTH & WELLBEING)

Challenges / Gaps:



- **Ageing infrastructure:** Existing leisure centres and facilities do not meet local demand for physical activity. 87% of respondents would like to engage more in physical activities, highlighting a clear need for improved leisure facilities. There is a clear desire for improved and affordable leisure facilities in the town. Accessibility and proximity play a significant role in individuals' decisions to use sports and leisure facilities.
- **Health inequalities:** Deprivation and health inequalities remain an issue, especially in the most disadvantaged areas. Need to support people to be 'well' and lead healthy lives.
- **Homelessness:** There's a significant rise in homelessness: 'the volume of households approaching the council as homeless has doubled since the COVID pandemic. Levels of rough sleeping in the borough are comparatively low, but there are people in the borough who are neither street homeless nor adequately housed. Services exist to help prevent homelessness, but we don't always get to people early enough.' ([BCKLWN Homelessness and Rough Sleeping Strategy 2024-2029](#))
- Health and wellbeing services need to be **integrated and accessible**.

NEIGHBOURHOODS AND AFFORDABLE HOUSING (HOUSING)

Challenges / Gaps:

- **Town centre housing density is low:** The town centre remains relatively underdeveloped in terms of housing, with only small-scale plans for more residential space.
- **Quality of housing stock:** 18.8% of housing in King's Lynn is deemed non-decent, which is above the national average (England 15.1%). The Homelessness Review identified the lack of local accommodation as a key barrier to personal and collective progress, as well as a key contributor to the volume (and cost) of people accessing emergency accommodation at any given time. ([BCKLWN Homelessness and Rough Sleeping Strategy 2024-2029](#))
- Concerns are raised about the availability of **affordable homes** within the area.
- **Green Infrastructure:** there is a need for improved access to high-quality neighbourhood level green spaces for recreation and leisure.

STRONGER COMMUNITIES

SAFER STREETS (SAFETY & SECURITY)

Challenges / Gaps:

- **Safety concerns at night:** People feel unsafe, particularly after dark.



- **Anti-social behaviour** remains a significant concern, especially at the bus station and in certain public spaces.
- **Crime rates:** King's Lynn has a higher-than-average crime rate, particularly for theft, public order and violence (recorded crime rate 98.6% per 1,000 population vs 76.7% England).

COMMUNITY CAPACITY BUILDING (COHESION)

Challenges / Gaps:

- **Limited community spaces:** There are a lack of widely available spaces where community activities can establish and thrive.
- Residents feel **disconnected** and under-supported.
- Decline in **volunteers**, and grassroots groups struggling to sustain activity
- Lack of visibility and **collaboration between organisations and services**

TAKING BACK CONTROL (EMPOWERED PEOPLE)

EDUCATION AND YOUTH ENGAGEMENT (EDUCATION & OPPORTUNITY)

Challenges / Gaps:

- **Limited youth engagement:** There are a lack of high-quality opportunities for young people in King's Lynn which leads to outmigration and missed potential.
- There's a clear desire for more **educational and extracurricular opportunities** for young people, such as youth clubs.
- **Low-income households:** 25.7% of under-16s in King's Lynn live in relative low-income households. This is 4.4% higher than the England average.
- **Educational inequalities:** King's Lynn has high deprivation levels and low educational attainment. (Only 42.9% of working-age residents hold Level 3 or higher qualifications vs. the national average of 56.6%, while 17.6% have no formal qualifications at all, significantly above the national rate of 12.4%)
- Education, Skills and Training (30.0%) and Income Deprivation (16.7%) domains have the largest proportion of King's Lynn's LSOAs in the top 10% most deprived in England.

EMPLOYMENT AND SKILLS (WORK, PRODUCTIVITY & SKILLS)

Challenges / Gaps:



- **Economic inactivity:** There are high levels of economic inactivity, low wage and skill levels, and a relatively low gross value-added per job (£43k vs. national average of £63k).
- **Youth unemployment:** Above average NEET levels and the challenges of creating career pathways for young people remain significant.
- Above average levels of 16-64 year olds with **no qualifications** (17.6% vs 12.4% England)
- Key sectors with **workforce/skills challenges**. (West Norfolk Economic Strategy).
- **Limited career path opportunities** for young people reported.
- Successful locally delivered programmes like BOOST and Tech Skills for Life, which help economically inactive people get back into work, are grant dependent and regularly at risk of a **funding cliff edge**.

9) Tell us about any local **opportunities** for improvement or investment that you have identified and wish to pursue in the first investment period.

The following identified opportunities stem from the challenges and gaps identified through consultation together with research and data analysis, as outlined in the previous sections. The Neighbourhood Board will drive forward the delivery of a programme which expands existing provision and enables opportunities to address the most pressing locally identified challenges within the first 4 years, commencing delivery of a broad programme which will be guided by current and emerging challenges across the ten year programme and be responsive to opportunities for local provision.

As consultation is still in progress through continued community engagement the programme will be further refined in the approach to the commencement of the programme and continually appraised as the programme evolves.

Locally identified opportunities have been categorised into eight local investment priorities which align with the Pre-Approved Interventions (shown in brackets) and have been grouped against each of the three PiPP strategic objectives:

THRIVING PLACES

TOWN CENTRE REVITALISATION (REGENERATION, HIGH STREETS & HERITAGE)

Local opportunities:

- **Town Centre Repurposing:**
Continue to focus on improving empty spaces to broaden the town centre offer, including leisure, employment and evening economy opportunities. This will specifically look at significant vacant



buildings such as Debenhams with initial feasibility of key sites already underway to assess opportunities, viability and deliverability options.

- a. Explore use of powers and enabling grant schemes to **bring vacant town centre buildings back into use.**
- b. Support the creation of a **King's Lynn Place brand**
- c. Explore options to add vibrancy through **street art and creative displays.**

- **St George's Guildhall** Support the continued rejuvenation of the historic asset, focused on the public realm and amenity space in and around the complex as part of the wider regeneration project for the site which will transform this part of the town into a new cultural quarter.
- **Riverfront Regeneration** Develop the further phase of regeneration to the public realm and green space along the riverfront following the initial phase completed under the Town Deal. To continue the rejuvenation of the underutilised riverfront asset and widening the town centre offer for residents and visitors.
- Further develop the **events programme** including the promotion of cultural events and free of charge activities.

TRANSPORT CONNECTIVITY (TRANSPORT)

Local opportunities:

- **Active travel Infrastructure Enhancement:** Support continued implementation of the Local Cycling and Walking Infrastructure Plan alongside wider network improvements and enhancement of active travel infrastructure encouraging greener travel choices. This includes the development of safer, more accessible cycling routes in key areas and supports active travel enhancements to reduce vehicle emissions and provide affordable travel options. Consideration to active travel improvements will also feed into other priority projects i.e. the riverfront.
- Support the implementation of the King's Lynn Parking Strategy.
- Support the implementation of Norfolk County Council's Bus Service Improvement Plan (BSIP).

HEALTH AND WELLBEING INFRASTRUCTURE (HEALTH & WELLBEING)

Local opportunities:

- **Leisure Provision:** Support improved, accessible and affordable leisure facilities and provision in local communities and the town centre, including active spaces and inclusive play. Also linked with the Town Centre repurposing priority.



- **Joined up services:** Create opportunities for multi-agency service provision and improved access to physical activities for disadvantaged groups, particularly targeted at support in the communities aligned with other programmes and initiatives, i.e. Working Well Norfolk, NHS 10 year Plan, Marmot etc; all of which support system changes in service delivery to enable better life chances and outcomes.

NEIGHBOURHOODS AND AFFORDABLE HOUSING (HOUSING)

Local opportunities:

- **Neighbourhood renewal and community guided public realm improvements** to improve local facilities and amenities, including green spaces such as pocket parks and active spaces to provide better opportunities for recreation and social activities.
- **Measures to improve housing affordability** Collaborate with partners to coordinate services which enable housing providers to deliver quality affordable homes through schemes which are co-designed with the community, for example the Southgates Regeneration Area in South Lynn.
- Work with partners to increase **town centre housing** provision applying recommendations from Borough Council Local plan.

STRONGER COMMUNITIES

SAFER STREETS (SAFETY & SECURITY)

Local opportunities:

- Coordinate a multi-agency approach to effectively improve street safety and reduce the causes of anti-social behaviour in identified hot spots, violence and domestic abuse alongside the neighbourhood's renewal and joined up services priorities.
- Support continued implementation of the **King's Lynn Public Realm Action Plan** which highlights key routes to improve the safety, connectivity and attractiveness of the town centre. Ensure public realm designs and delivery reduce opportunities for crime and improve safety.
- **Youth Engagement:** Expand and develop successful local youth initiatives, encourage youth leadership and provide regular positive engagement to reduce opportunities for anti-social behaviour, for example through volunteering initiatives which provide incentives and build employment relevant skills.



COMMUNITY CAPACITY BUILDING (COHESION)

Local opportunities:

- **Community Asset Review and Space Development:** Audit existing community assets to identify deficiencies in provision not meeting resident needs. Identify opportunities to convert spaces into accessible hubs for local community initiatives alongside the opportunities for multi-agency services.
- **Social Capital:** Harness local community interest and grow social capital by providing resources and support and using social infrastructure like community spaces to open up opportunities for inclusive activities that build shared purpose. For example, community shops, pop up cafes, clubs and community projects.
- **Empower community voices** by providing training and skills development to enable communities to contribute towards local service improvements, have conversations about local issues, test and develop projects. This will also identify and bring forward new community representatives for the Neighbourhood Board.
- Strengthen **community support** to build neighbourhood networks.

TAKING BACK CONTROL (EMPOWERED PEOPLE)

EDUCATION AND YOUTH ENGAGEMENT (EDUCATION & OPPORTUNITY)

Local opportunities:

- **Youth Development Programmes:** Work with partners to develop and implement inclusive initiatives to improve educational engagement opportunities for young people e.g. Boost
- Provide opportunities for expansion / introduction of **community-based youth engagement** schemes e.g. pizza project, health eating and cookery classes – Discovery Garden
- Establishment of a **Learning events programme** – working with service providers
- St George's Guildhall **Education & Engagement programme** continuation. Providing outreach cultural activities, events, volunteering opportunities for young people. During this period the project will develop the proposed on-site education programme for the opening of the site once the refurbishment works are completed in 2027.
- Working with secondary schools to develop projects to inspire, raise aspirations, develop life skills, and create civic pride.
- Enable **youth engagement** in events development, local regeneration and investment.



- Ensure under-represented communities see themselves in cultural programming (e.g. SEND, immigrants, asylum seekers)

EMPLOYMENT AND SKILLS (WORK, PRODUCTIVITY & SKILLS)

Local opportunities:

- **Support for Youth Employment:** Continued support for youth-targeted programmes, for example **Boost**.
- **Establish a Central Hub** as a central point for information, training, career support, and services.
- **Launch a Collective Marketing Campaign** Collaboratively promote learning, upskilling, and employment opportunities across stakeholders, with campaigns taken to communities
- Expand Access to **Flexible Adult Learning**
- Create a **One Stop Shop for Careers & Skills**
- Promote **Soft Skills and Transferable Skills Training**
- Strengthen **Business–Education Partnerships**
- Deliver **Work Experience** for Year 10 & Young People
- Develop and use **Local Ambassadors** & Success Stories
- Improve **Outreach and Inclusion** via Community-Based Networks
- Increase Investment and Coordination in **Workforce Development**
- **Workplace Incubators:** Develop spaces such as the King's Lynn Enterprise Park for small businesses, as well as initiatives like retail improvement grants, support for environmental sustainability, and indoor pop-up spaces.
- Work with secondary schools, the College of West Anglia and the Queen Elizabeth Hospital to identify and improve opportunities for **training, apprenticeships, mentoring and employment**.
- Work with DWP to enhance local provision for work based and skills training.

10. 4-year investment plan: interventions

Which categories of pre-approved interventions do you plan to fund? You

Cohesion	Yes
Education and opportunity	Yes
Health and wellbeing	Yes
Housing	Yes
Regeneration, high streets and heritage	Yes



will have the option to select from the following:

Safety and security	Yes
Transport	Yes
Work, productivity and skills	Yes
Not sure which pre-approved interventions we plan to fund at this stage	N/A

11. Depending on what was selected, you will then be asked to select the interventions you plan to fund relating to the categories chosen. An option will be provided if you do not know which pre-approved interventions you plan to fund yet.

512

Initial interventions proposed for Investment Period 1 2026-2036	
PiPP Regeneration, High Streets & Heritage (KL TOWN CENTRE REVITALISATION)	
Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs	Yes
Creating and improving green spaces, community gardens, watercourses and embankments in the local area, along with incorporating natural features into wider public spaces	Yes
Support for non-domestic energy efficiency measures and decarbonisation in local businesses, high streets, and community infrastructure	Yes
Funding for new community and neighbourhood infrastructure projects, or for improvements to existing ones, including facilities that house public services or enhance community resilience to natural hazards, such as flooding. This could cover both capital spend and operational costs	Yes
Enhanced support for arts, cultural, heritage and creative activities, projects and facilities and historic institutions that make up the local cultural heritage offer	Yes
Funding for local arts, cultural, heritage and creative initiatives	Yes
Investment and support for digital infrastructure for local community facilities.	
PiPP Safety & Security (KL SAFER STREETS)	
Design and oversight of the built and landscaped environment to 'design out' crime and encourage positive behaviour	Yes
Policing interventions to target crime prevention in specific locations, in particular town centres	Yes
Interventions to tackle anti-social behaviour, crime and minimise reoffending	Yes
Co-location of crime reduction services	
Improved town centre management	Yes
Initiatives to reduce burglary	
PiPP Education & Opportunity (EDUCATION & YOUTH ENGAGEMENT)	
School-based programmes to support young people's development	Yes



Support to both reduce levels of child poverty and to prevent the negative impacts of child poverty on children and families	
Support for families and young children	Yes
Funding to help families with the cost of childcare where it may alleviate cost of living pressures, or support employment	
Support for growing the local social economy, including community businesses, cooperatives and social enterprises	Yes
Support for community-based learning and development	Yes
PiPP Work, Productivity & Skills (EMPLOYMENT & SKILLS)	
Support to improve awareness of, and access to, local provision that moves people closer to and into sustained employment, in line with an area's Get Britain Working Plan (England and Wales only)	Yes
Enabling community wealth building	
Developing and expanding existing local business support and networks for smaller businesses and social enterprises	Yes
Skills provision tailored to local opportunities and skills gaps, such as those identified in an area's Local Skills Improvement Plan (England only)	Yes
Funding to support the development, improvement, and promotion of the visitor economy, such as local attractions, historical trails, cultural tours, campaigns and other related tourism products	Yes
PiPP Health & Wellbeing (KL HEALTH & WELLBEING INFRASTRUCTURE)	
Supporting community-level health provision	Yes
Integration and co-location of health and wellbeing services	Yes
Funding for local sport and activity facilities, events, teams and leagues, to foster community engagement and connection	Yes
Funding to support preventative public health initiatives and campaigns	Yes
Provide drug and alcohol support for people with experience of homelessness and rough sleeping	
PiPP Cohesion (KL COMMUNITY CAPACITY BUILDING)	
Measures to improve community cohesion	Yes
Funding for impactful volunteering and social action projects to develop social and human capital in local place	Yes



514

Investment in capacity building and infrastructure support for local civil society, youth and community groups	Yes
PiPP Housing (KL AFFORDABLE HOUSING)	
Provide safe and supportive environments for people with experience of homelessness and rough sleeping	
Modernisation of social housing	
Support wider neighbourhood renewal by improving the attractiveness and liveability of homes and their surroundings	Yes
Provide healthy and climate-resilient homes support locally	Yes
Establish land trusts for the purpose of creating community-led housing to meet local needs	
Support local community initiatives that support people in bringing down their home energy bills and improve the energy efficiency of their homes	
PiPP Transport (KL TRANSPORT CONNECTIVITY)	
Support for active travel enhancements in the local area	Yes
Funding can be used to improve local bus services	
Funding for new, or improvements to local road networks to improve access within and to the town	Yes
Funding to improve rail connectivity and access	
Reducing vehicle emissions	Yes
Does your Neighbourhood Board wish to deliver off-menu interventions?	No.

Payment profile and spend forecast

Provide data for every year throughout the duration of the programme. This includes indicative spend forecast for:

- capacity funding (across 12 financial years from 2024 to 2036)
- programme delivery funding - capital and revenue (across 10 financial years from 2026 to 2036)
- any pre-approved interventions (across 4 years in the first investment period - 2026 to 2030), for all categories:
 - cohesion
 - education and opportunity
 - health and wellbeing
 - housing
 - regeneration, high streets and heritage



- safety and security
- transport
- work, productivity and skills
- any off-menu interventions (across 4 years in the first investment period - 2026 to 2030)
- any management costs (across 4 years in the first investment period - 2026 to 2030)
- unknown uses of funding (across 4 years in the first investment period - 2026 to 2030)

PiPP Payment Profile and Spend



PIPP ALLOCATED BUDGET (MHCLG)		Investment Period 1														
		24-25	25-26	26-27	27-28	28-29	29-30	SubTotal 24-30	30-31	31-32	32-33	33-34	34-35	35-36	SubTotal 30-36	Total 24-36
Capacity and capability		250,000	200,000	150,000	-	-	-	600,000	-	-	-	-	-	-	0	600,000
RDEL grants	-	-	-	231,636	255,636	431,636	431,636	1,350,545	431,636	431,636	436,636	449,636	449,636	449,636	2,648,818	3,999,364
Total RDEL		250,000	200,000	381,636	255,636	431,636	431,636	1,950,545	431,636	431,636	436,636	449,636	449,636	449,636	2,648,818	4,599,364
Total CDEL	-	-	-	360,000	1,735,636	1,605,091	1,605,091	5,305,818	1,605,091	1,605,091	1,605,091	1,605,091	1,605,091	1,605,091	9,630,545	14,936,364
Totals		250,000	200,000	741,636	1,991,273	2,036,727	2,036,727	7,256,364	2,036,727	2,036,727	2,041,727	2,054,727	2,054,727	2,054,727	12,279,364	19,535,727
KING'S LYNN ALLOCATIONS		24-25	25-26	26-27	27-28	28-29	29-30									
Proposed Priority Projects								SubTotal 24-30								
Riverfront Regeneration	REV															
	CAP					900,727	1,099,273	2,000,000								
St George's Guildhall	REV															
	CAP			360,000	1,435,636	704,364		2,500,000								
Not yet project allocated:																
Regeneration, High Streets & Heritage	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	300,000	0	63,227	363,227								
Transport	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Housing	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Health & Wellbeing	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Safety & Security	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Cohesion	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Education & Opportunity	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Work, Productivity & Skills	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Total Revenue		0	0	156,636	180,636	356,636	356,636	1,050,545								
Total Capital		0	0	360,000	1,735,636	1,605,091	1,605,091	5,305,818								
Total Project Delivery Inv Period 1		0	0	516,636	1,916,273	1,961,727	1,961,727	6,356,364								
Programme Management Costs REVENUE		24-25	25-26	26-27	27-28	28-29	29-30	SubTotal 24-30	30-31	31-32	32-33	33-34	34-35	35-36	Sub Total 30-36	Total 24-36
Capacity Funding	REV		193,282	157,000	100,000	75,000	74,719	600,000								
BCKLWN Programme Delivery Revenue	REV			75,000	75,000	75,000	75,000	300,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000	750,000
Total Programme Management Inv			0	193,282	232,000	175,000	150,000	149,719	900,000	75,000	75,000	75,000	75,000	75,000	450,000	750,000
* Programme & Project Mgt, Finance, Legal, Procurement, Comms and Engagement, Evaluation & Monitoring, Board Recruitment & support, Meeting Facilities, Travel, Admin																
Programme Total INVESTMENT PERIOD																
Revenue		0	193,282	388,636	355,636	506,636	506,355	1,950,545								
Capital		0	0	360,000	1,735,636	1,605,091	1,605,091	5,305,818								
Grand Total Inv Period 1			0	0	360,000	1,735,636	1,605,091	1,605,091	7,256,364							



<p>How have you developed your indicative spend forecast for capacity and programme delivery funding and why it is important for spend to occur in these years.</p>	<p>Capacity funding has been invested into community engagement activities upfront to establish local priorities, to analyse gaps in local provision and to identify areas of need to inform the four year Investment Plan. Funding will support continuous community capacity building work including the creation of a meaningful programme of training and development to support and empower individuals to participate, and take a leading role, in the delivery of the plan. This includes identifying what the role(s) are (for example, community connectors/champions/coaches as well as Board members) and then working with Community Action Norfolk to create the requisite training and development programme. A community development worker will further involve communities in iterative early programme delivery, bringing together community groups, councillors, organisations, and individuals in facilitated sessions to shape action plans for their local neighbourhoods. Recognising the distinct nature of neighbourhoods, these localised plans will be created for South Lynn, Fairstead, the town centre, and North Lynn, led by the people who know their areas best. Estimated total spend for 25/26 and 2026/27 community engagement and capacity building is £80,000.</p> <p>The proposed community capacity building approach is not new to the town and recent work through RISE (a Clear Hold Build project) and Sport England Place expansion is already delivering long term change in North Lynn and has been recognised by Sport England.</p> <p>Stemming from the community capacity building work a community action grant scheme will be established towards the end of 25/26 to enable the delivery of intervention projects led by community focused groups at grassroots level in line with the locally agreed priorities. It is envisaged that this will be developed over the course of the first investment period with an indicative grant pot of £371,718.50.</p> <p>The Neighbourhood Board have committed £50,000 capacity funding towards the development of a new masterplan for King's Lynn which will set out the long term spatial vision for regeneration across the town and assess feasibility, viability and deliverability of priority sites identified by the community and Neighbourhood Board as a priority under the strategy priority for 'Thriving Towns.' This work will involve extensive engagement and co production with stakeholders and the community to inform future interventions and investment decisions for the Board.</p> <p>£73,281.50 capacity funding has been committed to Commissioning of RIBA Stage 3 for the Riverfront Phase 2 project in 25/26 to progress the proposals for the Riverfront public realm and green spaces to support</p>
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518

community health and well-being in the Friars & St Margaret's ward, alongside reassessing the redevelopment opportunities of brownfield sites to provide quality housing and support repurposing and increased residential density of the town.

£25,000 capacity funding is also earmarked for delivery of a town centre repurposing feasibility study in 26/27 to establish recommendations for transforming underused and neglected buildings, sites and areas which will inform future programme investment.

Capacity Funding £	2025/26	2026/27	2027/28	2028/29	2029/30	Totals £
Community Engagement & capacity building	40,000.00	40,000.00				80,000.00
Community action grants	30,000.00	92,000.00	100,000.00	75,000.00	74,718.50	371,718.50
King's Lynn Masterplan	50,000.00					50,000.00
Riverfront Phase 2	73,281.50					73,281.50
Town Centre Repurposing study		25,000.00				25,000.00
	193,281.50	157,000.00	100,000.00	75,000.00	74,718.50	600,000.00

Programme delivery costs are estimated at £750,000 over the course of the programme from the period of 2026-2036. This amounts to just under 4% of the whole programme budget over the ten year period. This will be split equally across the ten year period from 2026-2036 with £75,000 costs anticipated per annum although this distribution may be subject to change as the programme develops.

• **Projects**

Can you provide details of any projects you have identified for funding?

YES

[If 'Yes'] Describe your project, including information about:

- project name
- brief description of project (maximum 10 words)
- primary intervention

Project Name: St George's Guildhall and Creative Hub

Description: Creation of community and public spaces as part of the wider restoration project.

Primary Intervention: Regeneration, High Streets and Heritage

Project Status: In Pipeline / selected by NB / **funding committed**

Delivery Organisation: Borough Council of King's Lynn and West Norfolk



- project status
- name of delivery organisation
- type of organisation
- amount of funding allocated from the Pride in Place Programme
- other sources of project funding
- total project budget (sum of the funding allocated from the Pride in Place Programme and other funding sources)

519

Type of organisation: Local Authority
Amount of funding allocated: £2,500,000
Other sources of project funding: King's Lynn Town Deal, Historic England, Borough Council of King's Lynn and West Norfolk
Total project budget: £30.1m

Project Name: Riverfront Phase 2
Description: Riverfront public realm and green spaces to support community health and well-being.
Primary Intervention: Regeneration, High Streets and Heritage
Project Status: In Pipeline / selected by NB / **funding committed**
Delivery Organisation: Borough Council of King's Lynn and West Norfolk
Type of organisation: Local Authority
Amount of funding allocated: £2,073,281.50 (capacity funding)
Other sources of project funding: King's Lynn Town Deal (first phase), Business Rates Pool
Total project budget: £2,137,997.50 (£2m PiPP, £73,281.50 capacity funding + £64,716.00 BRP)

Project Name: Town Centre Repurposing
Description: Enabling transformation of underused and neglected buildings, sites and areas.
Primary Intervention: Regeneration, High Streets and Heritage
Project Status: In Pipeline / selected by NB / funding committed
Delivery Organisation: Borough Council of King's Lynn and West Norfolk
Type of organisation: Local Authority
Amount of funding allocated: £325,000 (£25,000 capacity funding 26/27, £300,000 capital funding 27/28)
Other sources of project funding: None
Total project budget: £325,000

Project Name: Community Capacity Building and Assets
Description: Address community needs, promote community development, tackle social issues.
Primary Intervention: Cohesion
Project Status: In Pipeline / selected by NB / funding committed
Delivery Organisation: Borough Council of King's Lynn and West Norfolk



	<p>Type of organisation: Local Authority Amount of funding allocated: £451,718.50 (capacity funding) Other sources of project funding: None Total project budget: £451,718.50</p>
<p>• Capacity funding Tell us how you have used capacity funding since you submitted your Neighbourhood Board and place boundary form.</p> <p>520</p>	<p>Since submission of the place boundary form in June capacity funding has been used to progress community consultation and engagement activities to shape the ten year vision and four year investment plan for King's Lynn. This has been explained in detail in the Community Engagement Section and has included hosting, catering, printing, translations, social media and communications and third party support to deliver stakeholder workshops and community conferences and to enable community led consultation events and activities. Communications and engagement have been delivered collaboratively by the Borough Council and supported by Engaging People, to expand capacity to deliver, in addition to the wider support provided through community empowered 'conversation' sessions.</p> <p>Capacity funding continues to support engagement prior to programme delivery to further involve communities in programme establishment and building capacity within the community to help drive delivery forward through ABCD (Asset Based Community Development) training.</p> <p>The King's Lynn masterplan has been commissioned. This will set out the long term spatial vision for regeneration across the town and assess feasibility, viability and deliverability of priority sites identified by the community and Neighbourhood Board as a priority under the strategy priority for 'Thriving Towns.' Work has commenced in undertaking engagement with the community and stakeholders, as part of the Regeneration plan community conference, and this will inform future interventions and investment decisions for the Board.</p>
<p>• Management costs Do you plan to use any programme delivery funding to cover management costs in the first investment period?</p>	<p>YES</p>
<p>[If 'Yes'] Tell us how the funding will be used to cover management costs.</p>	<p>Just under 4% of whole programme funding will be allocated to support programme delivery operational costs to be incurred by the Borough Council including administration for the Neighbourhood Board, coordination and support for the establishment and delivery of the Action Group, governance and assurance duties necessary as the Accountable Body, officer time for steering and coordination of programme delivery and strategic alignment,</p>



	management of programme information and activity, programme and project management costs for programme establishment, evaluation, monitoring and reporting, establishment and oversight of grant schemes, PMO costs, finance support, legal support, procurement support, admin support, communications and engagement costs, Board recruitment and membership support, rooms and facilities hire and associated costs and a small contingency for unforeseeable costs. The annual programme delivery costs have been split indicatively and it is anticipated that this cashflow forecast will be updated as the programme is delivered.
Have you received approval from your Neighbourhood Board to use revenue funding for management costs, and approval on how much funding will be used? If no, you must tell us why.	YES.
<p>• Milestones</p> <p>Which milestones are relevant for your place? You will have the option to select from the following:</p> <ul style="list-style-type: none"> • Consulting the community • Running a feasibility study • Call for projects & project selection round • Commissioning services • Project procurement <p>You will be able to add multiple milestones under each of the above categories.</p> <p>Depending on the options selected, you will be asked to summarise the activities for those milestones, and provide estimated start and completion dates. You will then have the opportunity to add any bespoke milestones if relevant,</p>	<p>Consulting the community</p> <ul style="list-style-type: none"> - Regeneration Plan engagement on Vision and Priorities – June-October 2025 - Ongoing consultation through mechanisms to be agreed with the community to help shape and deliver projects i.e. thematic groups, development of area specific action plans – November 2025 onwards <p>Running a feasibility study</p> <ul style="list-style-type: none"> - King's Lynn Masterplan – consultation and engagement October 2025 – January 2026, final masterplan and completed feasibility studies – April 2026 - King's Lynn Riverfront RIBA 3 – due to complete March 2026. <p>Call for projects and project selection round</p> <ul style="list-style-type: none"> - Extensive engagement to date has already produced a detailed pipeline of projects (2024-September 2025) - Some projects and interventions are at a more developed stage than others (i.e. St George's Guildhall), those that are at early stage of development i.e. Town Centre Repurposing, Community Assets, joined up services, youth engagement etc will have a period of project development between November 2025 – Spring 2026 to bring back more details proposals for the Neighbourhood Board to consider in accordance with its assurance framework.



<p>where we will ask you for a brief description, summary and estimated start and completion dates.</p>	<ul style="list-style-type: none"> - Overall project selection for delivery in 2026/7 will take place in April 2026. These are likely to contain projects that could be a combination of service commissioning and procurement during 2026/7 once the priorities are agreed by the Board.
<ul style="list-style-type: none"> • Management of funds <p>Tell us how your Neighbourhood Board will identify and select specific projects for investment across the first investment period.</p>	<p>Strategic oversight is provided by the King's Lynn Neighbourhood Board (KLNB), ensuring investments align with PiPP priorities and community needs. The Pride in Place Programme Action Group, comprising key delivery partners will coordinate programme activity and resource alignment.</p> <p>Identification of Investment Opportunities Investment proposals are generated through:</p> <ul style="list-style-type: none"> • Extensive engagement across existing structure and new working groups if required, • Community and stakeholder engagement, • Alignment with existing strategies (e.g. Place Expansion Programme, Skills Action Plan, Devolution etc). • Area specific action plans. <p>Appraisal Process Proposals are assessed against core criteria:</p> <ul style="list-style-type: none"> • Strategic fit with PiPP objectives, • Alignment with other programmes and initiatives. • Deliverability and readiness to proceed, • Value for money and cost-benefit analysis, • Match and leveraged funding • Community and stakeholder support • Social, environmental, and economic impact. • Technical input is provided by BCKLWN and relevant partners, including financial assurance from the Section 151 Officer. <p>Approval Mechanism</p> <ul style="list-style-type: none"> • Appraised proposals are reviewed by the Action Group and endorsed by KLNB. Final approval is granted by BCKLWN, acting as the Accountable Body, ensuring compliance with governance and funding requirements.



523

	<p>Routes to market include:</p> <ul style="list-style-type: none"> • Public sector partners (e.g. councils, NHS, Norfolk Police), • Private sector developers or operators, via procurement or partnership, • Community organisations, through grants or service contracts. <p>Monitoring and Reporting BCKLWN leads on programme monitoring, reporting to KLNB and funders. Investment performance is tracked against KPIs, with regular reviews to ensure delivery and impact.</p>
<ul style="list-style-type: none"> • Tell us how the accountable body, or any other parties, will carry out fund oversight functions in the first investment period. 	<p>The BCKLWN, as the accountable body, will ensure that the King's Lynn Pride in Place Programme will be delivered in accordance with the principles of regularity, propriety, value for money and feasibility, as set out in HM Treasury's Managing Public Money guidance.</p> <p>Robust governance structures are in place, including the Neighbourhood Board, the PiPP Action Group and other already existing bodies to oversee strategic decisions, programme management, and project delivery. These bodies ensure that all funding decisions are transparent, community-led, and aligned with the approved Regeneration Plan.</p> <p>Key assurance mechanisms include:</p> <p><u>Financial Governance:</u> All programme finances will be managed under the BCKLWN's Financial Regulations and Contract Standing Orders, with oversight from the Section 151 Officer. Delegated authorities and written records ensure accountability at all levels.</p> <p><u>Monitoring and Evaluation:</u> Quarterly highlight reports, annual expenditure profiles, and post-project completion reviews will ensure projects are delivered efficiently and lessons are captured for future schemes.</p> <p><u>Risk and Fraud Oversight:</u> A comprehensive PiPP Risk Register and Fraud Risk Assessment are maintained and reviewed quarterly, with escalation protocols to the Audit Committee and Management Team.</p>



	<p><u>Procurement Compliance</u>: All procurement will follow Public Contracts Regulations and BCKLWN's procurement strategy to ensure fairness, competitiveness, and legal compliance.</p> <p><u>Scrutiny and Transparency</u>: Strategic partners and internal panels will scrutinise performance, and all decisions will be auditable and subject to public accountability.</p> <p>Together, these measures ensure that public funds are managed with integrity, efficiency, and in alignment with community priorities—delivering maximum impact and long-term value for King's Lynn.</p>
<p>524</p> <ul style="list-style-type: none"> Have you considered environmental impacts when designing your investment plan? 	<p>YES</p> <p>The King's Lynn Masterplan and Riverfront Phase 2 feasibility will specifically consider the environmental impacts of climate change on the flood risk to King's Lynn and how schemes will need to mitigate this in the proposed designs.</p> <p>Sustainability of King's Lynn is at the heart of this plan, particularly in consideration to how the town is planned to grow. We can ensure we minimise congestion and provide sustainable and active modes for residents to access the town while minimising the environmental impact.</p>
[If 'No'] Tell us why you have not considered environmental impacts when designing your investment plan.	N/A
<ul style="list-style-type: none"> Has the accountable body made appropriate arrangements to consider their environmental duty when implementing the investment plan? 	<p>YES</p> <p>Programme oversight will follow the recommendations of the Borough Council of <u>Kings Lynn and West Norfolk Climate Change Action Plan & Policy</u> and all projects undertaken as part of the PiPP programme delivery in King's Lynn will be required to minimise their environmental impact as a key condition of funding.</p>
[If 'No'] Tell us when arrangements will be put in place.	N/A
<ul style="list-style-type: none"> Has the accountable body made appropriate arrangements to ensure that any funds awarded 	YES



through the programme are done in compliance with the appropriate public contract regulations?	Delivery of the King's Lynn PiPP will be in accordance with Public Contracts Regulations and BCKLWN's Procurement Strategy to ensure fairness, competitiveness, and legal compliance.
[If 'No'] Tell us when arrangements will be put in place.	N/A
<div data-bbox="96 730 129 790" data-label="Text">525</div> <ul style="list-style-type: none"> Do you have a programme risk register with appropriate arrangements in place to manage risks identified? 	<p>YES.</p> <p>Risk management for the programme will follow best-practice guidelines. It will be an ongoing iterative process where risks are proactively monitored and managed throughout the delivery of the programme. This is recorded in a working risk register, for which the accountable body has day to day responsibility. Where appropriate, risk owners will be allocated risks and will be responsible for ensuring the likelihood of their occurrence is minimised. The Neighbourhood Board will oversee regular risk review meetings throughout programme delivery.</p>
[If 'No'] Tell us when arrangements will be put in place.	N/A
<ul style="list-style-type: none"> Do you have fraud risk assessment for this programme with appropriate arrangements in place to manage risks identified? 	<p>YES.</p> <p>Whilst we do not foresee any significant fraud risks, it is possible that PiPP funding could be used for ineligible activities. The Borough Council has robust financial management and assurance processes in place which will mitigate this risk. This includes procedures for compiling, authorising and ensuring only eligible and defrayed expenditure is included in claims for payment.</p> <p>The Council adheres to the Lord Chancellor's Code of Practice on the Management of Records under s.46 of the Freedom of Information Act 2000. The policy stipulates duties and responsibilities for the effective retention of records. All PiPP related documentation will be held on the council's document management system and financial system and retained for 6 years +1 (current) (to comply with HMRC default standard) after the final PiPP claim has been processed.</p> <p>This programme will be added to the Borough Council's internal audit programme as well as being subject to external audit. Any issues identified through internal audit reports will be reviewed at departmental level and a management action plan developed for corrections. Significant failings will be reviewed by the Council's Audit Committee. The Audit Committee has been in place since 2005. The 2024/25 self-assessments (based on the latest CIPFA guidance) identified that the Audit Committee was considered to be operating effectively within the Council.</p>



<p>[If 'No'] Tell us when a fraud risk assessment will be conducted.</p>	<p>N/A</p>
<p> <ul style="list-style-type: none"> If England, Scotland or Wales: Has the accountable body made appropriate arrangements to consider their public sector equality duty when implementing the investment plan? <p>[If 'No'] Tell us when arrangements will be put in place.</p> <p>526</p> </p>	<p>YES:</p> <p>In developing the Regeneration Plan, equality of opportunities has been considered in relation to the community and stakeholder engagement process to ensure equal access to unbiased information with fair opportunity to respond to consultation. Consideration has been given to inclusive growth principles and understanding inequalities, and throughout the development of the evidence base consideration has been given to how the experiences of different communities may vary and any implications of this for the development of intervention priorities. Delivery of the Investment Plan will ensure that support is made available to help those not currently in employment, education and training to develop the skills they need to access opportunities.</p> <p>As the accountable body for the fund, the Borough Council will ensure that any available grant funding or commissioning of services is open to all groups, organisations and projects who wish to be considered for grant funding within the agreed PiPP Boundary and that the criteria and selection process are transparent and fair.</p> <p>All delivery partners will be required to comply with the Equalities Act 2010 and will need to demonstrate that a policy is in place to eliminate discriminatory practices and barriers to equal access. Equality Impact Assessments will be required by anyone who seeks PiPP funds from the Board and will be a key consideration in the assessment and investment of funding applications.</p> <p>The Borough Council will require delivery partners to gather and monitor information/data on protected groups benefitting from PiPP investment to inform long term evaluation.</p> <p>All staff and delivery partners engaged in the PiPP programme are expected to share the council's equality commitment including people, organisations, and companies we work in partnership with and those who provide goods and services on our behalf.</p> <p>A full Borough Council Equality Impact Analysis for the PiPP programme will be undertaken by the end of March 2026 once the delivery programme is further advanced.</p>
<p> <ul style="list-style-type: none"> Has the accountable body made appropriate arrangements to ensure that the requirements of </p>	<p>YES</p>



<p>the Subsidy Control Act will be followed when administering the funding?</p>	<p>In the distribution of PiPP funds the Accountable Body will act in accordance with subsidy control. The BCKLWN's appropriate arrangements are:</p> <ol style="list-style-type: none"> 1. Contract Standing Orders, kept current. 2. Procurement Transformation Project carried out to ensure the 2022 Act requirements are met. 3. Procurement specialist team 4. Support of legal department where required.
<p>[If 'No'] Tell us when arrangements will be put in place.</p>	<p>N/A</p>
<p>5. • Available resources and skills Tell us about the resources and skills available to support delivery in the first investment period</p>	<p>The King's Lynn Neighbourhood Board: Led by a chair from the private sector, the board brings together diverse expertise, experience, and knowledge, and will be accountable for ensuring investments reflect community priorities and deliver measurable outcomes to drive long-term transformative change through investment of PiPP funding.</p> <p>The Action Group, comprising key local institutions such as the Queen Elizabeth Hospital, DWP, Active Norfolk, the College of West Anglia, and Norfolk County Council will bring sector-specific expertise and will provide the due diligence and forum for collaboration across multi agency services to ensure that projects are co-designed with local stakeholders, implemented efficiently, and monitored for impact, avoid duplicates, and connect programmes across other government programmes to maximise resources and impact.</p> <p>The Borough Council's S151 officer will be responsible for oversight of the programme on behalf of the Accountable Body.</p> <p>The Neighbourhood Board Chair (Co-Project Sponsor) is an independent chair, appointed by the accountable body following consultation with the local MP. The chair acts as a champion for the place and provides leadership for the KLNb, ensuring it is community-led and embedded within the local area.</p> <p>The PiPP Senior Responsible Officer (Co-Project Sponsor) is the Borough Council's Assistant Director for Housing, Regeneration & Place who has the overarching responsibility for steering and oversight of the King's Lynn Pride in Place Programme and will manage programme information and activity between the KLNb and the BCKLWN Cabinet.</p>



The Co-Project Sponsors will oversee programme management functions and be accountable for ensuring the realisation of the King's Lynn Regeneration Plan.

The Borough Council's Regeneration Programmes Manager will have responsibility for coordinating the delivery and monitoring of the PiPP programme, projects and grant schemes on behalf of the Neighbourhood Board and to provide update reports to the relevant Council panels, portfolio holders and Cabinet on behalf of the Accountable Body.

BCKLWN Project Officers will undertake delivery of agreed council led priority projects and grant schemes in addition to day to day programme oversight and undertaking of reporting and monitoring against KPIs and budgets.

Thematic groups will develop and provide specialist and focused insight to drive forward programme embedding and support the development of future projects and priorities, bring key partners together and ensure wider community and stakeholder engagement.

Community organisations: Capability development through training, partnership working, and shared services will empower technical competence and local responsiveness to support programme implementation and delivery.

Additional resources which will be made available to the programme from the Borough Council are:

- The Programme Management Office (PMO) principally supports the major council capital projects/programmes and smaller projects within a governance structure to provide project oversight, alignment and control, and provides support for governance requirements for projects enabling standardisation in appropriate processes, procedures and tools to maintain an up-to-date view of progress.
- Finance: The finance officer is an existing member of the Council's finance team and will oversee and manage the financial claims and evidencing process.
- Legal: The legal advisor is an existing member of the Council's legal team and will ensure the project is compliant with Subsidy Control and adheres to the Grant Agreement stipulated between the Council and MHCLG.



	<ul style="list-style-type: none"> • Procurement: The procurement advisor is an existing member of the Council's commissioning and procurement team and will oversee the procurement of contractors and ensure that the project adheres to the Council's procurement procedures. • Communications and Engagement: Existing team within the Council providing resources to inform, consult and involve the public and community stakeholders in decision making processes and programme activities.
<ul style="list-style-type: none"> • Additional support <p>Tell us which areas of support you may be interested in. You will have the option to select from the following:</p> <ul style="list-style-type: none"> • Building data capabilities • Central training resources for Neighbourhood Boards • Community engagement • Longer-term partnership support from MHCLG • Planning and property • Procurement regulations • Shared learning on best practices • Subsidy Control Act • Other (please specify) • I am not interested in any further support 	<ul style="list-style-type: none"> • Building data capabilities • Central training resources for Neighbourhood Boards • Community engagement • Longer-term partnership support from MHCLG • Shared learning on best practices • Subsidy Control Act
<p>Declarations</p> <p>You will be asked to confirm that you have read and agree with the declarations. The declarations differ depending on the country that your place is based in.</p> <p>England or Wales</p> <p>You must confirm that:</p> <ul style="list-style-type: none"> • the Neighbourhood Board has reviewed and approved this Regeneration Plan prior to submission 	



- the Section 151 Officer from the local authority acting as accountable body, or an individual with responsibility for finance where an alternative governance arrangement is in place, has reviewed and approved this Regeneration Plan
- you have considered the public sector equality duty when designing your investment plan



King's Lynn Ten Year Vision

For the Pride in Place Programme

Glossary

Term	Description
Anchor Institutions	Large local organisations like hospitals, colleges or councils that play a big role in the community.
Boost Programme	A local initiative helping young people into training, jobs, or education.
Community Capacity Building	Helping local groups and residents gain skills, confidence, and resources to improve their neighbourhoods.
Community Engagement	Listening to and involving local people in decisions and projects.
Devolution	Giving more powers and funding to local areas to make decisions that affect them.
Index of Multiple Deprivation (IMD)	A national measure showing which areas face the biggest challenges, like poverty, poor health, or low education.
King's Lynn Neighbourhood Board	A group of local leaders, businesses, and community organisations working together to guide regeneration in King's Lynn.
Levelling Fund	A national fund aimed at improving towns and communities across the UK.
Local Plan	A council document that sets out where and how new homes, jobs and services will be developed.
Marmot Place	A special status recognising King's Lynn's efforts to reduce health inequalities and improve wellbeing.
Masterplan	A long-term plan showing how different parts of the town will be improved over time.
Modal Shift	Encouraging people to walk, cycle, or use public transport instead of driving.

Neighbourhood Renewal	Upgrading housing, streets, and services in older or struggling areas.
Pride in Place Programme	A government programme providing funding to improve local areas, focusing on community needs.
Public Realm	Shared spaces like parks, streets, squares, and paths that everyone can use.
Regeneration	Improving and renewing parts of the town—like buildings, streets, parks, and services—to make them better for residents.
Social Value	The wider benefits a project brings such as jobs, training, or better health outcomes not just the physical improvements.
Spatial Targeting	Focusing funding and improvements in the areas that need the most help.
Stakeholders	People or organisations with an interest in the plan such as residents, businesses, schools and charities.
Strategic Objectives	The main goals of the plan: making places thrive, building stronger communities, and giving people more control over local decisions.
Stronger Communities	Helping people feel connected, safe, and supported in their neighbourhoods.
Taking Back Control	Giving local people more say in how their area is improved and run.
Thriving Places	Creating attractive, lively areas where people want to live, work, and visit.
Town Deal	A previous government funding programme that supported major projects in King's Lynn.
UK Shared Prosperity Fund	Government funding to support local jobs, businesses and community projects.
Value for Money	Getting the best results from the money spent.

Abbreviation Glossary

Abbreviation	Full term	Description
PiPP	Pride in Place Programme	A government Programme providing funding to improve local areas, focusing on community needs.
KLNB	King's Lynn Neighbourhood Board	The group leading regeneration efforts in King's Lynn.
BCKLWN	Borough Council of King's Lynn and West Norfolk	The local council responsible for services and planning in the area.
NCC	Norfolk County Council	The county-level authority overseeing transport, education, and social care.
MP	Member of Parliament	The elected representative for the area in the UK Parliament.
IMD	Index of Multiple Deprivation	A national measure showing which areas face the biggest challenges (e.g. poverty, health, education).
GVA	Gross Value Added	A measure of the value of goods and services produced in an area.
NVQ	National Vocational Qualification	Work-related qualifications in the UK.
NEET	Not in Education, Employment or Training	Refers to young people who are not currently studying or working.
UKSPF	UK Shared Prosperity Fund	Government funding to support local jobs, businesses, and communities.
LUF	Levelling Up Fund	A national fund to improve towns and infrastructure across the UK.
STARS	Sustainable Transport and Regeneration Scheme	A local project to improve roads, walking, cycling and public spaces.

MUCH	Multi-User Community Hub	A new building in the town centre offering services and activities for residents.
ICS	Integrated Care System	A partnership health and care organisations to improve local services.
DWP	Department for Work and Pensions	The government department responsible for welfare, pensions and employment.
LEP	Local Enterprise Partnership	A group that supports local economic growth and business development.
HAR	Heritage at Risk	A Programme by Historic England to protect important buildings and sites.
NPPF	National Planning Policy Framework	Government rules for how land should be used and developed.
LCWIP	Local Cycling and Walking Infrastructure Plan	A plan to improve walking and cycling routes in the town.
CAN	Community Action Norfolk	A charity supporting local community groups and voluntary organisations.
MCA	Mayoral Combined Authority	A regional body led by a mayor, with powers over transport, housing and skills.
KPI	Key Performance Indicator	A measure used to track progress and success of projects.
ABCD	Asset-Based Community Development	A way of improving communities by building on their strengths and resources.
VCSE	Voluntary, Community and Social Enterprise	Local charities, community groups, and social businesses.
ICS	Integrated Care System	A partnership of health and care organisations working together locally.
QEH	Queen Elizabeth Hospital	The main hospital serving King's Lynn & West Norfolk.

CONTENTS

TABLE OF CONTENTS

Executive Summary8

Local Context10

Spatial Targeting17

Vision for the future24

Strategic case for change28

Alignment with other Programmes and investments47

Match funding and leveraged investment60

Community and stakeholder engagement65

Governance74

Assurance.....78

FOREWORD FROM THE NEIGHBOURHOOD BOARD



Figure 1 - King's Lynn Neighbourhood Board Chairperson

We are proud to present this regeneration plan for King's Lynn, a town rich in heritage and community. This plan has been developed by the King's Lynn Neighbourhood Board (KLNB), in collaboration with the community. We are a passionate partnership of local businesses, community organisations, anchor institutions and public sector, are committed to achieving better outcomes for our residents and maximising the town's potential. Together, we have developed a vision that reflects what matters most to all our communities.

Our plan is built around three strategic themes and eight priorities, from heritage-led regeneration and clean, active transport to housing, skills, and community wellbeing. These themes reflect the ambitions of our residents and the challenges we must overcome—health inequalities, low skills, attainment, economic exclusion and underused assets to create a thriving, inclusive town place.

This is not just a plan for investment—it is a commitment to partnership, to listening, and to delivering meaningful change. We invite everyone in King's Lynn to be part of this journey.

EXECUTIVE SUMMARY

Executive summary

The KLNb came into effect on 28th March 2025 to lead the delivery of the Pride in place Programme in King's Lynn, building on its pre-existing role as the Town Deal Board. The KLNb has set out a vision for the town's regeneration and how it plans to engage communities and coordinate resources to achieve its ambitions.

The Board brings together representatives from local government, business, education, health, police, the community and voluntary sector, working collaboratively to shape a shared vision for King's Lynn's future, all committed to delivering the best outcomes for our communities.

This 10-year regeneration plan sets out a clear vision and strategic framework for the Neighbourhood Plan. It aims to build on the significant progress to date from previous funding Programmes to continue the transformation plan for King's Lynn into a place that residents are proud of, communities feel empowered, and is cohesive, connected and inclusive by 2036.

The plan is rooted in the town's rich cultural heritage and community identity, and responds to local challenges that include low skills, aspirations, health inequalities, poor connectivity, barrier to opportunities, and declining and underused assets. It strongly aligns with wider policy frameworks such as the Borough Council's Economic Strategy and the County Council's Local Growth Plan alongside national policy and investment through Kickstarting Economic Growth and Get Britain Working.

The various priority interventions identified in this plan are structured around the Government's three Pride in Plan Partnership strategic objectives:

- **Thriving Places**
- **Stronger Communities**
- **Taking Back Control**

Our priority interventions and Programmes have been developed through extensive engagement with our communities, voluntary sector, partners and stakeholders, led by us, the Neighbourhood Board. These are designed around our three themes, which we have agreed on a local and collaborative basis.

Thriving places - revitalising the town centre through improved public spaces, greenspaces, enhanced town centre vibrancy and better transport connectivity – creating a place where people want to live, work, play and invest.

Stronger Communities - supporting wellbeing, inclusion, social cohesion and civic participation by investing in community infrastructure and services that reduce inequalities and strengthen local networks.

Empowered People - enabling residents and empowering them to achieve their full potential through access to education, employment and local decision-making, ensuring accountability in how their local area is shaped to enhance their future opportunities.

LOCAL CONTEXT

Local Context

This chapter explores the local context behind the Ten-Year Vision for King's Lynn. It begins with the town's historical foundations, including its role as a Hanseatic port and centre of religious and commercial life. It then considers the town's strong community identity, shaped by its working-class traditions, cultural heritage, and a growing sense of place-based pride. The economic landscape is also considered, reflecting on local strengths and long-standing inequalities.

History and Identity

King's Lynn is the largest town in the borough of King's Lynn & West Norfolk, and has a rich maritime heritage dating back to the 12th century. As one of England's most important ports, the town developed strong trade links to Northern Europe through the Hanseatic League, a powerful network of German and Baltic merchant sites ¹. Formerly known as *Bishop's Lynn*, it became a major Hanseatic trading port before transitioning to royal governance in 1537 as *King's Lynn* ². Key historic landmarks include the Custom House and St George's Guildhall, the latter uniquely linked to Shakespeare ³. The population of the town grew through the 1960s influenced by incoming residents and businesses from Greater London ⁴. King's Lynn maintains strong working-class roots and civic pride ⁵. Its cultural legacy includes figures such as explorer George Vancouver and musician Roger Taylor, William Shakespeare's comedian (Robert Armin), and Margery Kempe, among others ^{6,7,8,9}.

The Economy

King's Lynn town acts as the economic driver and largest urban centre for the West Norfolk Borough ¹⁰. The town has a population of just under 50,000 ¹¹, and its larger catchment area spans 500 square miles of the Fens, along with several surrounding small villages totalling circa 250,000 residents ¹². The town is set to grow significantly with the South East Lynn expansion of 4,000 new homes as part of the housing targets set by government.

¹ [Hanseatic King's Lynn – Visit West Norfolk](#) (Accessed 17 July 2025)

² [King's-Lynn - Norfolk Heritage Explorer](#) (Accessed 17 July 2025)

³ [Home - St George's Guildhall](#) (Accessed 17 July 2025)

⁴ [Looking back at lost King's Lynn | KL Magazine](#) (Accessed 18 July 2025)

⁵ [King's Lynn and West Norfolk population change, Census 2021 – ONS](#) (Accessed 17 July 2025)

⁶ [A Biography of George Vancouver - Local Histories](#) (Accessed 17 July 2025)

⁷ [Queen drummer Roger Taylor remembers his childhood in King's Lynn | Eastern Daily Press](#) (Accessed 17 July 2025)

⁸ [The King's Lynn man who made Shakespeare funny - BBC News](#) (Accessed 18 July 2025)

⁹ [Margery Kempe | Norfolk Record Office](#) (18 July 2025)

¹⁰ [King's Lynn Town Investment Plan - February 2021](#) (Accessed 17 July 2025)

¹¹ [East of England \(United Kingdom\): Settlements in Counties and Unitary Districts p](#) (Accessed 15 August 2025)

¹² [LGA Corporate Peer Challenge: Borough Council of King's Lynn and West Norfolk | Local Government Association](#) (Accessed 22 July 2025)

There is, much to do raise the quality of employment opportunities for residents. The borough has a current Gross Value Added (GVA) per job filled of £43,034, which is significantly below the national average – although it does reflect a diverse economic base¹³, ¹⁴The job density of 1.04 (above the national average of 0.77) supports the presence of a balanced and active labour market. The manufacturing industry offers the highest future potential for growth within the economy¹⁵.

King's Lynn is home to international and world-class industry leading organisations in the pharmaceutical and manufacturing sectors including Bepak, Foster Refrigeration, Mars and Merxin, reflecting its strong connection to the global economy. However, this economic presence has not translated into widespread local prosperity, since King's Lynn is characterised by low wage levels and limited skills attainment. ¹⁶ ¹⁷ These figures and our community consultation which highlighted the outward migration and missed potential of young people resulting from limited local opportunities underscore the persistent challenges in workforce development and educational attainment, which contribute to the perception of King's Lynn as a low-skilled economy despite its global economic links.

King's Lynn boasts a rich cultural and maritime heritage, anchored by historic assets such as the Grade I listed Custom House, St George's Guildhall and the town's medieval core ¹⁸, ¹⁹. These landmarks reflect the town's historic role as a major Hanseatic port and are central to its identity and valued by local residents (PiPP Community Conference). Despite having the Guildhall of St George recognised as the largest extant guildhall in England, and the oldest functioning theatre in the United Kingdom. The Borough Council's Culture and Heritage Strategy acknowledges that the town's cultural offer is under-promoted and lacks visibility, limiting its potential to attract visitors and investment ²⁰. This gap in marketing and public engagement has been identified as a key barrier to realising the town's ambition to become a vibrant, living heritage destination, plus a need identified for better promotion and advertising of the town's heritage and cultural offerings. ²¹, ²² Furthermore, it struggles with a declining retail offering and limited leisure activities for the youth and young families. Both of which have been seen by local communities as priorities for improvement.

Transport

King's Lynn serves as a gateway for the rest of the county of Norfolk to the Midlands, through its relatively well-connected transport links. For instance, the A47, A10, and A17 are key routes for business and commerce in and out of the town to Norwich, Peterborough, Lincolnshire and the East Midlands ²³. King's Lynn rail station serves as the northern terminus of the Fen Line, providing direct rail connections to Cambridge and London King's Cross through an hourly service. Despite this, issues such as

¹³ [King's Lynn.pdf Data Pack from MHCLG JULY slide 9 .pdf](#) (Accessed 15 August 2025)

¹⁴ [King's Lynn.pdf Data Pack from MHCLG JULY slide 9 .pdf](#) (Accessed 15 August 2025)

¹⁵ [west_norfolk_economic_vision_and_strategy_december_2023.pdf](#) (Accessed 12 August 2025)

¹⁶ [Case Studies – Invest in King's Lynn & West Norfolk](#) (Accessed 18 July 2025)

¹⁷ [King's Lynn.pdf Data Pack From MHCLG JULY slide 9 Updated.pdf](#) (Accessed 15 August 2025)

¹⁸ [Maritime history of King's Lynn, Norfolk in ten buildings \(and a few more\) | Visit Norfolk](#) (Accessed 15 August 2025)

¹⁹ [Riverfront regeneration – Vision King's Lynn](#) (Accessed 15 August 2025)

²⁰ [Appendix 1 - Strategy.pdf](#) (Accessed 15 August 2025)

²¹ [King's Lynn: Connecting Communities | Historic England](#) (Accessed 15 August 2025)

²² [King's Lynn Culture and Heritage SWOT analysis updated august 2024.pdf](#) (Accessed 15 August 2025)

²³ <https://norfolk.citizenspace.com/consultation/norfolk-county-council-local-transport-plan-4> (Accessed 18 July 2025)

congested roads, limited public transport routes, limited rail frequency, creates frustrating barriers for residents, tourists and others to travel easily into and around the town and West Norfolk ²⁴. The King's Lynn Pride in Place Programme intends to catalyse a number of interventions to address some of these pressing issues and revitalise the local economy.

PEOPLE

King's Lynn has a balanced age structure, with 19.6% under 16 and 18.1% aged 65 and over, reflecting both a growing youth population and an ageing demographic ²⁵. According to the latest 2021 census, the population in King's Lynn is predominantly white (95.6%), and within non-white minorities, Asian people being the largest, representing the remaining 4.4% of the population ²⁶. The town has seen a decline in working-age adults, particularly those aged 35–49, which has implications for workforce sustainability and economic resilience ²⁷. Skills levels in King's Lynn are below national averages, with fewer residents holding higher-level qualifications (NVQ Level 4+) ²⁸. Employment is concentrated in sectors such as retail, logistics, care, and manufacturing, with limited access to high-value or knowledge-based industries.

King's Lynn experiences notable health disparities. Life expectancy and healthy life expectancy are below national benchmarks, and the town reports elevated rates of obesity, smoking, and mental health conditions ²⁹. These issues are most acute in deprived neighbourhoods, where access to preventative health services is limited.

Several neighbourhoods in King's Lynn rank among the most deprived in Norfolk, with challenges around income, housing, and educational attainment. Despite this, the town benefits from a committed network of community organisations, though many may need more support. Strengthening community capacity, leadership, and civic engagement is essential to fostering pride, , and long-term resilience.

OUR STORY SO FAR

Since the early 2000s, the Borough Council has recognised the challenges and the potential of this historic town. The current administration, and previous administrations, have placed regeneration as a key corporate priority. Recognising the constraints and viability issues that create a barrier to private sector led regeneration, through a proactive approach and innovative partnerships, the town has started its renaissance against a challenging funding landscape. This has included;

- **2000-2024:** Delivery of primary infrastructure and remediation to regenerate 120-acre brownfield site at the Nar Ouse Regeneration Area in South Lynn under John Prescott's Millenium Communities Programme. Since the early 2000s, the Programme has delivered new highway infrastructure, 500 new homes, a new primary school, a community centre, parks, green spaces and play areas, including a 15ha Enterprise Zone to provide serviced plots and premises for growing businesses and start-ups.

²⁴ [Network rail EACE North Area Committee presentation.pdf](#) (Accessed 2 September 2025)

²⁵ [King's Lynn. Local Data Pack pg. 15 pdf](#) (Accessed 17 September 2025)

²⁶ [King's Lynn and West Norfolk Demographics | Varbes](#) (Accessed 17 September 2025)

²⁷ [How life has changed in King's Lynn and West Norfolk: Census 2021](#) (Accessed 17 September 2025)

²⁸ [How life has changed in King's Lynn and West Norfolk: Census 2021](#) (Accessed 17 September 2025)

²⁹ [kings-lynn-and-west-norfolk-social-determinants-of-health-data-pack.pdf](#) (Accessed 17 September 2025)



Figure 1 - Nar Ouse Regeneration Area & King's Lynn Enterprise Park

- **2009:** Heritage led regeneration of key town centre areas including restoration of the Walks urban Park and Tower Gardens.
- **2013-15:** Public realm enhancements to Tuesday Market Place, Saturday Market Place and the King's Lynn Transport Interchange.
- **2013-17:** Townscape Heritage Initiative to restore commercial properties in the town centre; all supported by the National Lottery Heritage Fund.
- **2015 – present:** Creation of a major housing partnership with Lovell Homes to deliver up to 1,000 homes in the borough (majority in King's Lynn) to meet the housing need in the absence of private sector delivery. To date, this has provided high quality mixed tenure and affordable homes including community infrastructure in key areas of the town including South Lynn, Gaywood and North Lynn.



- **2016:** University Centre of West Anglia development at the College of West Anglia site, funded through the Local Enterprise Partnership Growth Deal.
- **2020-present:** King's Lynn was one of 100 towns awarded a Town Deal securing £25 million to support major regeneration projects. These include a new School of Nursing, restoration of the St George's Guildhall, redevelopment of a former vacant town centre retail unit to a new multi-user community hub, public realm and restoration of the riverfront, and active travel infrastructure. The Programme has unlocked a total investment of £48m. A key focus across these major capital projects aims to tackle the issue of low skills and aspirations facing the town. To complement the capital Programme, a pilot scheme to support 16–30-year-olds into training and employment was developed; 'Boost' engaged 594 young people in King's Lynn between 2021-2024 as part of the Town Deal and has since expanded across the borough engaging a further 245 young people with the support of UK Shared Prosperity Funding .

2022-26 King's Lynn and West Norfolk received £2.4m UK Shared Prosperity Funding plus an additional £1.2m match funding to support communities, local businesses and skills development. Investment into communities and place has enabled the establishment of a successful learning and events Programme at St George's Guildhall, has provided small grants for multiple community projects, has supported Programmes to keep people active, for community facilities to 'go green', has invested in environmental conservation, has provided funding for our heritage assets and enabled key tourism projects. This Programme provides a strong foundation for regenerating the local area and communities and will inform future investment through PiPP.

The Towns Fund Programme led to the creation of the Town Deal Board (TDB) was to bringing local authorities, businesses and key institutions in the town together for the first time in a decade to agree a strategic vision and priorities in the form of the Town Investment Plan. This collaborative approach not only progressed and secured the £25m Town Deal but also created new opportunities and strategic support for the backing of other investment opportunities including the Levelling Up Fund. The strength of the partnership has been recognised as well regarded and classed as exemplary by the government department.

While significant progress has been made to date, macro-economic conditions and the long-term impact of the pandemic in 2020-21 has exacerbated challenges including;

- Worsening of health inequalities.
- Worsening of public transport accessibility to connect the town to rural areas for residents to reach employment, education, public services, leisure and recreation.
- Town centre retail decline with large retail units becoming vacant due to change in retail and consumer habits including some high street brands going into administration such as Debenhams, Wilkinsons and Burtons sites.

SPATIAL TARGETING

SPATIAL TARGETING

To deliver meaningful and measurable change, the Neighbourhood Plan for King's Lynn focuses on investment and interventions within a clearly defined area of the town. This chapter explains why this area was chosen, presents the agreed town centre boundary, and introduces the priority areas where funding will be concentrated over the next decade.

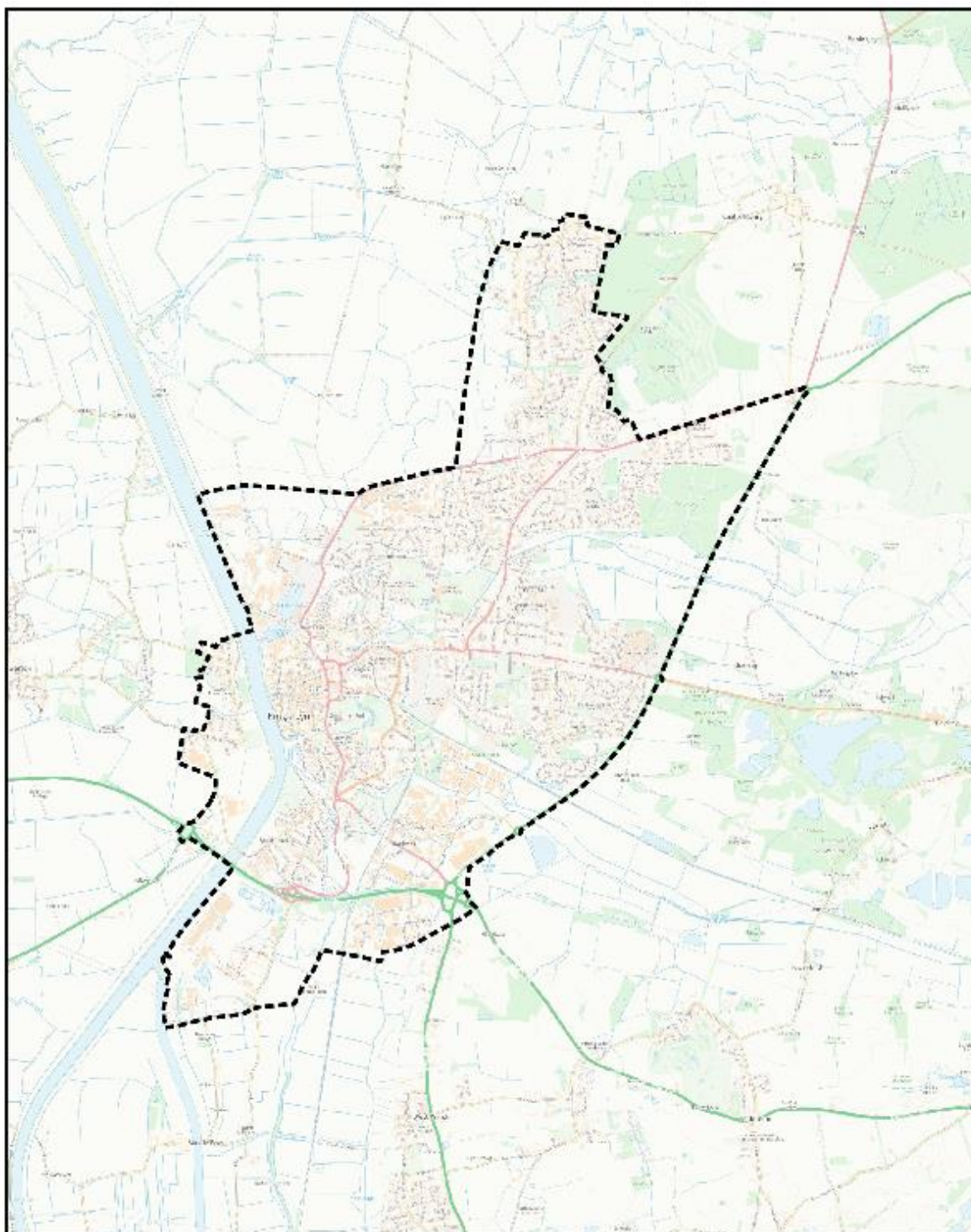


Figure 2 – Approved boundary for King's Lynn Pride In Place Programme

Figure 2 is a map showing a specific outlined area within King's Lynn, marked by a dashed black boundary. It also includes visible roads, rivers, and green spaces,

King's Lynn's Spatial Targeting Strategy prioritises investment that will benefit and achieve better life chances and outcomes for the most deprived areas through the Index of Multiple Deprivation (IMD), aiming to reduce inequality and improve access to opportunity.

The strategy focuses on connecting residential areas, employment, education and healthcare services, and the town Centre enhancing gateways, enabling safer active travel, and improving transport connectivity. These improvements will help provide new opportunities in the town for people to live, work, visit and play, reduce carbon emissions and congestion in the historic environment, and support a healthier, more inclusive urban environment.

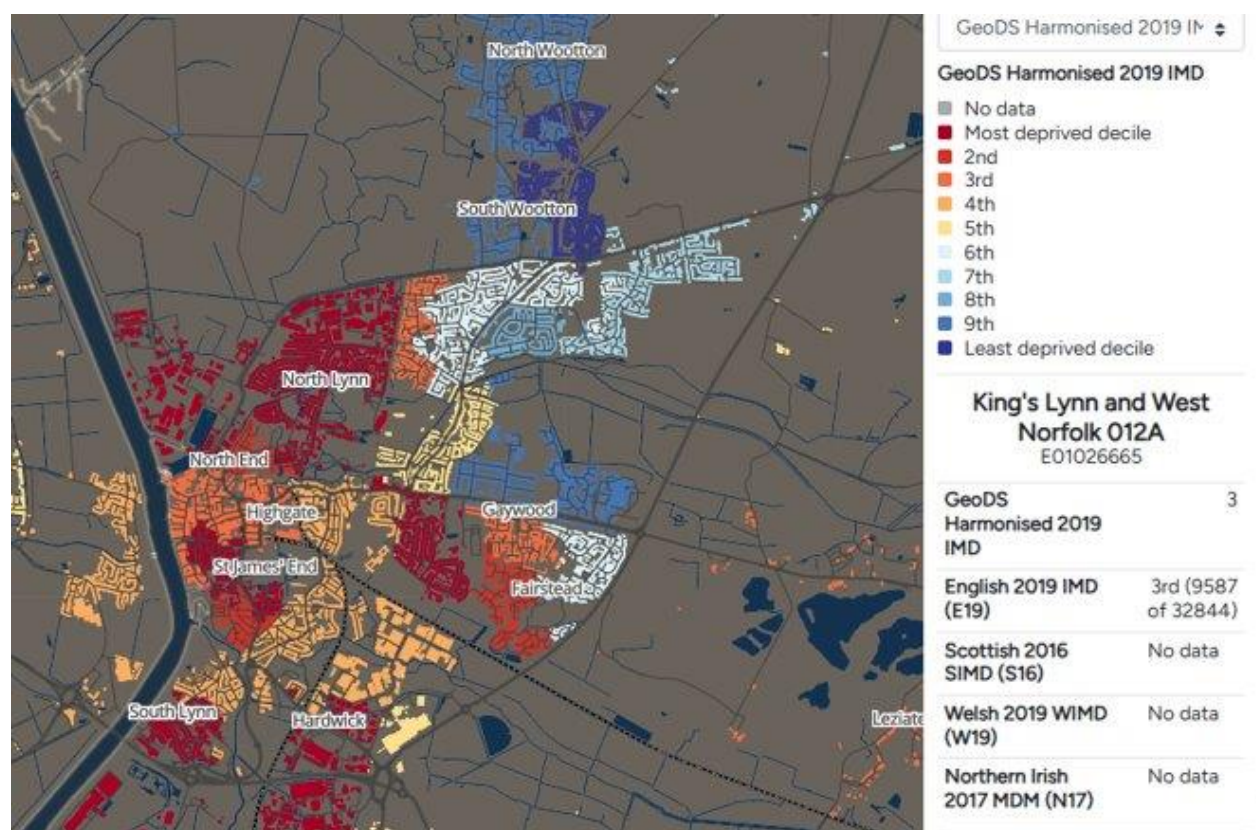


Figure 3 - IMD Plan for Approved King's Lynn Boundary

Figure 3 represents a map of King's Lynn and West Norfolk, showing the GeoDS Harmonised 2019 Index of Multiple Deprivation (IMD). It uses a color-coded scale to represent levels of deprivation across different areas:

- Dark red indicates the most deprived decile
- Dark blue indicates the least deprived decile
- Grey shows areas with no data

The map highlights significant spatial inequalities, with clusters of deprivation in North Lynn, South Lynn, and Fairstead.

The July 2025 MHCLG data pack, supported by polling and local insights, further presents a compelling case for targeted intervention in King's Lynn's most deprived neighbourhoods. Areas such as North Lynn, South Lynn, Fairstead, and Gaywood, etc., consistently rank among the lowest deciles in the Index of Multiple Deprivation (IMD), with acute challenges across income, education, health, and housing

domains^{30,31}. While North and South Wootton are generally perceived as affluent neighbourhoods within King's Lynn, data gathered through the town's work as a Marmot Place has revealed pockets of deprivation within these areas. This underscores the importance of proportionate universalism—a core Marmot principle—which advocates for universal services delivered at a scale and intensity proportionate to need^{32,33}.

In King's Lynn, this means ensuring that regeneration efforts do not overlook smaller, less visible areas of need within otherwise well-performing neighbourhoods.

Key indicators reveal:

- High rates of economic inactivity and low qualification levels, with over 17% of residents aged 16–64 having no formal qualifications, compared to the national average of 12.4%.
- Low social trust, with King's Lynn scoring -11%, significantly below the national average of -3%, reflecting fragmented community cohesion³⁴.
- Elevated crime rates, particularly in violence and sexual offences (49 per 1,000 population), and shoplifting (13.9 per 1,000), both well above national averages³⁵.
- Digital exclusion, with gigabit broadband coverage lagging behind national benchmarks in several estates³⁶.

TARGETED AREA

Focus Areas for Intervention

The Neighbourhood Board has identified North Lynn and South Lynn, Friars/St. Margarets, Fairstead and Gaywood as priority areas for, regeneration investment. These neighbourhoods fall within the defined Built-Up Area (BUA) boundary for King's Lynn and exhibit some of the most acute indicators of deprivation and socio-economic need in the town. Areas outside of these priority areas, but within the BUA boundary, which also demonstrate the need for strategic and targeted funding will also be taken into account in Programme delivery.

North Lynn is widely recognised for its concentration of social housing and persistent socio-economic challenges³⁷ borne from the historic trading and employment in the fishing industry which has subsequently declined leaving a legacy of worklessness and inequality. North Lynn scores significantly worse scores than the England average across most health indicators, except long term unemployment. Men in North Lynn live on average 11.5 years less than men in more affluent areas like Burnham and Docking (72.2. vs 83.7 years). For women, the gap is 7.9 years compared to Springwood (77.6 years³⁸).

³⁰ [The English Indices of Deprivation 2019](#) (Accessed 2 September 2025)

³¹ [Index of Multiple Deprivation \(IMD\) | Open Geography Portal](#) (Accessed 2 September 2025)

³² [Insights from Marmot Places | Local Government Association](#) (Accessed 19 September 2025)

³³ [Health Equity in England The Marmot Review 10 Years On.pdf](#) (Accessed 19 September 2025)

³⁴ [King's_Lynn.pdf Data Pack From MHCLG JULY slide 9 .pdf](#) (Accessed 12 August 2025)

³⁵ [King's_Lynn.pdf Data Pack From MHCLG JULY slide 1 .pdf](#) (Accessed 15 August 2025)

³⁵ [King's_Lynn.pdf Data Pack From MHCLG JULY slide 3 .pdf](#) (Accessed 15 August 2025)

³⁷ [north-lynn-community-plan-pdf](#) (Accessed 15 August 2025)

³⁸ [Making West Norfolk a Marmot place.pdf](#) (Accessed 1 September 2025)

The RISE project and Norfolk Police's 'Clear, Hold, Build' framework have helped to tackle North Lynn's high levels of deprivation and inactivity, with the top reported crimes/incidents being violence, sexual offences and anti-social behaviour ³⁹. The King's Lynn Regeneration Masterplan and other critical associated documents from the Borough Council of King's Lynn and West Norfolk highlight the area's need for infrastructure investment and improved public spaces ⁴⁰.

South Lynn is the strategic focus of the Southgates Masterplan, the area is positioned as a key gateway into King's Lynn and suffers from poor connectivity and fragmented land use. South Lynn has long been shaped by its role in accommodating population growth through the London overspill Programme of the 1960s, which led to extensive development of social housing and associated infrastructure. This legacy has contributed to the area's distinct urban character and demographic profile. More recently, South Lynn has been a focal point for regeneration through the Nar Ouse Regeneration Programme, initiated in the early 2000's ^{41 42,43}. South Lynn stands to benefit significantly from targeted interventions aimed at raising aspirations, renew ageing housing stock, improving health and wellbeing and enhancing local infrastructure.

Friars and St Margaret's lies in the core of the historic town centre and has huge potential to contribute to King's Lynn's cultural and economic revitalisation. These neighbourhoods face challenges related to underutilised heritage assets, limited green space and poor public realm quality, and a need for improved connectivity to the urban centre. The King's Lynn Neighbourhood Board intends to focus regeneration funding here to enhance the attractiveness of the town centre, restore key heritage sites, and create a more vibrant, inclusive environment for residents and visitors alike. The area is rich in heritage, featuring notable assets such as St. Margaret's Church (King's Lynn Minster), the Whitefriars Gate – the last remaining structure of the 13th century Carmelite Friary and historic streets like Carmelite Terrace and Priory Lane which reflect the town's medieval religious legacy. Despite these architectural strengths, Friars and St. Margarets faces persistent issues including poor housing conditions, limited public realm investment and socio-economic isolation all of which contribute to its current levels of deprivation.

Friars and St Margarets stands to benefit significantly from targeted interventions aimed at raising aspirations, improving health and wellbeing, and enhancing local infrastructure. Investment will support projects that improve public spaces, promote cultural engagement, and foster community cohesion—aligning with the broader goals of creating thriving places and empowering local communities ⁴⁴.

Fairstead has been prioritised due to its socio-economic challenges and the need to improve access to services, employment, and education. As a predominantly residential area with pockets of deprivation, Fairstead benefits significantly from its close proximity to the Queen Elizabeth Hospital in King's Lynn, offering residents convenient access to essential healthcare services and employment opportunities withing walking distance. Targeted interventions aimed at raising aspirations, improving health and wellbeing, and enhancing local infrastructure will further strengthen the estate's potential and quality of

³⁹ [RISE project launched in North Lynn | Norfolk Constabulary](#) (Accessed 1 September 2025)

⁴⁰ [King's Lynn in line for major investment under Pride in Place Programmek](#) (Accessed 15 August 2025)

⁴¹ [Borough council to take next step towards new health and fitness facilities in BCKLWN](#) (Accessed 1 September 2025)

⁴² [southgates masterplan development brief document november 2022](#) (Accessed 15 August 2025)

⁴³ [local_plan_2021_2040_july_2025.pdf](#) (Accessed 1 September 2025)

⁴⁴ [King's Lynn in line for major investment under Pride in Place Programme | Borough Council of King's Lynn & West Norfolk](#) (Accessed 11 August 2025)

life for its community. The Neighbourhood Board recognises the importance of inclusive growth and intends to channel funding into initiatives that support skills development, youth engagement, and improved transport links. By investing in Fairstead, the Board aims to create a more equitable and resilient community, ensuring that residents have the opportunity to thrive and contribute to the town's long-term success ⁴⁵.

Gaywood has been selected as a priority area due to its strategic location and potential to serve as a key gateway into King's Lynn. Despite its assets, including Gaywood Park, a large open area of land used for sporting activities and dog walking as well as a weekly Sunday Market and a car-boot sale – Gaywood faces several challenges. The area benefits from amenities such as a Tesco supermarket, an Aldi store, a launderette, multiple cafes and various takeaways. However, it continues to grapple with issues like traffic congestion, and a lack of modern community facilities. Gaywood is part of the Active and Clean Connectivity project. As part of the initiative, the BCKLWN has received planning permission to build 380 homes, offering a mix of one-bedroom apartments and four-bed houses. The Neighbourhood Board plans to direct investment toward improving transport infrastructure, enhancing public amenities, and supporting local businesses. Gaywood stands to benefit from targeted interventions aimed at raising aspirations, improving health and wellbeing, and enhancing local infrastructure. These interventions will help unlock Gaywood's potential as a well-connected, attractive Neighbourhood that supports both residential life and economic activity. The focus on Gaywood reflects the Board's commitment to balanced development across the town, ensuring that regeneration benefits are felt beyond the central core ⁴⁶.

⁴⁵ [fairstead-gaywood-community-plan-fch0476-005-1.pdf](#) (Accessed 15 August 2025)

⁴⁶ [New King's Lynn homes at Gaywood Parkway to be named in honour of First World War veteran Florence Green](#) (Accessed 15 August 2025)

Wider Economic Impacts for Surrounding Areas

The wider benefits of this targeted approach include:

1. Spillover Investment and Property Uplift

As the town centre becomes more attractive and economically vibrant, surrounding areas such as North Lynn, Gaywood, and South Lynn—which currently fall within the most deprived IMD deciles—are likely to experience uplift in property values and increased interest from developers and landlords.

2. Improved Access to Employment and Skills

Regeneration projects will support the generation of job opportunities in construction, hospitality, culture, and tourism. This will benefit residents in deprived outer neighbourhoods, especially when paired with targeted employment and skills Programmes like BOOST and other people and skills initiatives.

3. Enhanced Connectivity and Infrastructure

Investments in the public realm, active travel and public transport (e.g. through the King's Lynn Transport Strategy, the Local Cycling and Walking Infrastructure Plan, and the Bus Service Improvement Plan) will improve access to the town centre from peripheral neighbourhoods reducing isolation and increasing economic participation.

4. Cultural and Civic Inclusion

The revitalisation of the Guildhall and riverfront will create inclusive cultural spaces and events that engage residents from across the borough, fostering civic pride and social cohesion.

5. Catalyst for Neighbourhood Renewal

Demonstrated success in the town centre can build momentum for future investment in outer areas, supporting the long-term goals of the Pride in place Programme and the West Norfolk Economic Strategy.

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VISION FOR THE FUTURE

A VISION FOR THE FUTURE

At the heart of this chapter is a clear vision to create a more resilient, better connected and inclusive King's Lynn. It is shaped by community engagement, the Neighbourhood Plan's three strategic goals – as well as alignment with local, priorities including West Norfolk's Economic Strategy.

We set out a bold and unifying vision for King's Lynn through to 2036. It reflects the town's collective ambition to nurture thriving places, build stronger communities, and empower people. These principles underpin the Regeneration Plan and form the foundation of all interventions and investment.

King's Lynn will be a successful town for everyone, with flourishing communities and new opportunities for people to live, work, visit and play. It will be easy to travel in to and throughout the town, in a healthy, safe, sustainable and welcoming place. There will be better facilities, things to do, and arts and culture for people of all ages which will mean we are able to achieve our town's ambitions for:

1. A vibrant, prosperous and attractive town with a wide offering and easy access to green spaces and our rich heritage
2. A better connected town
3. A town where people feel safe and well, that offers better life opportunities where healthy lives are supported
4. A town where people are inspired to aim high and achieve their ambitions and better life opportunities

THE 10-YEAR VISION FOR KING'S LYNN

Over the next decade, King's Lynn will become a resilient, connected and inclusive town that builds on its heritage and gives residents the power to shape their future.

Through investment in **thriving places**, the plan will repurpose and enhance community assets, underused spaces, heritage buildings and the environment to support improvements to business, culture, and community life. Improving public realm, green spaces and opportunities for better homes that respect King's Lynn's heritage and improve the overall attractiveness and liveability for both residents and visitors. We will support enhanced connectivity, sustainable development to enhance mobility by encouraging residents to walk, cycle or use buses more, making bus routes more frequent and better connected to our rural hinterland, and expanding and greening cycling and pedestrian pathways to encourage more sustainable travel choices, support healthier lives and progression towards net zero. Support will be provided to community and voluntary groups for events and initiatives to reduce health inequalities and promote wellbeing contributing to our commitment of being a 'Marmot Place'.

By nurturing **stronger communities**, the plan will promote cohesion, inclusion, and opportunity – backed by local initiatives and civic engagement that bring people together. We will address causes of anti-social behaviour and crime through Programmes that provide activities and opportunities for young people to raise aspirations and make positive social and economic contributions to the town.

And **empowered people**, will enable decision making to be made locally, ensuring priorities reflect the needs and ambitions of its residents. Work will be undertaken to raise aspirations, boost local talent, fostering entrepreneurship, supporting business start-up provision, employment and skills Programmes for residents, linked to opportunities in key sectors of our economy that will create more prosperous lives for residents.

COMMUNITY SHAPING THE 10-YEAR VISION

The 10-Year Vision for King's Lynn has been shaped and refined through extensive community engagement, reflecting the aspirations and lived experiences of local residents. Originally focused on economic regeneration and infrastructure, the Vision now places greater emphasis on sustainability, inclusive opportunities, and quality of life improvements.

Sustainability:

- *"More greenery and trees. Support and protect wildlife. Animal crossings and bridges, more fencing to protect animals."* – Female, 8, King's Lynn
- *"Encourage more cycling to work by better & more secure parking and lit routes – not everybody (especially young) has a car."* – PiPP Conference attendee

Inclusive Opportunities:

- *"Youth provision – somewhere young people can go – skate parks, graffiti boards, shelters, youth clubs in community buildings."* – PiPP Conference attendee
- *"Working with employers to generate multiple work placements allowing youth to experience multiple work environments."* – PiPP Conference attendee
- *"More opportunities for young people under the age of 18 (16+) who can volunteer."* – PiPP Conference attendee
- *"Volunteering + Work experience Programmes."* – PiPP Conference attendee
- *"Accessible play areas – accessible play equipment/sensory items & plants."* – PiPP Conference attendee

Quality of Life Improvements:

- *"Bus station feels unsafe. As a parent, worried about children going out alone."* – Male, North Lynn
- *"Free Wi-Fi. More public toilets. There are not enough in the centre."* – Female, 35, South Wootton
- *"Shops close too early. Even til 7 will make an improvement."* – Age 46, King's Lynn
- *"More street lighting in blindspots."* – PiPP Conference attendee
- *"Community mental health services – not NHS ones etc, with shorter waiting lists."* – PiPP Conference attendee
- *"Make Lynn more appealing and keep people here with more to do."* – Resident, King's Lynn
- *"Need more inclusive, interactive and celebratory community experiences to bring people together, such as events and festivals"* – PiPP Conference attendee

WHAT CHANGE WILL BE DELIVERED? WHAT DOES SUCCESS LOOK LIKE IN 2036?



Figure 4 - King's Lynn Riverfront

By 2036, King's Lynn will be recognised as a thriving, inclusive town with a vibrant centre, empowered communities, and a resilient economy. The plan, will engage with communities, partners and private sector to revitalise the town centre through mixed-use development, adding new homes, , enhancing cultural opportunities, improving public areas, green infrastructure and sustainable transport connectivity.

In residential neighbourhoods, targeted interventions will focus on improving safety, community cohesion, amenities, access to services, and youth engagement through skills and employment, public health initiative pathways to enable people to live well and lead productive and healthier lives.

The King's Lynn Regeneration Plan targets a set of priority neighbourhoods including North Lynn, South Lynn, and the town Centre, where entrenched deprivation, poor connectivity, and underutilised assets have constrained opportunity. These areas will benefit from a coordinated Programme of interventions designed to unlock their potential and improve quality of life.

Success will be measured by tangible improvements in economic productivity (e.g., increased GVA per job), reduced health and education inequalities (e.g., fewer NEETs, improved life expectancy) and stronger community cohesion.

STRATEGIC CASE FOR CHANGE

STRATEGIC CASE FOR CHANGE

This strategic case is not just about economic uplift; it's about ⁴⁷ changing mindsets, restoring civic pride, and creating a town where people can live well, work well and where people choose to visit and invest.

Market Failure and Social Disadvantage

King's Lynn has a clear economic and social need for regeneration, as evidenced by a range of data and local strategic assessments. Many parts of the town face higher-than-average levels of deprivation especially in areas, such as income, employment, health, and education ⁴⁸. These long-standing socio-economic challenges that hinder inclusive growth and people's quality of life. The town's historic riverfront and central areas, once central to its identity and economy, are now underutilised and disconnected from the wider urban fabric due to past development decisions. This has weakened the town's sense of place, discouraged private sector investment, reduced footfall, and limited opportunities for local businesses and cultural activities to thrive. What was once the source of the town's prosperity has gradually declined especially following the post-industrial activities that came as a result of the 1960's overspill in the post war era.

King's Lynn faces real challenges in attracting private sector investment in key areas, particularly the riverfront, town centre and surrounding neighbourhoods. Despite the town's rich heritage and strategic location, the absence of coordinated public spaces, environmental constraints and infrastructure gaps have made it harder to draw commercial interest-land values low. This has been acutely felt in the town centre where the retail led quarter has followed the national trend in loss of national retailers' inability to replace these businesses with other leisure and private sector investment due to the social and economic limitations that face the town.

⁴⁷ Vision King's Lynn – Project Business Case (Stage 2) [kings lynn youth retraining project business case draft](#) (Accessed 7 July 2025)

⁴⁸ [King's Lynn data pack.pdf](#) (Accessed 28 July 2025)



Figure 5 - Closed and empty Debenhams building

This cycle is compounded by market failure: local employers cite skills gaps, yet many young residents remain disengaged from training and education. Over 1,300 young people aged 18–24 are employed without training⁴⁹, and pockets of King's Lynn have over 30% of residents with no qualifications or only NVQ Level 1⁵⁰. The result is a mismatch between labour market demand and workforce capability—limiting productivity, innovation, and inward investment. Social disadvantage is evident in the town's ranking among the most income-deprived areas in Norfolk, with nine neighbourhoods in the lowest decile nationally⁵¹. These conditions correlate with higher rates of crime, poor health outcomes, and reduced quality of life⁵². During consultation at PiPP conferences, it was found that more opportunities for young people under the age of 18 (16+) who can volunteer was cited as a potential solution by local residents.

Socially, this regeneration plan offers significant opportunities. It will raise aspirations, improve access to quality public spaces, foster community pride, and support healthier lifestyles through better upgraded connectivity and quality amenities. The anticipated outcomes include reduced crime and anti-social behaviour, increased civic participation, and enhanced opportunities for local employment and skills development⁵³. By aligning with national priorities and local aspirations, the Pride in Place Programme in King's Lynn represents a transformative opportunity to address long-standing inequalities and build a more resilient, vibrant, and inclusive town.

Socio-economic challenges

⁴⁹ Democracy West Norfolk Kings Lynn Youth Retraining Pledge [Project overview](#) (Accessed 9 July 2025)

⁵⁰ Democracy West Norfolk Kings Lynn Youth Retraining Pledge [Project overview](#) (Accessed 9 July 2025)

⁵¹ [Map of Norfolk's richest and poorest areas reveals huge inequality | Eastern Daily Press](#) (Accessed 9 July 2025)

⁵² [Is King's Lynn a nice place to live?](#) (Accessed 11 July 2025)

⁵³ [Riverfront Regeneration - Towns Fund Business Case.pdf](#) (Accessed 11 July 2025)

King's Lynn faces entrenched socio-economic challenges that limit opportunity and prosperity. Despite a relatively high employment rate (79.8%)⁵⁴, the town is characterised by a low-wage, low-skill economy, with median weekly pay (£549) falling below both regional (£604) and national averages. Educational attainment is persistently low: only 32.5% of students achieved GCSE English and Maths Grade 9–5 in 2019, compared to 43.2% nationally⁵⁵. This suggests that King's Lynn continues to trail slightly behind the national average, though the gap has narrowed compared to previous years. Participation in higher education is just 17%, less than half the national rate⁵⁶. These indicators reflect a cycle of low aspirations, particularly among young people, which contributes to insecure employment, economic inactivity, and higher deprivation.

Housing

King's Lynn has a high number of smaller homes, including flats (22%) and terraced housing (26%). The historic nature of the town and the legacy of being a post war London overspill town means a high proportion of the housing stock is of poor quality (in terms of energy efficiency and condition) which exacerbates the levels of deprivation in health and quality of life for low-income families. Overcrowding is a growing issue, particularly in the private rented sector (PRS), which accounts for 24.7% of houses are overcrowded – the highest rate among sub-areas in the borough. This suggests a mismatch between housing size and housing needs, particularly for families and low-income groups.

Letting agent surveys indicate that demand for affordable, well-maintained rental properties exceeds supply, especially for larger homes. Residents reported concerns about the affordability of local housing at our PiPP conferences. Agents also reported concerns about applicant quality, limited availability and rising rents, which may force households into unsuitable or poor-quality accommodation⁵⁷.

These trends emphasise the need for targeted investment in higher-quality, well-maintained affordable housing particularly in the private rental sector, to reduce housing stress, address overcrowding, improve living conditions and support inclusive regeneration.

Health inequality challenge

The COVID-19 global pandemic exposed and deepened existing, long-standing health inequalities across King's Lynn and indeed West Norfolk. As seen in the in the *Build Back Fairer* Marmot Review, the unequal burden of illness and mortality during the pandemic was closely tied to pre-existing social and economic disparities. In King's Lynn, these disparities are particularly stark: higher rates of mental health issues, obesity, alcohol related hospital admissions and loneliness – conditions that were already prevalent before the pandemic⁵⁸.

The long term social and economic consequences are significant. The pandemic has increased the risk of generational disadvantage, with children in deprived areas facing setbacks in education and

⁵⁴ Office for National Statistics [King's Lynn and West Norfolk's employment, unemployment and economic inactivity - ONS](#) (Accessed 8 July)

⁵⁵ [Key stage 4 performance, Academic year 2023/24 - Explore education statistics - GOV.UK](#) (28 July 2025)

⁵⁶ [Search by postcode - Office for Students](#) (28 July 2025)

⁵⁷ residential_needs_assessment_final_2020.pdf (Accessed 18 September 2025)

⁵⁸ [Build Back fairer - the COVID-19 Marmot review](#) (Accessed 10 September 2025)

wellbeing. Adults in insecure work or poor housing have experienced deteriorating physical and mental health, further straining local services and widening the gap in life chances.

The Marmot Place Programme, launched in King's Lynn in March 2025, aims to tackle these inequalities through a place-based strategy focused on the social determinants of health. It brings together the Institute for Health Equity, Public Health, Borough Council, NHS, voluntary sector and community partners to co-design interventions that promote health equity from early years support and housing improvements to employment access and community infrastructure.

The borough's designation as Norfolk's first Marmot Place underscores the urgency of addressing these challenges. In North Lynn, for example, life expectancy for men is 11.5 years shorter than in more affluent areas like Brancaster and Burnham ⁵⁹. For women, the gap is nearly 8 years ⁶⁰. These disparities are the widest in Norfolk and are driven by unequal access to housing, transport, education and employment – factors that worsened during lockdowns and service disruptions. PiPP investment will provide essential support to tackle these identified issues.

⁵⁹ [New Programme aims for better health across West Norfolk's communities | Borough Council k](#) (Accessed 11 September 2025)

⁶⁰ [King's Lynn and West Norfolk becomes county's first Marmot Place and will take on strategy to improve health inequalities in borough](#) (Accessed 11 September 2025)

CASE STUDIES

By investing in community-led regeneration, youth engagement, and skills development, the Programme inspires young people to reimagine their futures. Projects such as BOOST, as funded through the King's Lynn Town Deal and latterly UK Shared Prosperity Funding (UKSPF) and Volunteer It Yourself, as funded locally through UKSPF, are already demonstrating their value.⁶¹ In total, 839⁶² young people across West Norfolk have engaged with the Programme from 2021-2025. Employers, training providers, the BOOST team and stakeholder organisations concur that the greatest benefits to young people engaging with the project have been in improvements to confidence, self-esteem, and communication skills.

“It has improved confidence for my children, but also it has given life opportunities, including career progression, for people who may not have had that otherwise. I believe it has been inspirational for some who may have been lacking in self-belief and aspiration, and it has opened doors for them”. Parent of Boost participant.



Figure 6 - BOOST Programme participants at a site visit

Furthermore, **the Pizza Project** in North Lynn has been praised for helping reduce anti-social behaviour and violent crime⁶³. This pilot project led by the Youth Service, supported by the Police and Active Norfolk has provided a model for youth engagement and diversionary activities. This initiative has the opportunity to roll out to other areas of the town where youth engagement is most needed.

⁶¹ Five UKSPF People and Skills projects 2024-2025 <https://veni.org.uk/wp-content/uploads/2025/04/> (Accessed 6 July 2025)

⁶² [Lifting-Life-Chances-and-Local-Prosperity-in-Kings-Lynn-and-West-Norfolk.pdf](#) (Accessed 4 September 2025)

⁶³ [North Lynn Youth Group credited with reduction in local crime - BBC News](#) (Accessed 30 July 2025)

The Place received funding through the Community Renewal Fund in 2021 and UK Shared Prosperity funding from 2022-2025 to open a flexible, multi-use space in a former town centre retail unit and provide support to entrepreneurs and micro businesses who are looking to test out ideas, trial having a physical shop front, or want to see whether their side hustle can become their main source of income. Over the period March 2022 to March 2025, the Place provided non-financial support to 132 enterprises, enabled 60 events and provided assistance to 16 entrepreneurs to be enterprise ready.



Figure 7 - Keen shoppers sifting through at The Place

St. George's Guildhall represents a unique cultural asset with untapped potential to drive inclusive economic growth, heritage-led regeneration, and community wellbeing in King's Lynn. Strategic investment is essential to unlock its role as a regional anchor for creative industries, tourism, and civic engagement – addressing long standing underutilisation and ensuring its sustainability for future generations.



Figure 8 - Young participants of in a play at St. Georges Guildhall

“Kids are the future and hearing children in the building is great... There has been a new energy in the venue with these events and since the Learning & Engagement postholder joined”. Volunteer guide, September 2024

This sentiment, echoed by a dozen other volunteers, highlights the transformative impact of educational programming which has been supported through the Shared Prosperity Fund – such as Play in a Day and school visits – on revitalising St. Georges Guildhall as a vibrant, inclusive cultural space.

PRIORITIES FOR CHANGE

The following priorities emerged from a combination of qualitative analysis of responses to the MHCLG Zen City Survey and extensive community engagement undertaken by the Neighbourhood Board during 2024-5.

The survey invited open-ended feedback on how £20 million in regeneration funding should be used locally. Responses reflect a broad and deeply felt desire for improvements across housing, infrastructure, youth services, safety, and the town centre. The word cloud below highlights the most frequently mentioned priorities for change in King's Lynn, with larger words indicating higher frequency.

Key Takeaways:

- Town centre regeneration is the most frequently cited priority, with residents wanting a more vibrant, accessible, and culturally rich environment.
- Housing and infrastructure are critical concerns, especially in light of ongoing development and affordability challenges.
- Youth engagement and safety are seen as essential to improving community wellbeing and cohesion



Figure 9 - King's Lynn Zen City Survey Word Cloud

Local data from Norfolk Insight further highlights entrenched deprivation in these areas, with persistent issues in child poverty, poor health outcomes, and limited access to green space and cultural amenities.

A deeper and richer understanding of the issues to aid a greater understanding behind the data has been gathered from residents and stakeholders through an extensive range of consultation and engagement during 2024-5, this has been gathered through face-to-face workshops, surveys, community led events and one to one meeting. An extensive review of other topic specific consultations undertaken by other services and our agency partners has also been completed to provide a robust basis for identifying priorities. For example, community-led engagement, such as the North Lynn Community Plan which has been developed on the back of the 'Clear, Hold, Build' framework and Sport England Place Expansion Programme with Active Norfolk, reinforce these findings with lived experience accounts of key issues facing the town and opportunities on how these could be addressed.

High level consultation insights are summarised below against the government's eight Programme interventions:

Theme	Current Strengths	Challenges / Gaps	Key Opportunities
1. Regeneration, High Streets & Heritage	<ul style="list-style-type: none"> - Strong community engagement in regeneration projects- Active interest in independent businesses- Successful cultural events (e.g., St. George's Guildhall)- Interest in revitalising public spaces 	<ul style="list-style-type: none"> - Empty buildings and shops (e.g., Debenhams)- Traffic flow and parking issues- Insufficient promotion of heritage and culture- Lack of sustainability resources for local businesses- support for independent retailers – improved retail provision- limited leisure and cultural activities 	<ul style="list-style-type: none"> - Town Centre Regeneration: Focus on bringing empty spaces back into use- Support the continued rejuvenation of St George's Guildhall. Support further regeneration along the riverfront. Promotion of Cultural Events: Strategic marketing for arts and heritage- Environmental Support: Incentives for sustainable business practices
2. Housing	<ul style="list-style-type: none"> - Plans for increased housing density Public realm improvements (e.g., Public Realm Action Plan - Commitment to Net Zero through heat-sharing initiatives 	<ul style="list-style-type: none"> - Low housing density in town centre- Poor quality housing stock (18.8% non-decent) -Poor town centre housing density - need for improved access to green spaces 	<ul style="list-style-type: none"> - Measures to improve housing affordability. Neighbourhood renewal and community guided public realm improvements e.g. Southgates and Riverfront Regeneration:
3. Work, Productivity & Skills	<ul style="list-style-type: none"> - Town Deal and UKSPF-funded projects (e.g., BOOST, Tech Skills for Life)- Up-skilling opportunities for residents 	<ul style="list-style-type: none"> - High economic inactivity and low wages- High NEET levels and lack of career pathways for youth- Underdeveloped retail sector - Youth engagement/participation; barrier to employment include transport and lack of aspiration and confidence 	<ul style="list-style-type: none"> - Youth Employment Support: Expand initiatives like BOOST- Workplace Incubators: Develop spaces for small businesses, work with partners to identify and improve opportunities for training, apprenticeships, mentoring and employment and to enhance local provision for work based and skills training. Implement the recommendations of the WN Skills Group
4. Cohesion	<ul style="list-style-type: none"> - Strong community support for local initiatives (e.g., The Beacon, The Pizza Project, RISE)- Multi-user community hub projects 	<ul style="list-style-type: none"> - Limited available community spaces for activities, lack of neighbourhood amenities. 	<ul style="list-style-type: none"> - Community Asset Review and Space Development- Review of community amenities; identify hotspots and quick wins to improve communities open spaces. Grow social capital and empower community voices

			to contribute towards service improvements.
5. Health & Wellbeing	<ul style="list-style-type: none"> - High demand for physical activities (87% interested)- Proposals for integrated health services - Community support for vulnerable groups (e.g., homeless) 	<ul style="list-style-type: none"> - Outdated leisure facilities unable to meet demand- Health inequalities, especially in deprived areas - Rise in homelessness since the Covid pandemic. 	<ul style="list-style-type: none"> - Improved, accessible and affordable leisure facilities and provision in local communities - opportunities for multi-agency service provision
6. Transport	<ul style="list-style-type: none"> - Plans for improved cycling infrastructure- Focus on enhancing public transport 	<ul style="list-style-type: none"> - Gaps in current public transport provision, especially late at night- Traffic congestion limiting mobility - missing links and safety concerns on parts of the cycle network. 	<ul style="list-style-type: none"> - Public Transport Improvements: Expand bus routes and reliability- Active Travel Infrastructure Enhancement: Develop safer, more accessible cycling routes
7. Safety & Security	<ul style="list-style-type: none"> - Youth-focused initiatives (e.g. The Pizza Project, RISE in North Lynn) 	<ul style="list-style-type: none"> - Safety concerns at night, particularly in high-crime areas- High crime rates (theft, public order, violence). 	<ul style="list-style-type: none"> - Multi-agency approach to effectively improve street safety - Continued implementation of the King's Lynn Public Realm Action Plan to improve the safety, connectivity and attractiveness - Design out crime - Youth Engagement: Expand initiatives like The Pizza Project and RISE to reduce anti-social behaviour
8. Education & Opportunity	<ul style="list-style-type: none"> - Strong interest in youth activities and education- St. George's Guildhall Education Programme 	<ul style="list-style-type: none"> - Limited youth engagement leading to outmigration- High educational inequalities and deprivation 	<ul style="list-style-type: none"> - Youth Development Programmes: Implement initiatives to improve educational opportunities for young people - Community Garden and 10x10 scheme to enhance skills development, learning events Programme, work with secondary schools to raise aspirations and create civic pride.

Table 1 - Gap analysis linked to eight strategic priority areas

EIGHT STRATEGIC PRIORITIES

The Regeneration Plan responds directly to these challenges and opportunities identified through our community engagement activities. The £20 million investment through the Pride in place Programme offers a once-in-a-generation opportunity to break ingrained issues by tackling their root causes working in partnership with communities and key organisations to address **low aspirations, low skills and attainment, significant health inequalities, poor connectivity and market failure**.

Interventions will be developed that will seek to deliver positive change against the following **eight strategic priorities** ⁶⁴.

Town Centre Revitalisation: Focus on bringing empty buildings back into use, enhancing market offerings, supporting the continued rejuvenation of key heritage assets, improving green spaces, regenerating the riverfront, and supporting independent businesses.

Neighbourhoods and Affordable Housing: Undertake neighbourhood renewal through community guided public realm improvements and collaborate with partners to coordinate services to deliver quality affordable homes.

Employment & Skills: Raise skills levels by continuing support for youth targeted Programmes, providing opportunities for economically inactive & NEET youth people to move closer to training and employment.

Health & Wellbeing Infrastructure: Support improved, accessible and affordable leisure facilities and provision in local communities. Create opportunities for multi-agency service provision and improved access to physical activities for disadvantaged groups, particularly targeted at support in the communities aligned with other Programmes and initiatives. Integrate health services and address health inequalities.

Transport Connectivity: support continued active travel improvements alongside wider network improvements to address congestion, reduce emissions and create a safe cycling network.

Safer Streets: Coordinate a multi-agency approach to effectively improve street safety and reduce the causes of anti-social behaviour. Improve public safety through infrastructure upgrades. Expand and develop successful local youth initiatives, providing regular positive engagement.

Education & Youth Engagement: Expand and enhance opportunities for youth development Programmes, learning and skills development and positive activities for young people to raise aspirations and create civic pride.

Community Capacity Building: Providing support to strengthen skills, knowledge and resources to empower communities to enable positive change and grow social capital. Review and harness opportunities to improve community assets and spaces to meet local needs.

⁶⁴ [BCKLWN Gap Analysis 24.07.25 v1.docx](#) (Accessed 11 September 2025)

ALIGNMENT WITH PRIDE IN PLACE’S 3 STRATEGIC OBJECTIVES

Our eight priorities respond directly to the government’s three strategic objectives of the Programme through:

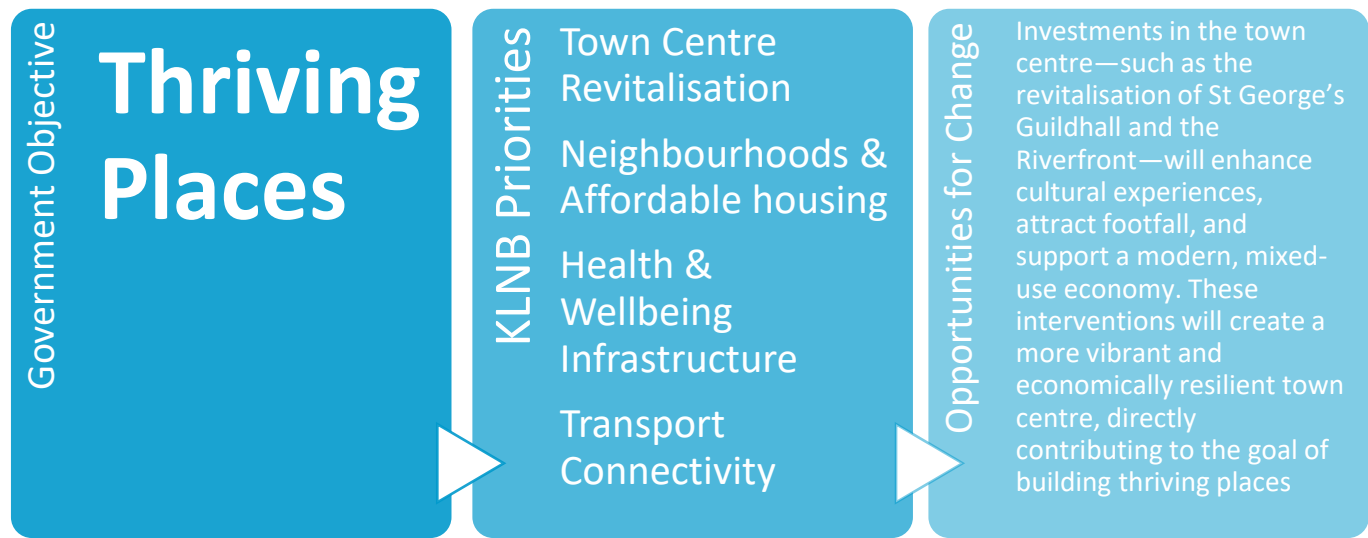


Figure 10 - Government objective 1 - Thriving Places



Figure 11 - Government Object 2 - Stronger Communities

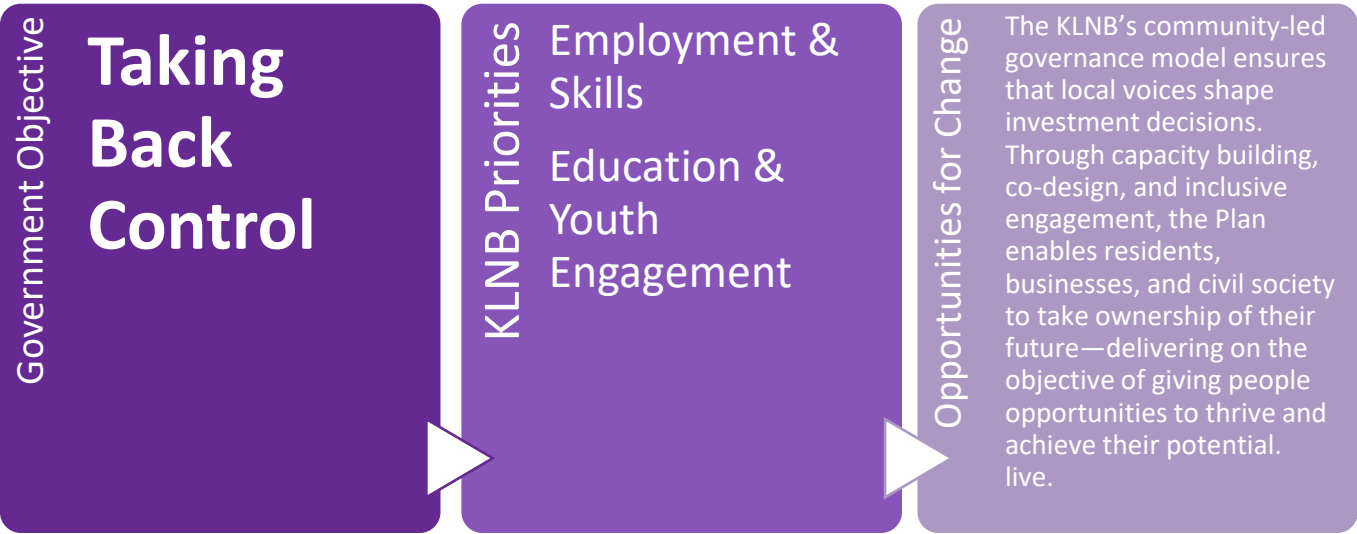


Figure 12 - Government Objective 3 - Taking Back Control

PRIORITY PROJECTS AND RATIONALE

Flagship projects have been identified as early priorities for investment under the King's Lynn Regeneration Plan's three themes for:

- Thriving Places
- Stronger Communities
- Empowered People (empowerment naturally leads to taking back control – over one's life, choices and future).

:

THRIVING PLACES:

St George's Guildhall and Creative Hub

As the oldest working theatre in the UK, St George's Guildhall is a nationally significant cultural asset with untapped potential. Investment will restore and modernise the venue, creating a vibrant creative hub that supports local artists, attracts visitors, and anchors the town's cultural economy.

Rationale: This project will support the creation of community and public spaces as part of the wider restoration project and directly supports the outcomes of improving town centre attractiveness, enhanced footfall to unlock private sector investment, enhancing cultural experience, and raising aspirations—particularly among young people through creative skills pathways. The St George's Guildhall and Creative Hub will provide local residents with access to affordable arts, culture, and heritage experiences, while also creating new jobs, supporting creative businesses, and offering education and skills development opportunities.



Figure 13 - Drone shot of St. George's Guildhall

King's Lynn Riverfront Phase II

This project will unlock the potential of the River Great Ouse waterfront through public realm and green space improvements, better pedestrian and cycle connectivity, and activation of underused spaces for leisure, events, and enterprise. This next phase of Riverfront Regeneration builds in the initial work to revitalise the Custom House under the Town Deal. This phase will seek to unlock this underutilised

potential by transforming the public and green spaces to be **active, accessible and attractive** along South Quay through to Boal Quay and the Southgates ⁶⁵ as part of a wider ambition to be set out in the forthcoming King's Lynn Masterplan. These interventions aim to improve the health, wellbeing and connectivity for adjacent residents, providing improved amenities that will catalyse private investment, improve perceptions of the area, and stimulate the visitor economy—addressing both demand-side and supply-side failures.

Rationale: The riverfront is a key gateway and heritage asset. Enhancing its accessibility and appeal will support a modern, mixed-use town centre and improve wellbeing through inclusive, safe, and active public spaces.

Table 8 highlights community voices to support the rational identified here.



Figure 14 - King's Lynn Riverfront

Town Centre Repurposing

Town centre repurposing is a central priority in the King's Lynn Pride in place Programme, aimed at transforming underused and neglected buildings, sites and areas—particularly the south end of the high street—into vibrant, multi-functional spaces. This includes redeveloping vacant buildings for residential, commercial, cultural, and leisure uses, enhancing the public realm, and improving the overall attractiveness and liveability of the town centre ⁶⁶.

Rationale: Repurposing supports a mixed-use economy, attracting footfall, increasing dwell time, and boosting local business resilience.

⁶⁵ [Nelson Quay | Nelson Quay | Borough Council of King's Lynn & West Norfolk](#)

⁶⁶ [Klnb regen and investment plan august 2025](#) (Accessed 11 September 2025)

STRONGER COMMUNITIES

Community Capacity Building, Assets and Empowerment

This priority project focuses on strengthening the ability of local communities, voluntary groups and grassroots organisations to shape and deliver regeneration outcomes. It includes supporting community groups and local champions to lead engagement and co-design activities. Using the 'Asset Based Community Development' model, communities will be supported to strengthen skills, knowledge and networks to enhance local collaboration, problem solving and leadership, building resilience and self-sufficiency in communities. Through building long term capacity for self-sustaining social action, a Programme of community action projects will be developed and supported through grant funding to target neighbourhood specific opportunities.

Rationale: enabling residents to take a leading role in shaping their neighbourhoods which should foster pride and trust.

Table 8 highlights community voices to support the rational identified here.

EMPOWERED PEOPLE

Work to raise skills and aspirations is being led by the West Norfolk Skills Group, which brings together VCSEs, employers, education providers, and public sector partners to identify and respond to workforce needs. This partnership is closely aligned with the Norfolk's Connect to Work Programme, which supports economically inactive residents and those facing complex barriers to employment, including care leavers, people with health conditions, and disadvantaged youth.

The Skills Group works in tandem with the Employment & Skills Board, ensuring that interventions are strategically aligned and responsive to local labour market challenges. Together, these initiatives are building a locally rooted skills ecosystem that enables residents to access meaningful training, employment, and progression opportunities.

Rationale: This approach directly supports this key objective by ensuring accountability and alignment with the KLNb's strategic priorities, especially around youth development, inclusion, and long-term opportunity creation.

Table 8 highlights community voices to support the rational identified here.

INTENDED USE OF POWERS

Entity	Power/Function	Use of Power(s)	Link to KLNb thematic priorities
Borough Council of King's Lynn & West Norfolk (Accountable Body)	Local Listed Building Consent Orders; Planning and Procurement Powers, Licensing Section 215 of the Town and Country Planning Act 1990 – Clean Up Notices	Facilities heritage-led regeneration (e.g. Guildhall); streamlines planning for listed buildings; manages funding and contracts. Exploring use of High Street Rental Auctions to support town centre repurposing.	Regeneration, High Streets and Heritage
Norfolk Police Constabulary	Anti-Social Behaviour, Crime and Policing Act 2014, Respect Orders.	Joint Operations with BCKLWN and the Operational Partnership Team (OPT) to identify and address hotspots of ASB or criminal activity.	Safer Streets
Norfolk County Council	Highways	Co-design and deliver transport schemes	Transport Connectivity

		identified in the King's Lynn Transport Strategy and PiPP Investment Plan (e.g. Southgates junction, active travel corridors).	
Community Organisations & VCS	Community Right to Bid; delivery of funded projects	Nominates assets of community value; leads grassroots initiatives funded and Pride in place Programme	Community Capacity Building
Borough Council of King's Lynn & West Norfolk (Planning Enforcement)	Repair Notices	Planning Enforcement and Conservation Team, section 48 of the Planning (Listed Buildings and Conservation Areas) Act 1990. These have been used by planning and can lead to CPO action being considered. Also used are notices served under section 54, urgent works.	Town Centre Revitalisation
Borough Council of King's Lynn & West Norfolk (Local Planning Authority)	Clean-Up Notices	Planning enforcement, Section 215 of the Town and Country Planning Act 1990, these notices are used by the department	Town Centre Revitalisation
Borough Council of King's Lynn & West Norfolk CSNN	Fly Tipping	The CSNN team regularly use The Environmental Protection Act legislation and The Antisocial Behaviour Crime and Policing act 2014 to address fly tipping and regularly issue FPN's and Community Protection Warning's and Community Protection Notices. If necessary, given appropriate time, some meaningful data quantifying number of complaints and number of informal and formal interventions and their type could be provided.	Safer Streets
Table 2 - List of powers of King's Lynn public institutions			

LONG TERM OUTCOMES OF THE KING'S LYNN PRIDE IN PLACE PROGRAMME

Below are some long-term outcomes aligned with the King's Lynn Neighbourhood Board's Pride in place Programme. These outcomes reflect the strategic ambitions of the Board and the transformative potential of priority interventions like the St. Georges: Guildhall restoration and the Riverfront Regeneration Project:

1. A vibrant, prosperous and attractive mixed-use town that offers different uses and easy access to green spaces and our rich heritage

King's Lynn becomes a nationally recognised cultural destination, anchored by restored heritage assets and vibrant public spaces.

Increased visitor numbers and dwell time in the town centre, supporting local businesses and cultural organisations.

A thriving year-round Programme of events and exhibitions that reflects local identity and attracts regional audiences.

2. A better connected town

Seamless active travel routes connect neighbourhoods to the town centre, schools, and health services.

Improved transport infrastructure reduces travel times and increases access to employment and education.

Digital connectivity upgrades ensure equitable access to online services and opportunities.

3. A town where people feel safe and well, where healthy lives are supported

Public realm improvements and community-led design reduce anti-social behaviour and increase perceptions of safety.

Increased access to green spaces and cultural venues to support mental and physical wellbeing.

Stronger local networks and civic engagement to foster resilience and social cohesion.

4. A town where people are inspired to aim high and achieve their ambitions and life opportunities

Heritage and regeneration projects provide platforms for youth engagement, volunteering, and creative learning.

Partnerships with schools, colleges, and employers deliver targeted skills Programmes and career pathways. A more dynamic local economy that supports job creation, innovation, and inclusive growth.

Projects	PiPP Strategic Objectives	King's Lynn Vision	King's Lynn Strategic Priorities	Outcomes
St Georges Guildhall & Creative Hub	Thriving Places	Vibrant, prosperous mixed-use town	Town Centre Revitalisation	Increased cultural participation
King's Lynn Riverfront Phase II	Thriving Places Take Back Control	Vibrant, prosperous mixed-use town	Town Centre Revitalisation Health & Wellbeing Infrastructure:	Enhanced public space, visitor economy
Town Centre Repurposing	Thriving Places	Better connected town	Town Centre Revitalisation	Improved town centre experience, diversified use of spaces
Empowered People	Stronger Communities	People feeling safe and well	Education & Youth Engagement:	Better life opportunities

Community Capacity Building & Assets	Stronger Communities	Healthy lives supported	Community Capacity Building	Empowered residents, improved health & wellbeing
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Table 3 - King's Lynn priority projects and their desired outcomes

MEASURES OF SUCCESS AND LONG-TERM OUTCOMES

Key Performance Indicator (KPI)	Description	Linked long-term outcome
Town Centre Footfall	Increase in visitor numbers to the town centre	Improve town centre attractiveness and cultural experience
Vacancy Rate of Commercial Units	Reduction in empty retail and commercial spaces	Create a successful, modern mixed use town centre
Public Transport Accessibility Index	Improved access to public transport across key neighbourhoods	Enhance connectivity and accessibility
Crime Rate (ASB and related offences)	Reduction in anti-social behaviour, violence and sexual crime	Improve safety, security and community wellbeing
Youth in Further Education or Apprenticeships	Increase in post-16 participation rates, number of NEETs, uplift in KS3 & KS4 educational attainment rates	Raise young people's aspirations
Business Start-Up Rate	Growth in new local enterprises and SMEs	Support business and skills growth
Cultural Participation Rate	Increase in attendance at cultural venues/events (e.g. Guildhall, Hanse festivals, etc)	Improve town centre cultural experience
Private Sector Investment leveraged	Increase in private sector investment in the town	Reduction in market failure
Green and public open spaces	Increase in quality and quantity of green and public spaces	Improved connectivity, health and well being

Table 4 - Measures of success and long-term outcomes

ALIGNMENT WITH OTHER PROGRAMMES & INVESTMENTS

ALIGNMENT WITH OTHER PROGRAMMES & INVESTMENTS

This chapter explains how the King's Lynn Neighbourhood Plan aligns with wider strategies and funding Programmes to ensure coordinated, impactful delivery. The Pride in place Programme regeneration plan aligns closely with a range of local, regional, and national Programmes aimed at strengthening place-based investment, empowering communities, and enhancing local control.

Since 2020, the Neighbourhood Board, local Authorities and partners have made strong progress in developing priority projects and a future pipeline of projects informed by local strategies and masterplans. The Regeneration Plan will build on this momentum by aligning with initiatives like the Towns Fund, UK Shared Prosperity Fund and Levelling Fund, whilst supporting broader goals such as West Norfolk's Economic Strategy. This joined-up approach will help to unlock funding and deliver meaningful change for King's Lynn.

Existing Programmes and Investment

The **Towns Fund and the Levelling Up Fund** have unlocked over £65m of public sector investment that is in the process of being delivered and implemented as part of the vision and priorities set out in the Town Investment Plan (2021). These Programmes complement the Plan's objectives by focusing on regeneration, transport connectivity, and unlocking underutilised assets. Priority projects being delivered through these Programmes include:

Town Investment Plan Theme	Project	Project Cost	Funding	Timeline	King's Lynn Vision (2021)
Innovative, growing businesses and skilled workforce	School of Nursing	£750,000	Town Deal accelerated funding & Department for Health	Completed 2022	A skilled workforce for growing industry
	Boost	£840,000	Town Deal, UK Shared Prosperity Fund & Norfolk County Council	2021-2026	A skilled workforce for growing industry
	St George's Guildhall & Creative Hub	£30.1m	Town Deal, Historic England, Borough Council, UK Shared Prosperity Fund + other fundraising	Construction 2025-7	A skilled workforce for growing industry A home for innovative business
	Multi User Community Hub	£15.1m	Town Deal & Norfolk County Council	Construction 2025	A skilled workforce for growing industry A repurposed town centre
Sustainably Connected town	Active & Clean Connectivity	£7.1m	Town Deal, Business Rates Pool	Construction in 2023-6	A sustainably connected town
	Southgates Regeneration Area	£35m	RIBA 1-3 funded by Levelling Up Fund, Borough Council and Business Rates Pool.	Construction 2027 onwards	A sustainably connected town

	Funding for construction phase required.				
	Sustainable Regeneration and Transport Scheme (STARS) Gyratory & Baxter's Plain	£24.1m	Levelling Up Fund & Norfolk County Council	Construction 2026-7	A sustainably connected town
Historic waterfront and repurposed town centre	Riverfront regeneration (Phase 1 Custom House)	£2.3m	Town Deal	Construction in 2025-6	A revived historic waterfront
	Rail to River Public realm	£300k	Town Deal & UK Shared Prosperity Fund	Construction 2023-5	A repurposed town centre

Table 5 - 2021 Town Deal investment



Figure 15 - Construction of the Multi-Use Community Hub

Furthermore, King's Lynn has been designated as Norfolk's first **Marmot Place**, a Programme led by the Borough Council in partnership with Norfolk County Council Public Health and the Integrated Care Board which aims to reduce health inequalities by addressing the social determinants of health—such as

housing, education, and employment. The recommendations from this 2-year research project aim will make system led changes to embed new ways of working and thinking that underpin and has the ability to change the determinants of health for the people who live in King's Lynn. This is directly aligned with the Plan's ambition to create Thriving Places and Stronger Communities.

In addition, the **New Hospital Programme 2.0** represents a major strategic investment already underway in King's Lynn, with the confirmed development of a new District General Hospital to replace the ageing Queen Elizabeth Hospital Estate ^{67, 68}. The new hospital will be delivered in partnership with Norfolk and Norwich University Hospitals and James Paget University Hospitals under a Group Model, enhancing clinical pathways and operational efficiency across the region ⁶⁹. and is aligned with the designation of King's Lynn as a Marmot town, reinforcing its role in tackling health inequalities and improving population outcomes ⁷⁰.

King's Lynn is also one of 53 areas selected for the **Sport England Place Partnership**, which targets communities with the highest levels of inactivity and health inequality. This Programme supports localised, community-led approaches to increasing physical activity and improving wellbeing, particularly in areas of deprivation. The Place Partnership complements the Pride in place Programme by fostering inclusive growth, enhancing public health, and promoting active lifestyles through infrastructure and engagement

The Norfolk **Connect to Work** Programme is a £16.6 million initiative led by Norfolk County Council, delivering the local ambitions of the Get Britain Working White Paper through the Get Norfolk Working Local Plan ⁷¹. This Programme aligns with this Plan by targeting support to deprived communities, promoting inclusive employment, and integrating health and skills support. Together, these Programmes provide a robust framework for delivering long-term, place based and community-driven regeneration in King's Lynn through a collaborative approach, supporting long-term regeneration goals.

⁶⁷ [Our future vision - A brand new hospital for King's Lynn and West Norfolk](#) (Accessed 18 September 2025)

⁶⁸ [New Hospital Programme: plan for implementation - GOV.UK](#) (Accessed 18 September 2025)

⁶⁹ [Case-for-Establishing-a-Group-Model-FINAL-VERSION.pdf](#) (Accessed 18 September 2025)

⁷⁰ [New Programme aims for better health across West Norfolk's communities - ICS](#) (Accessed 18 September 2025)

⁷¹ [Get Britain Working White Paper - GOV.UK](#) (Accessed 18 September 2025)

POLICY ALIGNMENT

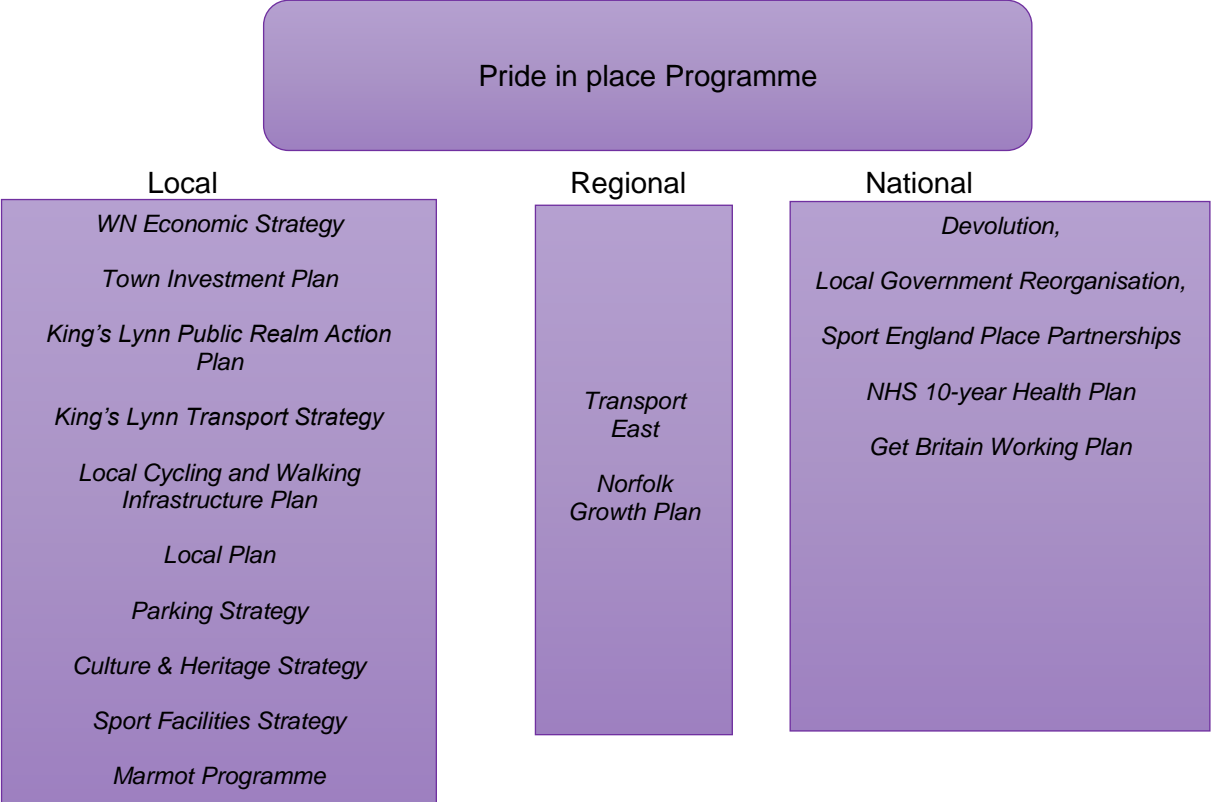


Figure 16 - Local, regional and national policy alignment of Pride in place Programme

National Policy Alignment

Nationally, the Pride in place Programme reflects and complements a number of new government policies and funding Programmes which will be important to coordinate and collaborate with in order to maximise the outcomes and leverage further funding to achieve the vision and objectives set out in our plan. These include:

Devolution Bill: Local Government Reorganisation & Mayor Combined Authorities

Norfolk and Suffolk are in the priority Programme for Local Government Reorganisation due to take place in 2028. This will enhance the capacity of local areas and provide greater flexibility to meet local needs and share the benefits of economic growth across its people and places.

Furthermore, plans for the creation of a Mayoral Combined Authority for Norfolk & Suffolk in 2026 will open up wider opportunities, encourage place-based leadership and community empowerment and align local regeneration priorities with regional growth strategies and national missions through the unlocking of funding through initiatives like the Homes England Place Partnership, Adult Education Budget, Transport East’s strategic investment framework. In this new format, the KLNb will provide the strong and unified place-based voice for identifying local, unique investment needs of the community^{72, 73}.

⁷² [Reforming the local government funding system in England | Local Government Association](#) (Accessed 9 September 2025)

⁷³ [Local Regeneration Fund - GOV.UK](#) (Accessed 9 September 2025)

National Planning Policy Framework (NPPF)

The NPPF (2024) sets out planning policy at the national level with sustainable development at its heart and key economic, environmental and social objectives. Significant increases in housing targets for the Borough, and the amendments to open opportunities for brownfield land development proposals, means that previous studies identifying town centre brownfield land for development are more relevant than ever and have the additional benefit of meeting a need for residential density to be delivered in the sustainable centre of King's Lynn. To improve the town's vibrancy and viability. The commissioning of a new long-term masterplan for King's Lynn as part of the Pride in place Programme will inform and correspond with planning policy development at the council, for a joined-up approach to delivery of the required housing alongside the aims of the Neighbourhood Board.

Get Britain Working Plans

The Get Britain Working guidance promotes localised employment and skills interventions aligning strongly with the King's Lynn PiPP Programme's focus on youth development and employment and working collaboratively with the Department for Work and Pensions on Programmes like Connect to Work. PiPP interventions will target NEET reduction, apprenticeships, and skills pathways directly support the ambition to improve transitions for young people and build upon existing initiatives like King's Lynn's BOOST and Volunteer it Yourself.

Sport England Place Partnership Expansion

King's Lynn is one of 53 areas selected for the Sport England Place Partnership, which targets communities with the highest levels of inactivity and health inequality ⁷⁴. This Programme supports localised, community-led approaches to increasing physical activity and improving wellbeing, particularly in areas of deprivation ⁷⁵. The Place Partnership complements the Pride in place Programme by fostering inclusive growth, enhancing public health, and promoting active lifestyles through infrastructure and engagement ⁷⁶.

Fit for the Future: 10 Year Health Plan for England

Published in July 2025, the Fit for the Future: 10 Year Health Plan for England sets out a bold vision to reinvent the NHS. The plan emphasises local leadership, community empowerment, and cross-sector collaboration, with a new operating model designed to deliver change at pace. The King's Lynn Programme aligns strongly with the Health Plan's ambitions for health inequality reduction through planned targeted investment and community-led delivery.

Dormant Assets Scheme Strategy

The **Dormant Assets Scheme** Strategy, published by the Department for Culture, Media & Sport in June 2025, outlines how the government will unlock and deploy £440 million from dormant financial assets to support youth, financial inclusion, social investment and community wealth funds. The strategy emphasises place-based delivery, cross-sector collaboration, and community empowerment and aligns closely with the objectives and delivery model of the King's Lynn PiPP Programme in terms of expanding access to youth, enrichment, skills and employment, raising aspirations and reducing NEETs.

⁷⁴ [First 53 Place Expansion Partnerships announced | Sport England](#) (Accessed 11 September 2025)

⁷⁵ [Place Partnerships expanded to help those in greatest need | Sport England](#) (Accessed 11 September 2025)

⁷⁶ [Place partnerships | Sport England](#) (Accessed 11 September 2025)

Regional Policy Alignment

At the regional level, the Plan supports the ambitions of **Transport East's Regional Transport Strategy**, which calls for inclusive growth, decarbonisation, and better rural connectivity. The Neighbourhood Board's focus on sustainable mobility and economic inclusion directly contributes to these priorities, especially through projects like the Southgates Regeneration and active travel corridors.

In parallel, the Plan aligns with the **Norfolk Local Growth Plan (2024–2029)**, which prioritises placemaking, skills development, and cultural regeneration as drivers of inclusive and sustainable growth. Investment in St George's Guildhall supports the Growth Plan's ambition to strengthen Norfolk's visitor economy and cultural assets, while the Plan's emphasis on raising aspirations and supporting business and skills growth complements the Growth Plan's strategic pillar on People and Skills. Through targeted interventions and community-led delivery, the Neighbourhood Board is helping to realise Norfolk's vision for a more productive, resilient, and equitable economy.

Local Policy Alignment

The Pride in place Programme builds on the work undertaken since the development of the King's Lynn Town Investment Plan (2021) by continuing investment in the town centre heritage assets, and connectivity improvements⁷⁷. The creation of a new spatial masterplan for King's Lynn alongside the Regeneration Plan will also bring together a range of topic or site-specific policies and plans for the town into one holistic spatial vision.

The West Norfolk Economic Strategy (2024) sets out the goal for:

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

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



Specific to King's Lynn, it is identified that King's Lynn has a rich cultural and heritage offer, as well as maritime and river assets. However, the town is not perceived as a cultural destination. It struggles with a declining retail offer and limited leisure activities for young people and families, leading residents to prefer nearby cities like Norwich. The town has good rail and road connections to Cambridge and London, but congested roads and limited public transport create barriers for residents to come into town.

⁷⁷ [King's Lynn Town Deal | Borough Council of King's Lynn & West Norfolk](#) (Accessed 9 September 2025)

This provides a further overview of the aims of the Borough Council and the vision going forward that the Regeneration Plan considers and accords with. These challenges and opportunities will be fully considered in the development of the masterplan for King's Lynn and priorities for the Board.

Borough Council of King's Lynn & West Norfolk's Corporate Strategy 2023 – 2027

The Corporate Strategy sets out the Council's ambitions for the period up to May 2027 with the following priorities:

- Promote growth and prosperity to benefit West Norfolk
- Protect our environment
- Efficient and effective delivery of our services
- Support our communities

This provides a backdrop for the overarching aims of the Borough Council and should influence the delivery of the regeneration plan.

Local Plan 2021-2040 (Adopted March 2025)

Within this local plan review, King's Lynn remains the main town of the Borough with policy representing this. Policy LP40 King's Lynn Area outlines that the strategy for growth is to provide at least 4,430 new dwellings within and around King's Lynn.

At least 1,729 of these dwellings are provided as part of the regeneration of the main urban area, consisting of the historic core of King's Lynn and later suburbs and the remaining number will be/are allocated within urban expansion areas to the north and south east of the town.

This policy outlines the focus for regeneration to be waterfront and regeneration projects, including the Riverfront.

Policy E1.1 King's Lynn - Town Centre outlines that the Borough Council will promote this area as the prime focus in the Borough for retail, community and professional services, leisure, culture and entertainment. The historic character, local distinctiveness, facilities, amenity and vibrancy of the area will be maintained and enhanced, both for their own sake and to strengthen the appeal of the town centre. This policy also offers support for residential development within the town centre.

Policy E1.KLR: King's Lynn Riverfront Regeneration Area sets out the high-level requirements for this area and covers the allocated sites E1.5 - Boal Quay, E1.8 – South Quay & E1.10 - North of Wisbech Road, collectively are allocated for regeneration to create a high calibre mixed-use waterfront area.

The King's Lynn masterplan will be developed to inform and be a part of the development of a new local plan. This will be prepared in accordance with a new plan-making system, which it is currently anticipated that the Government will introduce in Autumn 2025. A new local plan will be required to respond to the increased local housing need. The ambition is for the King's Lynn Masterplan to work hand in hand with a new local plan to establish a level of consistency, a clear vision and ensure the projects within the masterplan are investable, viable, deliverable and align with planning policy.

Town Investment Plan (2021)

The King's Lynn Town Investment Plan (TIP) was prepared and submitted to Government in 2021 to secure Town Deal funding and sets out the vision, strategy and investment priorities for King's Lynn from 2021-2031. During 2020, residents, businesses and a range of local institutions worked together, through the platform of Vision King's Lynn and the King's Lynn Town Deal Board, to set clear priorities and a vision for King's Lynn that delivers:

- New opportunities for skills and jobs for our young people and all those affected by Covid-19
- Growing innovative businesses
- A repurposed town centre with new experiences and enterprise
- A high-quality residential and leisure offer in the historic town core and riverfront
- A sustainably connected town

The outcome of this work created an agreed set of priorities with the then Town Deal Board which informed the prioritisation of investment under the Towns Fund Programme.

- Creating a town where people want to come to live and stay
- Developing a local skills pipeline for local opportunities responding to Covid-19
- Improving digital and sustainable connectivity
- Repurposing the town centre and historic assets for visitors and residents

King's Lynn Public Realm Action Plan (2021)

The Public Realm Action Plan sets out guidelines, identifies area concept plans and provides a street furniture guide. Guidelines will be applied in responding to PiPP identified areas of need and include;

- | | |
|---|--|
| • Reinforce the network of spaces and their character | • Aid legibility through consistent wayfinding |
| • Improve walking routes and the pedestrian environment | • Enhance the night-time economy |
| • Expand the cycling infrastructure | • Establish a consistent material palette |
| • Increase green infrastructure | • Opportunity for art in public spaces |
| • Provide opportunities for pop-up initiatives and events | • De-clutter the public realm |

King's Lynn Local Cycling & Walking Infrastructure Plan (2022)

This joint plan developed by Norfolk County Council and the Borough Council identifies and prioritises local cycling and walking network improvements. The objective of the priority schemes identified is to improve the connectivity and accessibility of the King's Lynn cycling and walking network for everyone. The overall aim is that these improvements will encourage more people to choose active travel for making journeys, bringing health, environmental and economic benefits.

The development of the King's Lynn LCWIP has identified a network of key active travel routes as well as improvements that can be implemented which must be included and incorporated in the King's Lynn masterplan and incorporated into priority projects like the Riverfront and Southgates Regeneration Area.

King's Lynn Culture & Heritage Strategy (2025)

This strategy is currently in draft form and is a collaboration between the Borough Council and Arts Council England to prepare a new ten-year Culture & Heritage Strategy for King's Lynn. The creation of a Culture & Heritage Strategy is needed to bring together our array of creative partners, residents and businesses on the priorities to support the development of Creative Industries in the town.

The key themes will be applied as part of PiPP delivery including:

- *Young People as Makers, Creators and Producers*
- *Animating King's Lynn heritage*
- *Collaborative working for resilience*
- *Embedding sustainability, inclusivity and diverse voice in King's Lynn Culture and Heritage*

King's Lynn Transport Strategy (2025)

The King's Lynn Transport Strategy (KLTS), developed by BCKLWN and Norfolk County Council (NCC), sets out a long-term plan to improve connectivity, support growth, and promote sustainable travel across

the town. The strategy aims to support sustainable economic growth in King's Lynn by improving travel choices for all.

The strategy set out a series of proposals including projects like the Sustainable Transport and Regeneration Scheme (STARS), the Southgates junction transformation, bus network upgrades, and active travel improvements and provides a delivery framework for transport investment. A review and update of the strategy is currently underway by NCC and is due to complete by end of 2025 for adoption early 2026. This will include an updated set of priority actions and interventions to support the sustainable economic growth of the town.

Delivery of King's Lynn PiPP priorities to improve access to services and encouraging people to use more sustainable ways of travelling, such as walking, cycling, or public transport will align with the recommendations of the emerging plan.

INVESTMENTS OR OTHER FUNDING STREAMS

Philanthropic and Private Investment Opportunities

UK Nature Impact Fund:

Provides investment for nature-based solutions, public realm, and biodiversity projects—ideal for waterfront and green infrastructure schemes.

Local Business and Anchor Institutions:

Potential for match funding or in-kind contributions from organisations such as the College of West Anglia, Queen Elizabeth Hospital, and local employers engaged through the PiPP Action Group ⁷⁸

Charitable Foundations and Trusts:

Targeted funding for youth, arts, and community wellbeing initiatives (e.g. Esmée Fairbairn Foundation, Paul Hamlyn Foundation).

⁷⁸ [klnb regen and investment plan august 2025](#) (Accessed 11 September 2025)

MASTERPLANS

King's Lynn Masterplan

The project will work together with the community to develop a long-term plan for future uses of buildings, sites and public spaces, including the infrastructure that is needed to help people access and move around the town sustainably in King's Lynn. The King's Lynn masterplan is being led by the council and local people will be asked for their thoughts and ideas on proposals for regeneration in the town over the next 20 years which importantly will inform future planning policy in the new Local Plan. Alongside the proposals for areas which have already been developed to date, including the former Post Office site, Southgates and Baxter's Plain, the masterplan will focus on six other key areas in the town where improvements could make a big difference. These are the former Debenhams, St James Swimming Pool, Common Staithe Quay, Church Street car park, part of the Port and Timber Yard area, West Lynn (former Del Monte and dredging sites). The masterplan will also include a review of design plans with the community and other stakeholders for Devil's Alley as part of a priority area for phased riverfront regeneration under the Pride in place Programme Programme and devolution, potentially connecting South Quay through Boal Quay to Southgates.



Figure 15 17 - King's Lynn town Masterplan sketch

The masterplan sits side by side with the Regeneration Plan that is being developed for the £20M government funding coming into King's Lynn under the Pride in place Programme, and both share the same vision for the town that has been shaped by public feedback shared over the last few years. The masterplan will directly contribute to improving town centre attractiveness and cultural experience, creating a successful, modern, mixed-use town centre, enhancing connectivity and accessibility alongside improving safety, security, and community wellbeing and raising young people's aspirations and supporting business and skills growth. This long-term masterplan, by considering future uses of

buildings, sites, and public spaces in the town alongside the infrastructure that's needed to meet the town's future needs, will provide a spatial representation of the vision within the Regeneration Plan accompanied by clear plans to set out achievable routes to delivery.

Southgates Regeneration Area Masterplan (2023)

The Southgates area is a strategic location for the Borough Council of King's Lynn and West Norfolk and a priority for the King's Lynn Transport Strategy and the Town Investment Plan. This project aims to create an attractive and active gateway to King's Lynn with the Grade I listed South Gate as the centrepiece to the area. The project will retain the gate's historic function as the entrance to the town, now for active travel, and an improved setting that is no longer compromised by vehicle dominance. This will be aided by improvement and simplification of the road junction (with removal of the current roundabout) and the road diverted around the Southgate, delivered through the STARS project by Norfolk County Council, funded by the Levelling Up Fund. This will ensure efficient movement of motorised vehicles alongside safe and convenient pedestrian and cyclist access, encouraging more people to walk, cycle or use sustainable travel options through connections to existing and future active travel routes surrounding the site.

This is a key gateway site for the town and the current masterplan delivers a comprehensive vision for the area. This site and area are also included within the Norfolk Local Growth Plan 2024-2029 and West Norfolk Economic Strategy (2024). This is an advanced and developed project that could be ready for delivery in the near future once an agreed funding package is agreed.

Provision of significant areas of public realm and green space will be included and new mixed-use development will provide new homes, together with commercial and retail uses which activate the area as a local destination, serve the needs of the town's people, and complement both existing provision on London Road and planned development in the area.



Figure 16 18 - Southgates Regeneration Area Sketch



Figure 1719 - Southgates visualisation of a future Public Realm

Baxter's Plain Feasibility Study (2023)

Baxter's Plain is a key area of open space and public realm in the town centre acting as a gateway into the pedestrianised shopping core outside of the new Multi-User Community Hub (MUCH) currently in development under the Town Deal. This is a key node where Tower Street, Blackfriars Street and New Conduit Street meet. The area is fronted by The Grade II Listed Majestic Cinema, several businesses and restaurants as well as the historic and currently vacant former head post office (King's Lynn Athenaeum).

To date, a comprehensive scheme for public realm enhancements to RIBA 1 has been developed by BDP on behalf of NCC and the Borough Council. This is expected to be developed when funding allows and will complement the redevelopment of the area in terms of the Multi-User Community Hub (MUCH). In addition, the former head post office (King's Lynn Athenaeum) has planning permission for conversion into commercial uses at ground floor with residential above which would further activate this area. The new King's Lynn Masterplan should be informed by this study and the opportunity it presents for this area of the town as well as the developments in the locality.

This aligns with the regeneration plans objectives for Thriving Places and our specific identified priority for town centre repurposing. Funding for this scheme is currently being considered under the Levelling Up Fund STARS project and subject to final business case approval by the Department for Transport.

The study developed proposals for public realm enhancements in the area, the proposal seeks to:

- Create an identity for Baxters Plain, linking it to King's Lynn historic context.
- Reinforce the character of the spaces within a connected network.
- Improve walking routes, designing a pedestrian friendly environment.
- Enhance Green Infrastructure, with new trees and planting.
- Provide opportunities for temporary events and art installations.
- Rationalise the existing paving and street furniture palette.

MATCH FUNDING AND LEVERAGED INVESTMENT

MATCH FUNDING AND LEVERAGED INVESTMENT

This chapter explains how current funding commitments and future investment opportunities will be used to deliver lasting impact and long-term sustainability. King's Lynn has already secured significant public and private sector investment—most notably through the £25 million Town Deal, which has unlocked over £48 million in total investment through contributions from partners including the Borough Council and Norfolk County Council.

Existing Commitments

The King's Lynn Regeneration Plan benefits from a wide range of funding sources and partnership contributions, including public sector investment, charitable organisations, and community-led initiatives.

Funder / Partnership Contributions	Description	Alignment
Town Deal	<p>A first phase of Riverfront Regeneration has been funded by the Towns Fund, with co-funding provided by the Borough Council of King's Lynn & West Norfolk (BCKLWN). This includes contributions from the Business Rates Pool. Further investment in future phases through the Pride in place Programme.</p> <p>£10.1m allocation towards the St George's Guildhall with a total project cost of £30.1m</p> <p>£2m allocation to Riverfront Phase 1 project supporting the rejuvenation of the Custom House and providing dryside facilities on South Quay.</p>	<p>Future phases of the Riverfront and Guildhall projects will build on existing investment to deepen community impact and improve the town centre</p> <p>Both Programmes share core objectives—improving town centre attractiveness, enhancing cultural experiences, and supporting inclusive economic growth.</p> <p>Leveraging community engagement: insights from Town Deal consultations have shaped PiPP's regeneration priorities, ensuring that new investments reflect local aspirations.</p> <p>The existing Town Board infrastructure has been repurposed into the Neighbourhood Board, ensuring consistency, local leadership, and readiness for delivery.</p>
Borough Council	<p>Leisure Services Review; seeking investment in relocation of St James Swimming Pool and enhancing facilities at Lynnsport to create a regional centre for sports and leisure.</p>	<p>Investment in active lifestyle infrastructure supports PiPP's goal to reduce health inequalities and promote community wellbeing, particularly in deprived neighbourhoods. Aligned strongly with the work through</p>

		Marmot and the Sport England Place Expansion Programme.
Charitable and Community Sector Engagement	Organisations such as Community Action Norfolk, Purfleet Trust, Beacon Church, Gateway Church, The Workshop and Margery Kemp Trust have actively participated in shaping the Regeneration Plan through community conferences and workshops ⁷⁹ .	These groups are expected to contribute in-kind support, including volunteer time, venue access, and local engagement networks to support the development and delivery of the plan.
Levelling Up Fund/Department for Transport	£24.1m allocation from the LUF transport strand towards the STARS project (subject to business case approval due to be submitted in 2026 towards active travel and public realm infrastructure at the Gyratory and Baxter Plain.	The STARS scheme improves access from the West Winch strategic growth area, supporting housing and employment growth. Promotes walking, cycling, and bus use—key elements of PiPP's climate and health agendas by encouraging people to choose these healthier and more sustainable ways of getting around.
Department for Work & Pensions	Working Well Norfolk helps residents living with long-term health conditions to start work and to stay in work. This includes mental health challenges or physical impairments. Employment specialists can give you one to one support to help you start sustainable employment. If you're unemployed, they will help you find sustainable employment.	Delivery of the 2025-29 Programme will be in the community focused, therefore provides an opportunity align and complement employment support with other community-based engagement activities and initiatives that empowers residents to achieve the outcomes of the PiPP Programme.
Sport England: Place Expansion Programme	Through Active Norfolk , is part of Sport England's Place Partnerships program , receiving funding to create system-based plans that tackle inactivity and inequalities in the community. Initial funding was secured in October 2024, to help understand local priorities by reviewing data. Consultation with residents and stakeholders has explored assets and engaged communities to identify	Investment needs to focus on areas where people face barriers to participation, be it financial, accessibility, or lack of facilities, especially for underrepresented groups. These are the same priority areas identified in our analysis therefore close partnership working will be needed to ensure efforts are aligned.

⁷⁹ [Culture and Heritage Strategy -.pdf](#) (Accessed 11 August 2025)

	knowledge gaps. Initiatives are currently being delivered to inform the 2025 full award submission.	
Historic England Heritage at Risk (HAR)	£721k of capital funding approved in August 2025 to support the restoration of the St George's Guildhall roof, a Grade 1* listed building.	HAR data helps pinpoint which assets in King's Lynn are at risk, informing PiPP regeneration priorities and spatial planning. Heritage assets contribute to place identity, community pride, and economic vitality—all key PiPP goals.

Table 6 6 - Funding sources and alignment with PiPP

Future Investment Opportunities

The Neighbourhood Board will take a strategic, place-based approach to attracting and combining funding streams to maximise the impact of the Pride in place Programme Programme. This includes:

Strategic Alignment: Projects will be designed to align with national, regional, and local priorities—making them attractive to external funders such as government departments, charitable foundations, and private investors including the Arts Council and National Lottery.

Community-Led Vision: The Board will use its community-generated vision and Regeneration Plan to demonstrate strong local buy-in and long-term commitment, which is a key criterion for philanthropic and public sector investment.

Flexible Intervention Framework: The pre-approved list of interventions allows the Board to tailor investment to local needs, creating opportunities to co-fund projects with partners in housing, health, education, and culture.

Operational Coordination: The PiPP Action Group will coordinate resources across sectors, including NHS, DWP, Norfolk County Council, and the College of West Anglia, to identify match funding opportunities and delivery partnerships.

Capacity Building and Co-Design: Community groups and local organisations will be supported to co-design and deliver small-scale initiatives, which can attract additional funding through grants, sponsorships, and social investment.

Communications and Engagement: A targeted communications strategy will showcase the impact of the Programme and build investor confidence, including through media campaigns, stakeholder workshops, and a community conference.

Devolution

The KLNb is committed to maximising the impact of the £20 million Pride in place Programme investment by attracting additional funding from private, public, and philanthropic sources. This will be achieved through a strategic approach to partnership development, project co-design, and alignment with wider regional and national priorities.

The upcoming Norfolk and Suffolk mayoral combined authority, expected to be established in May 2026, presents a significant opportunity to unlock new powers and funding streams for King's Lynn ⁸⁰. The

⁸⁰ [Government asked to explore new powers and funding for Norfolk - Norfolk County Council](#) (Accessed 11 August 2025)

devolution deal includes provisions for strategic planning, housing, transport, and skills—areas that directly align with KLNb's thematic priorities and regeneration objectives. By aligning local projects with the Combined Authority's investment framework, local projects and interventions that address King's Lynn's unique needs have already been identified, therefore KLNb will be well-positioned to secure match funding and participate in regional Programmes such as the Local Growth Fund and devolved transport budgets ⁸¹.

KLNb will also explore partnerships with philanthropic organisations and trusts focused on place-based regeneration, health equity, and community development. The Board will work with local anchor institutions, including the Borough Council, Norfolk County Council, and local businesses, to co-invest in infrastructure, skills, and wellbeing initiatives.

This blended funding model will ensure that the Pride in Place Programme delivers long-term, sustainable impact—leveraging every pound of public investment to catalyse broader economic and social transformation in King's Lynn ^{82, 83}.

Social Investment

Other major investments committed and planned for King's Lynn include a new Hospital to replace the Queen Elizabeth Hospital under the New Hospitals Programme and a £110m Housing Access Road for the West Winch Growth Area to the south east of King's Lynn which will unlock 4,000 new homes ^{84, 85}. Both Programmes will be delivered during the period 2027-2033 and provide extensive opportunities to leverage social value from the contract to benefit local SME supply chains, apprenticeships, training and educational opportunities that align with the Neighbourhood Board's priorities under Youth development and employment.

Private Sector

To attract and maximise opportunities for private sector investment and funding, the Neighbourhood Board under the Pride in place Programme (PiPP) framework can take a strategic, place-based approach that aligns public priorities with private sector interests. The KLNb includes local businesses and investors, who have helped shape the Town Investment Plan and regeneration priorities ⁸⁶. These stakeholders are expected to play a role in co-investment, particularly in commercial, cultural, and mixed-use developments. Projects like the revitalisation of St George's Guildhall and Custom House are being positioned to attract private cultural and hospitality operators, once restoration is complete. Working with the Economic Development Team at the Borough Council, opportunities for inward investment and market engagement will be exploited to leverage further investment required in the town, particularly for residential and commercial uses in the town centre and Enterprise Park. The King's Lynn Masterplan (which will be embedded in the next Local Plan) once completed will provide a clear, coherent and strategic vision for the town to provide confidence and certainty to the private sector to invest.

⁸¹ [Local Growth Plan Norfolk Economic Strategy 2024to2029.pdf](#) (Accessed 11 August 2025)

⁸² [Regeneration and economic development BCKLWN](#) (Accessed 11 August 2025)

⁸³ [Pride in Place Programme: 10-year vision content checklist - GOV.UK](#) (Accessed 11 August 2025)

⁸⁴ [About us - Our Strategy 2024-30 | The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust](#) (Accessed 18 September 2025)

⁸⁵ [West Winch Housing Access Road - Norfolk County Council](#) (Accessed 18 September 2025)

⁸⁶ [King's Lynn in line for major investment under PiPP | Borough Council of King's Lynn & West Norfolk](#) (Accessed 12 September 2025)

COMMUNITY AND STAKEHOLDER ENGAGEMENT

COMMUNITY AND STAKEHOLDER ENGAGEMENT

The success of the Pride in place Programme in King's Lynn depends on strong collaboration, shared ownership, and ongoing conversations with the local community. This chapter explains how the Neighbourhood Board leads inclusive, engagement across King's Lynn, involving a wide range of stakeholders and partners, beyond the Borough Council.

A comprehensive engagement process has been undertaken to shape the Plan, including a review of past consultations and feedback from workshops, strategy sessions and well-attended community conferences. These efforts have ensured that local voices are central to shaping regeneration priorities.

King's Lynn Neighbourhood Board

Previously established as the King's Lynn Town Deal Board in 2020, the King's Lynn Neighbourhood Board (KLNB) is a diverse, knowledgeable, collaborative public-private partnership that brings together expertise from all tiers of local government, the Member of Parliament, local businesses, the Business Improvement District, Queen Elizabeth Hospital, the College of West Anglia, Norfolk Police, and community organisations⁸⁷. Chaired by the Manager of Discover King's Lynn (King's Lynn BID), with the Deputy CEO of the College of West Anglia acting as Vice Chair, the Board reflects a diverse mix of leaders across VCSE, public and private sectors committed to delivering the Government's Pride in place Programme and overseeing transformative investment Programmes such as the Town Deal and Levelling Up Fund⁸⁸. Its structure and membership are designed to ensure inclusive decision-making, local accountability, and long-term regeneration for King's Lynn.

⁸⁷ [King's Lynn Neighbourhood Board – Vision King's Lynn](#) (Accessed 7 August 2025)

⁸⁸ [King's Lynn Neighbourhood Board – Vision King's Lynn](#) (Accessed 7 August 2025)

Membership and their Roles:

Board Member	Position	Role & Responsibility
Vicky Etheridge	Discover King's Lynn Business Improvement District – Chair	KLNB Chairperson - leads board meetings, ensures strategic alignment, and champions town centre revitalisation.
Kerry Heathcote	Deputy CEO & Vice Principal at the College of West Anglia.	KLNB Vice Chair Oversees curriculum and quality; leads strategic education initiatives and employer engagement
Cllr Alistair Beales	Leader, BCKLWN	Provides political leadership, oversees BCKLWN strategy, and drives major housing and regeneration projects
Kate Blakemore	Chief Executive, Borough Council	Manages council operations and budget, statutory head of paid service; advises councillors
Carly West-Burnham	Director of Strategy and Integration, Queen Elizabeth Hospital	Leads strategic planning, integration with ICS, and the development of place-based care
Cllr Stuart Dark	Chair of Norfolk County Council for Dersingham Division	Civic ambassador; promotes volunteerism and community engagement across Norfolk
Laura Dunn	Founder and Managing Director of KL Magazine	Leads editorial direction, business development, and community focused media initiatives
Nova Fairbank	Chief Executive of Norfolk Chambers	Connects, supports, and lobbies for Norfolk businesses; drives sustainable growth
James Wild	Local Member of Parliament for North West Norfolk	Advocates for infrastructure, health investment, and local economic development
Sonia Humphreys	District Commander Superintendent KLWN and Breckland for Norfolk Constabulary	Leads local policing strategy; coordinates multi-agency efforts to reduce crime and improve community safety
Rik Martin	CEO at Community Action Norfolk (CAN)	Leads strategic initiatives supporting vulnerable communities, delivers training, develops funding bids and promotes digital inclusion and community resilience
Kirsty Macleod	Commercial Marketing Manager. Foster Gamko Refrigeration	Enhances brand visibility and user experience; leads digital transformation and dealer engagement strategies
Cllr Simon Ring	Deputy Leader, BCKLWN	Oversees business & tourism portfolios; sits on major project boards and partnership committees
Graham Slater	Quality, Environment Health & Site Manager, SKF Copper	Contributes to town regeneration; ensures compliance with EHS standards and promotes sustainable practices
Zach Stanford	Operations Manager, Palm Paper	Drives operational excellence; brings project management and community engagement expertise to the board
Chris Starkie	Director of Growth and Investment at NCC	Leads economic development, infrastructure planning and investment attraction across Norfolk
Dr. Jane Steen	Bishop of Lynn	Provides spiritual leadership; supports community cohesion and pastoral care across North and West Norfolk
Andrew Stevenson	Partner, Hawkins Ryan	Specialises in succession planning, trusts, and probate; advises on legal matters and estate administration

Adam Taylor	Executive Director and CEO, The Workshop	Champions creative arts for youth; leads Programmes tackling isolation and promotion wellbeing
Sarah Taylor	Norfolk Police and Crime Commissioner	Sets policing strategy; holds Chief Constable accountable; advocates for victims and community safety

Table 7.7 - KLN Board members and their responsibilities

In parallel, the Board's emphasis on community engagement, it is recognised that this Plan sits within a wider wealth of government policy and Programmes that partners are developing and delivering in King's Lynn. We therefore are clear that in any governance arrangements that we do not want to duplicate activity and interventions but collaborate and coordinate to maximise the outcomes that can be achieved collectively.

Through capacity funding and partnership working, the KLN Board is committed to empower residents and grassroots organisations to shape investment decisions at the neighbourhood level through structured groups most appropriate to each setting. This high level locally led governance approach ensures that regeneration is not only strategic and accountable, but also democratic and responsive to the lived experience of King's Lynn's communities, building on existing structures and creating only new when they are necessary.

Error! Reference source not found.8 presents an organisational structure for the King's Lynn Pride in place Programme (PiPP) Programme. At the top sits the Programme itself, supported by the BCKLWN as the Accountable Body, responsible for administration, monitoring, reporting, and communications. Alongside it, the King's Lynn Neighbourhood Board (KLN Board) provides strategic oversight.

Beneath these, the Pride in place Programme Action Group coordinates delivery across the Programme, with representation from key public sector partners including Norfolk County Council, Police, CWA, QEH, DWP, and the ICB.

The structure then branches into wider work streams that integrate with existing structure where applicable or new working groups will be created to develop projects and interventions.



Figure 20 - PiPP Governance Structure Diagram

Figure presents an organisational structure for the King's Lynn PiPP. It is work in progress that encourages participation and engagement. At the top sits the Programme itself, supported by the BCKLWN as the Accountable Body, responsible for administration, monitoring, reporting and communications. Alongside it, the King's Lynn Neighbourhood Board (KLNB) provides strategic oversight. Beneath these, the Pride in Place Action Group coordinates delivery across the programme, with representation from key public sectors partners and other delivery agents including Norfolk County Council, Police, College of West Anglia, Queen Elizabeth Hospital, Department of Work & Pensions and the Integrated Care Board to ensure synergy with other Programmes and funding streams.

The structure then branches into wider work streams that integrate with existing structure where applicable or new working groups will be created to develop projects and interventions.

WAYS OF WORKING

The KLNB leads the delivery of the Regeneration Plan and Investment Plan as part of the Government's Pride in place Programme. Distinct from the Borough Council and its Cabinet, the KLNB operates as a collaborative partnership of residents, business leaders, community organisations, and public sector representatives. While the Borough Council acts as the Accountable Body, ensuring legal and financial compliance, the KLNB provides strategic direction, community insight, and Programme oversight to ensure regeneration is locally led and responsive to King's Lynn's unique needs ⁸⁹.

⁸⁹ [klnb terms of reference v9.2 130625](#) (Accessed 15 August 2025)

Meeting monthly. The Board sets out the vision and priorities for regeneration in King's Lynn, ensuring alignment with national Programmes, regional funding and local needs. It also monitors and supports the implementation of funded projects, including infrastructure, public realm, cultural, and economic development initiatives based upon community input. It is also important to note that in terms of governance and accountability, the King's Lynn Neighbourhood Board operates under a formal Terms of Reference, with the Borough Council of King's Lynn & West Norfolk acting as the Accountable Body ⁹⁰.

The KLNb's remit is broader than traditional council functions. It is empowered to co-produce regeneration strategies, commission local insight, and passport funding directly to voluntary and community sector groups to support engagement and delivery ⁹¹. This structure ensures that regeneration is not only accountable and strategic but also community-driven, with local voices shaping investment priorities for the decade ahead.

ENGAGEMENT AND BUY-IN STRATEGY SUMMARY

To secure meaningful buy-in from local stakeholders, the King's Lynn Pride in place Programme has delivered a phased and collaborative engagement Programme:

Consultation (Sept – Oct 2025):

Community Conversations: A grassroots-led engagement model empowers local charities, community groups, and champions to host conversations in their neighbourhoods, supported by a dedicated toolkit and capacity funding ⁹².

ABCD Training: to be run by Community Action Norfolk; teaches how to identify and mobilise the strengths and assets within a community to drive sustainable, community-led change. This approach contrasts with traditional deficit-based models by focusing on existing talents, resources, and people to overcome challenges. Training can vary from introductory online courses and workshops to intensive, immersive experiences, often including practical application through activities like community treasure hunts and visits to local initiatives.

Community Conferences: Through this engagement we have shaped and tested the vision and priorities, ensuring the plan reflects local aspirations and builds on existing feedback.

Community Voices: What We Heard	
Strategic Priority	Direct Quotes
Town Centre Revitalisation	<ul style="list-style-type: none"> • <i>Bring the town centre alive again – reduce rent & rates, encourage independent businesses.</i> • <i>“A market town without a market! We have two lovely market squares used as car parks!”</i> • <i>“Use hoardings in areas with empty buildings and get local artists to paint.”</i>
Health & Wellbeing Infrastructure	<ul style="list-style-type: none"> • <i>“Community mental health services – not NHS ones, shorter waiting lists.”</i> • <i>“Early years support for families – Sure Start Centres.”</i> • <i>“Invest in founding a free gym.”</i>

⁹⁰ [klnb terms of reference v9.2 130625](#) (Accessed 15 August 2025)

⁹¹ <https://democracy.west-norfolk.gov.uk/> (Accessed 15 August 2025)

⁹² [Pride in Place Programme engagement report august 2025](#) (Accessed 10 September 2025)

Neighbourhoods & Affordable Housing	<ul style="list-style-type: none"> • <i>“When building new estates, ensure things like community gardens are dotted around to start neighbours talking”</i> • <i>“More single-person houses/flats, not 4–5 bedroom”</i> • <i>“Authority to use compulsory purchase more to get properties back into public use.”</i>
Transport Connectivity	<ul style="list-style-type: none"> • <i>“Park & Ride – utilise out-of-town parking, cheap parking & minimise vehicles in town.”</i> • <i>“Free local transport days to show buses can be just as quick as cars.”</i> • <i>“River taxi.”</i>
Community Capacity Building	<ul style="list-style-type: none"> • <i>“Convert Debenhams into an arcade with a café and meditation room – a fun and safe environment.”</i> • <i>“Pocket parks – provide funds for people to beautify local spaces or grow fruit and veg.”</i> • <i>“Need to establish well-connected network of neighbourhood community groups and leaders.”</i>
Safer Streets	<ul style="list-style-type: none"> • <i>“More stationed police wardens in high-risk areas.”</i> • <i>“Training and education on the causes of anti-social behavior and how to prevent it.”</i> • <i>“Cycle-only days (e.g. Cycle Sunday in town centre).”</i>
Education & Opportunity	<ul style="list-style-type: none"> • <i>“Being taught things not on the curriculum – safety and training by police or youth workers.”</i> • <i>“Youth group initiatives encouraging young people to support each other.”</i> • <i>“Hands-on learning Programmes.”</i>
Employment & Skills	<ul style="list-style-type: none"> • <i>“Start more drone development technology – exciting for young people and multi-technology.”</i> • <i>“Volunteer hours outside of school/college/sixth form so that it’s accessible.”</i> • <i>“Incubator units for start-ups in unused shops.”</i>

Table 8 - King's Lynn Community Voices



First community conference at South Lynn Community Centre, July 2025

- **Communicating the Plan (October - November 2025):**

A targeted communications campaign—including a media launch, short film, stakeholder master planning workshops, and a further community conference —will build lasting connections and demonstrate how community input has shaped the investment plan.

Following the Regeneration Plan submission to government, this engagement will continue through;

- **Focused Engagement & Capacity Building (November 2025 – Mar 2026):**

Detailed project-level consultation will be supported by resources to empower community groups to co-design and deliver small-scale initiatives. Opportunities for training and a potential small grants scheme will be explored based on feedback from the community conferences.

- **Business and Civil Society Engagement:** The Board is actively involving local businesses and voluntary sector organisations through forums, conferences, and direct consultation, ensuring their perspectives shape investment priorities and delivery models ⁹³.
- **Capacity Building:** The KLNb is investing in helping local people and groups to do more for their neighbourhoods enabling local groups to co-design and deliver interventions, fostering long term ownership and sustainability in partnership with Community Action Norfolk ⁹⁴.

Priority interventions will be identified through community engagement, data analysis, and alignment with strategic objectives, ensuring they respond to local needs and opportunities. Delivery will be coordinated through dedicated working groups and an Action Group, comprising key partners with sector expertise, while the Neighbourhood Board will provide strategic oversight, ensuring interventions remain locally led, impactful, and aligned with the long-term vision for King's Lynn.

⁹³ [klnb regen and investment plan august 2025](#) (Accessed 10 September 2025)

⁹⁴ [Pride in Place Programme engagement report august 2025](#) (Accessed 10 September 2025)

How the interventions will be delivered

The interventions identified in the plan will be delivered through a combination of;

- Direct Delivery – by the accountable body or other strategic partners, for example The St George's Guildhall and the Riverfront.
- Commissioning
- Grants – for third parties including voluntary and community organisations from small scale actions grants to fund feasibility, project development or small quick win projects through to grants for delivery once initial feasibility completed.

For interventions to be delivered by third parties including voluntary and community organisations, the process below will be followed (to be more formally detailed in a Local Assurance Framework to be developed by April 2026).

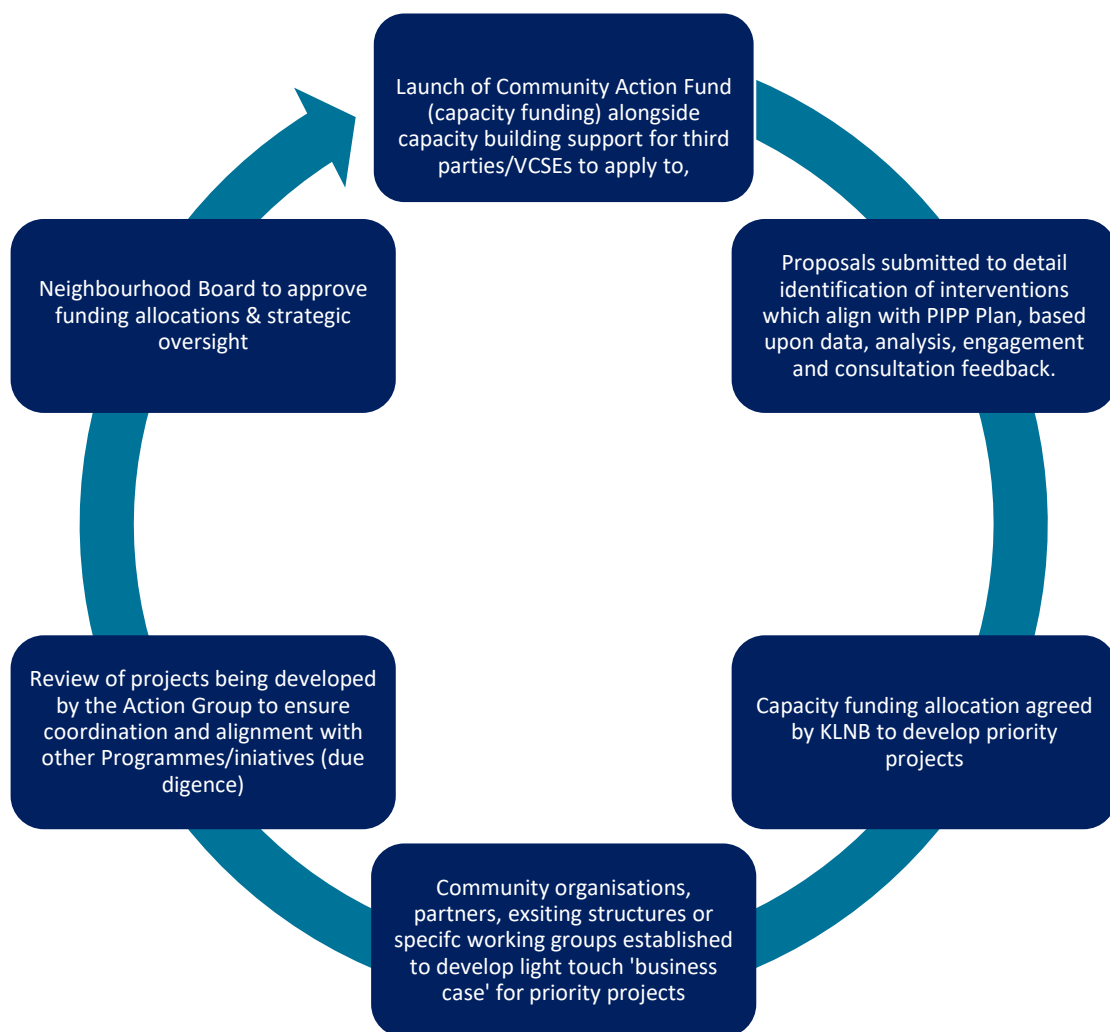


Figure 21 - Process of delivery of interventions

Continued engagement and consultation with the local community and key stakeholders

To ensure interventions remain responsive and inclusive, the Regeneration Plan will embed a structured approach to ongoing engagement:

- **Community-led Insight:** Use of existing community networks, regular forums and conferences to network and collaborate, surveys, and pop-up events will be used to gather lived experiences and feedback from residents, particularly in priority neighbourhoods.
- **Stakeholder Collaboration:** Key partners – including housing associations, health services, education providers and voluntary organisations will be engaged through the action group at a neighbourhood level and targeted consultations.
- **Neighbourhood Board Interface:** The Board will act as a conduit for strategic dialogue, ensuring community voices are reflected in decision-making and that interventions align with local aspirations.
- **Transparent Communication:** Updates on progress, decisions and opportunities for involvement will be shared through newsletters, social media, local networks to maintain trust and visibility. Mechanisms will be established to ensure feedback informs delivery, with periodic reviews to adapt interventions based on emerging needs and insight.

GOVERNANCE

GOVERNANCE

This chapter sets out the organisational structure, key delivery roles, and mechanisms for ensuring transparency, risk management, and continuous improvement. It also highlights how the Board's governance model aligns with national expectations for public investment and local leadership.

PROJECT ORGANISATION

The King's Lynn Neighbourhood Board is the central body responsible for overseeing the delivery of the Pride in Place Programme. It evolved from the Town Board to reflect a broader remit and deeper community engagement and involvement in decision making.⁹⁵

Regionally and nationally, Programmes such as Norfolk's Local Growth Plan, Get Britain Working, and the Kickstarting Economic Growth mission provide broader frameworks for tackling systemic challenges like economic inactivity, poor health outcomes, and infrastructure constraints. These initiatives not only bring resources and strategic coordination but also reinforce local delivery and leadership, positioning the Neighbourhood Board as a key vehicle for aligning long-term investment with community-led priorities.

King's Lynn Neighbourhood Board Core Responsibilities:

- **Strategic Oversight:** Setting the vision and priorities for regeneration and investment across this Programme and wider investment opportunities that may occur.
- **Programme Governance:** Approving the Regeneration Plan and Investment Plans.
- **Investment Decisions:** Prioritising and approving interventions and projects to be delivered.
- **Community Engagement:** Ensuring local voices shape decision-making.
- **Monitoring & Evaluation:** Tracking progress against outcomes and reporting to government⁹⁶.

Accountabilities and Delivery Mechanisms:

Accountable Body: The Borough Council of King's Lynn & West Norfolk (BCKLWN) is the formal accountable body, responsible for financial management, legal compliance, and reporting to central government.

Neighbourhood Board: Accountable for ensuring investments reflect community priorities and deliver measurable outcomes.

Action Group: comprising key local institutions such as the Queen Elizabeth Hospital, DWP, Active Norfolk the College of West Anglia, and Norfolk County Council. The Action Group provides the due diligence and forum for collaboration across multi agency services to ensure that projects are co-designed with local stakeholders, implemented efficiently, and monitored for impact, avoid duplicates, and connect Programmes across other government Programmes to maximise resources and impact.

Delivery Partners: Include cultural institutions (e.g. St George's Guildhall), infrastructure consultants, and voluntary sector organisations including Community Action Norfolk⁹⁷.

⁹⁵ [Permanent chair appointed as town board becomes neighbourhood board |k](#) (Accessed 11 August 2025)

⁹⁶ [klnb terms of reference v5](#) (Accessed 11 August 2025)

⁹⁷ [King's Lynn Town Deal | Borough Council of King's Lynn & West Norfolk](#) (Accessed 11 August 2025)

Operational Support and Funding:

Capacity Funding: £600,000 allocated to support board operations, community engagement, technical planning, and early-stage project development.

Community Involvement: Funding can be passported to local groups to support co-design and delivery of regeneration plans. It's envisaged at this stage that specific action plans will be required to be developed for each of the neighbourhoods we have chosen to target. These will be facilitated through the community capacity building we are planning to support through the capacity funding. From each action plan, projects will be developed reviewed by the Action Group to assess ability to scale up, complement with other Programme and other opportunities to leverage funding and resources to deliver. These will then go through to the Neighbourhood Board to consider allocation of PiPP funding.

GOVERNANCE & TRANSPARENCY REQUIREMENTS

The KLNb operates under a transparent governance framework and local assurance protocols ^{98, 99}. Meetings are publicly recorded, and decision-making structures are published online on the Vision King's Lynn website.

The KLNb and its Action Group members are bound by the Seven Principles of Public Life (Nolan Principles)—selflessness, integrity, objectivity, accountability, openness, honesty, and leadership ¹⁰⁰. These principles guide all aspects of Programme governance, stakeholder engagement, and funding decisions.

All projects and proposals under the Pride in Place Programme are assessed in line with HM Treasury's Managing Public Money framework. This ensures:

Regularity: lawful use of funds.

Propriety: ethical and appropriate conduct.

Value for Money: efficient and effective use of resources.

Feasibility: deliverability and sustainability of interventions ¹⁰¹.

The Action Group, including the Queen Elizabeth Hospital, College of West Anglia, and Norfolk County Council among others, is responsible for delivering interventions on the ground. These partners bring sector-specific expertise and are accountable for implementation, monitoring, and reporting.

Internal capacity from council teams and anchor institutions.

External support from consultants, delivery agents, and community organisations.

Capability development through training, partnership working, and shared services to ensure technical competence and local responsiveness.

The King's Lynn Pride in Place Programme (PiPP) Programme adopts a structured and transparent approach to identifying, appraising, and approving investments that deliver place-based regeneration outcomes.

⁹⁸ [klnb terms of reference 130625](#) (Accessed 4 September 2025)

⁹⁹ [Kings-lynn-town-deal-local-assurance-framework-aug-2021.pdf](#) (Accessed 4 September 2025)

¹⁰⁰ [Kings-lynn-town-deal-local-assurance-framework-aug-2021.pdf](#) (Accessed 4 September 2025)

¹⁰¹ [Kings-lynn-town-deal-local-assurance-framework-aug-2021.pdf](#) (Accessed 4 September 2025)

GOVERNANCE AND OVERSIGHT

Strategic oversight is provided by the King's Lynn Neighbourhood Board (KLNb), ensuring investments align with PiPP priorities and community needs. The Pride in Place Programme Action Group, comprising key delivery partners, coordinates Programme activity and resource alignment.

Identification of Investment Opportunities

Investment proposals are generated through:

- Thematic Working Groups (Thriving Places, Stronger Communities, Empowered People),
- Community and stakeholder engagement,
- Alignment with existing strategies (e.g. Place Expansion Programme, Skills Action Plan, Devolution etc).

Appraisal Process

Proposals are assessed against core criteria:

- Strategic fit with PiPP objectives,
- Alignment with other Programmes and initiatives.
- Deliverability and readiness to proceed,
- Value for money and cost-benefit analysis,
- Match and leveraged funding
- Community and stakeholder support
- Social, environmental, and economic impact.
- Technical input is provided by BCKLWN and relevant partners, including financial assurance from the Section 151 Officer.

Approval Mechanism

Appraised proposals are reviewed by the Action Group and endorsed by KLNb. Final approval is granted by BCKLWN, acting as the Accountable Body, ensuring compliance with governance and funding requirements.

Route to Market

Delivery routes include:

Public sector partners (e.g. councils, NHS, Norfolk Police),

Private sector developers or operators, via procurement or partnership,

Community organisations, through grants or service contracts.

Monitoring and Reporting

BCKLWN leads on Programme monitoring, reporting to KLNb and funders. Investment performance is tracked against KPIs, with regular reviews to ensure delivery and impact.

ASSURANCE

ASSURANCE

This chapter outlines how the Neighbourhood Board will ensure that all projects and Programmes are delivered in line with Best Value principles and the standards set out in Managing Public Money. It sets out the governance and oversight mechanisms that underpin accountability, transparency, and value for money across the Programme lifecycle.

DESCRIPTION OF ASSURANCES

The BCKLWN, as the accountable body, will ensure that the King's Lynn Pride in Place Programme will be delivered in accordance with the principles of regularity, propriety, value for money and feasibility, as set out in HM Treasury's *Managing Public Money* guidance.

Robust governance structures are in place, including the Neighbourhood Board, Action Group, and other already existing bodies to oversee strategic decisions, Programme management, and project delivery. These bodies ensure that all funding decisions are transparent, community-led, and aligned with the approved Regeneration Plan.

Key assurance mechanisms include:

Financial Governance: All Programme finances will be managed under the BCKLWN's Financial Regulations and Contract Standing Orders, with oversight from the Section 151 Officer. Delegated authorities and written records ensure accountability at all levels.

Monitoring and Evaluation: Quarterly highlight reports, annual expenditure profiles, and post-project completion reviews will ensure projects are delivered efficiently and lessons are captured for future schemes and Fraud Risk Assessment.

Risk and Fraud Management: A comprehensive PiPP Risk Register are maintained and reviewed quarterly, with escalation protocols to the Audit Committee and Management Team.

Procurement Compliance: All procurement will follow Public Contracts Regulations and BCKLWN's procurement strategy to ensure fairness, competitiveness, and legal compliance.

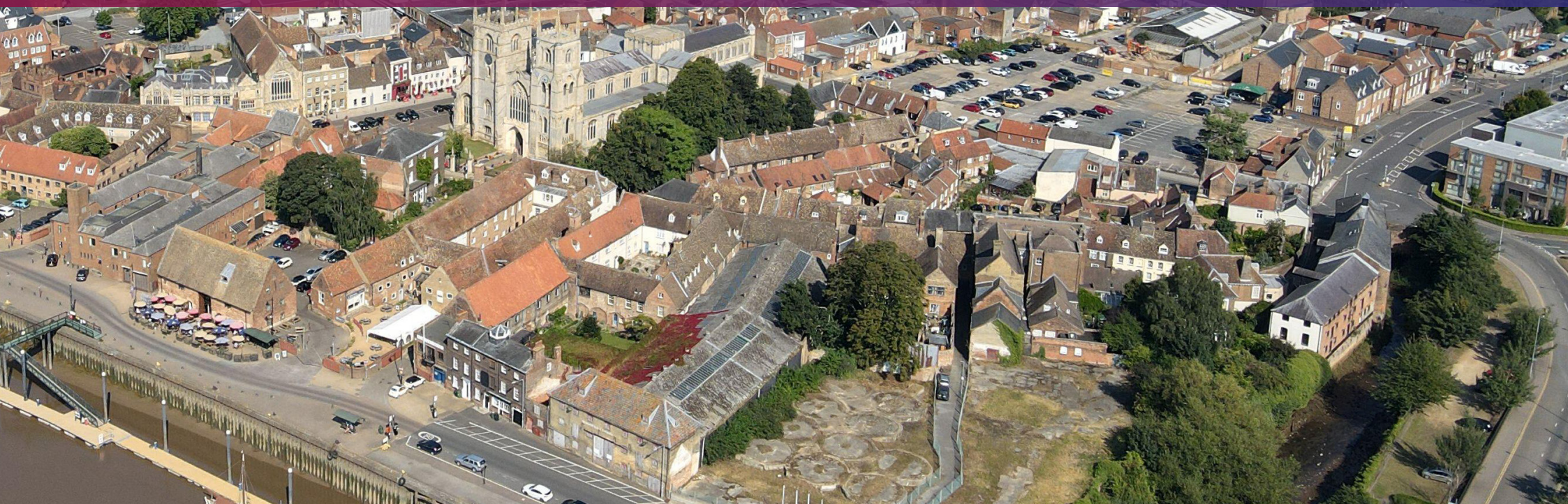
Scrutiny and Transparency: Strategic partners and internal panels will scrutinise performance, and all decisions will be auditable and subject to public accountability.

Together, these measures ensure that public funds are managed with integrity, efficiency, and in alignment with community priorities—delivering maximum impact and long-term value for King's Lynn.

King's Lynn Ten Year Vision

For the Pride in Place Programme

612



Contents

Foreword from the Neighbourhood Board	3
Glossaries	4
Executive summary	7
Local Context	9
Spatial Targeting	16
Vision for the Future	23
Strategic case for change	29
Alignment with other programmes & investments	48
Match funding and leveraged investment	65
Community and stakeholder engagement	72
Governance	81
Assurance	86



Foreword from the Neighbourhood Board

We are proud to present this regeneration plan for King's Lynn, a town rich in heritage and community. This plan has been developed by the King's Lynn Neighbourhood Board (KLNB), in collaboration with the community. We are a passionate partnership of local businesses, community organisations, anchor institutions and public sector, and we are committed to achieving better outcomes for our residents and maximising the town's potential. Together, we have developed a vision that reflects what matters most to all our communities.

Our plan is built around three strategic themes and eight priorities, from heritage-led regeneration and clean, active transport to housing, skills, and community wellbeing. These themes reflect the ambitions of our residents and the challenges we must overcome—health inequalities, low skills, attainment, economic exclusion and underused assets to create a thriving, inclusive town place.

This is not just a plan for investment—it is a commitment to partnership, to listening, and to delivering meaningful change. We invite everyone in King's Lynn to be part of this journey.



*King's Lynn Neighbourhood Board Chairperson
Vicky Etheridge*

Glossaries

Term Glossary

5

Acronym Glossary

6



Term Glossary

Term	Description
Anchor Institutions	Large local organisations like hospitals, colleges or councils that play a big role in the community
Assurance	Making sure money is spent properly and projects are delivered as promised
Boost Programme	A local initiative helping young people into training, jobs, or education
Community Capacity Building	Helping local groups and residents gain skills, confidence, and resources to improve their neighbourhoods
Community Engagement	Listening to and involving local people in decisions and projects.
Devolution	Giving more powers and funding to local areas to make decisions that affect them
Index of Multiple Deprivation (IMD)	A national measure showing which areas face the biggest challenges, like poverty, poor health, or low education
King's Lynn Neighbourhood Board	A group of local leaders, businesses, and community organisations working together to guide regeneration in King's Lynn
Levelling Up Fund	A national fund aimed at improving towns and communities across the UK
Local Plan	A council document that sets out where and how new homes, jobs and services will be developed
Marmot Place	A special status recognising King's Lynn's efforts to reduce health inequalities and improve wellbeing
Masterplan	A long-term plan showing how different parts of the town will be improved over time
Modal Shift	Encouraging people to walk, cycle, or use public transport instead of driving

Term	Description
Neighbourhood Renewal	Upgrading housing, streets, and services in older or struggling areas
Pride in Place Programme	A government programme providing funding to improve local areas, focusing on community needs
Public Realm	Shared spaces like parks, streets, squares, and paths that everyone can use
Regeneration	Improving and renewing parts of the town—like buildings, streets, parks, and services—to make them better for residents
Social Value	The wider benefits a project brings such as jobs, training, or better health outcomes, not just the physical improvements
Spatial Targeting	Focusing funding and improvements in the areas that need the most help
Stakeholders	People or organisations with an interest in the plan such as residents, businesses, schools and charities
Strategic Objectives	The main goals of the plan: making places thrive, building stronger communities, and giving people more control over local decisions
Stronger Communities	Helping people feel connected, safe, and supported in their neighbourhoods
Taking Back Control	Giving local people more say in how their area is improved and run
Thriving Places	Creating attractive, lively areas where people want to live, work, and visit
Town Deal	A previous government funding programme that supported major projects in King's Lynn
UK Shared Prosperity Fund	Government funding to support local jobs, businesses and community projects
Value for Money	Getting the best results from the money spent

Acronym Glossary

Acronym	Full term	Description
ABCD	Asset-Based Community Development	A way of improving communities by building on their strengths and resources
BCKLWN	Borough Council of King's Lynn & West Norfolk	The local council responsible for services and planning in the area
CAN	Community Action Norfolk	A charity supporting local community groups and voluntary organisations
DWP	Department for Work and Pensions	The government department responsible for welfare, pensions and employment
GVA	Gross Value Added	A measure of the value of goods and services produced in an area
HAR	Heritage at Risk	A programme by Historic England to protect important buildings and sites
ICS	Integrated Care System	A partnership of health and care organisations working together locally
IMD	Index of Multiple Deprivation	A national measure showing which areas face the biggest challenges (e.g. poverty, health, education)
KLNB	King's Lynn Neighbourhood Board	The group leading regeneration efforts in King's Lynn
KPI	Key Performance Indicator	A measure used to track progress and success of projects
LCWIP	Local Cycling & Walking Infrastructure Plan	A plan to improve walking and cycling routes in the town
LEP	Local Enterprise Partnership	A group that supports local economic growth and business development, which ceased in 2024

Acronym	Full term	Description
LUF	Levelling Up Fund	A national fund to improve towns and infrastructure across the UK
MCA	Mayoral Combined Authority	A regional body led by a mayor, with powers over transport, housing and skills
MP	Member of Parliament	The elected representative for the area in the UK Parliament
NCC	Norfolk County Council	The county-level authority overseeing transport, education, and social care
NEET	Not in Education, Employment or Training	Refers to young people who are not currently studying or working
NPPF	National Planning Policy Framework	Government rules for how land should be used and developed
NVQ	National Vocational Qualification	Work-related qualifications in the UK
PiPP	Pride in Place Programme	A government programme providing funding to improve local areas, focusing on community needs
QEH	Queen Elizabeth Hospital	The main hospital serving King's Lynn & West Norfolk
STARS	Sustainable Transport and Regeneration Scheme	A local project to improve roads, walking, cycling and public spaces
UKSPF	UK Shared Prosperity Fund	Government funding to support local jobs, businesses, and communities
VCSE	Voluntary, Community and Social Enterprise	Local charities, community groups, and social businesses

Executive summary



Executive summary

The King's Lynn Neighbourhood Board came into effect on 28th March 2025 to lead the delivery of the Pride in Place Programme (PiPP) in King's Lynn, building on its pre-existing role as the Town Deal Board. The King's Lynn Neighbourhood Board (KLNB) has set out a vision for the town's regeneration and how it plans to engage communities and coordinate resources to achieve its ambitions.

The Board brings together representatives from local government, business, education, health, police, the community and voluntary sector, working collaboratively to shape a shared vision for King's Lynn's future, all committed to delivering the best outcomes for our communities.

This 10-year vision sets out a clear strategic framework for the town's neighbourhoods, building on significant progress to date from previous funding programmes to continue the transformation plan for King's Lynn into a place residents are proud of, and where communities are empowered, cohesive, connected and inclusive by 2036.

The plan is rooted in the town's rich cultural heritage and community identity, and responds to local challenges including low skills and aspirations, health inequalities, poor connectivity, barriers to opportunities, together with declining and underused assets. It strongly aligns with wider policy frameworks such as the Borough Council's Economic Strategy and the County Council's Local Growth Plan alongside national policy and investment through Kickstarting Economic Growth and Get Britain Working.

The various priority interventions identified in this plan are structured around the Government's three Plan for Neighbourhoods strategic objectives:

- **Thriving Places** – revitalising the town centre, enhancing public spaces, and improving connectivity
- **Stronger Communities** – supporting wellbeing, inclusion, and civic participation
- **Taking Back Control** – empowering people to achieve their potential, local decision-making and ensuring accountability in how their local area is shaped to enhance their future opportunities

Our priority interventions and programmes have been developed through extensive engagement with our communities, voluntary sector, partners and stakeholders, led by the Neighbourhood Board.

Local Context

History and Identity 10

The Economy 10

People 12

Our story so far 13



Local Context

This chapter explores the local context behind the Ten Year Vision for King's Lynn. It begins with the town's historical foundations, including its role as a Hanseatic port and centre of religious and commercial life. It then considers the town's strong community identity, shaped by its working-class traditions, cultural heritage, and a growing sense of place-based pride. The economic landscape is also considered, reflecting on local strengths and long-standing inequalities.

History and Identity

King's Lynn is the largest town in the borough of King's Lynn & West Norfolk, and has a rich maritime heritage dating back to the 12th century. As one of England's most important ports, the town developed strong trade links to Northern Europe through the Hanseatic League, a powerful network of German and Baltic merchant sites.¹ Formerly known as Bishop's Lynn, it became a major Hanseatic trading port before transitioning to royal governance in 1537 as King's Lynn.² Key historic landmarks include the Custom House and St George's Guildhall, the latter uniquely linked to Shakespeare.³ The population of the town grew through the 1960s influenced by incoming residents and businesses from

Greater London.⁴ King's Lynn maintains strong working-class roots and civic pride.⁵ Its cultural legacy includes figures such as explorer George Vancouver and musician Roger Taylor, William Shakespeare's comedian (Robert Armin), and Margery Kempe, among others.^{6 7 8 9}

The Economy

King's Lynn town acts as the economic driver and largest urban centre for the West Norfolk Borough.¹⁰ The town has a population of just under 50,000,¹¹ and its larger catchment area spans 500 square miles of the Fens, along with several surrounding small villages totaling circa 250,000 residents.¹² The town is set to grow significantly with the South East Lynn expansion of 4,000 new homes as part of the housing targets set by government.

¹ [Hanseatic King's Lynn – Visit West Norfolk](#)

² [King's-Lynn - Norfolk Heritage Explorer](#)

³ [Home - St George's Guildhall](#)

⁴ [Looking back at lost King's Lynn | KL Magazine](#)

⁵ [King's Lynn and West Norfolk population change, Census 2021 – ONS](#)

⁶ [A Biography of George Vancouver - Local Histories](#)

⁷ [Queen drummer Roger Taylor remembers his childhood in King's Lynn | Eastern Daily Press](#)

⁸ [The King's Lynn man who made Shakespeare funny - BBC News](#)

⁹ [Margery Kempe | Norfolk Record Office](#)

¹⁰ [King's Lynn Town Investment Plan - February 2021](#)

¹¹ [East of England \(United Kingdom\): Settlements in Counties and Unitary Districts](#)

¹² [LGA Corporate Peer Challenge: Borough Council of King's Lynn and West Norfolk](#)

There is much to do to raise the quality of employment opportunities for residents. The borough has a current Gross Value Added (GVA) per job filled of £43,034, which is significantly below the national average – although it does reflect a diverse economic base.^{13 14} The job density of 1.04 (above the national average of 0.77) supports the presence of a balanced and active labour market. The manufacturing industry offers the highest future potential for growth within the economy.¹⁵

King's Lynn is home to international and world-class industry leading organisations in the pharmaceutical and manufacturing sectors including Bepak, Foster Refrigeration, Mars and Merxin, reflecting its strong connection to the global economy. However, this economic presence has not translated into widespread local prosperity, since King's Lynn is characterised by low wage levels and limited skills attainment and concerns have been raised at PiPP community conferences regarding the outward migration and missed potential of young people resulting from limited local opportunities.^{16 17} These findings underscore the persistent challenges in workforce development and educational attainment, which contribute to the perception of King's Lynn as a low-skilled economy despite its global economic links.

King's Lynn boasts a rich cultural and maritime heritage, anchored by historic assets such as the Grade I listed Custom House, St George's Guildhall and the town's medieval core.^{18 19} These landmarks reflect the town's historic role as a major Hanseatic port and are central to its identity and valued by local residents (PiPP Community Conference). Despite having the Guildhall of St George recognised as the largest extant guildhall in England, and the oldest functioning theatre in the United Kingdom, The King's Lynn Culture and Heritage Strategy acknowledges that the town's cultural offer is under-promoted and lacks visibility, limiting its potential to attract visitors and investment.²⁰ This gap in marketing and public engagement has been identified as a key barrier to realising the town's ambition to become a vibrant, living heritage destination and there is a need identified by residents for better promotion and advertising of the town's heritage and cultural offerings.^{21 22} Furthermore, it struggles with a declining retail offering and limited leisure activities for the youth and young families, both of which local communities highlight as key priorities for improvement.

13 [*King_s_Lynn.pdf Data Pack from MHCLG JULY slide 9 .pdf*](#)

14 [*King_s_Lynn.pdf Data Pack from MHCLG JULY slide 9 .pdf*](#)

15 [*west_norfolk_economic_vision_and_strategy_december_2023.pdf*](#)

16 [*Case Studies – Invest in King's Lynn & West Norfolk*](#)

17 [*King_s_Lynn.pdf Data Pack From MHCLG JULY slide 9 Updated.pdf*](#)

18 [*Maritime history of King's Lynn, Norfolk in ten buildings \(and a few more\)*](#)

19 [*Riverfront regeneration – Vision King's Lynn*](#)

20 [*Appendix 1 - Strategy.pdf*](#)

21 [*King's Lynn: Connecting Communities | Historic England*](#)

22 [*King's Lynn Culture and Heritage_SWOT_analysis_updated_august_2024.pdf*](#)

Transport

King's Lynn serves as a gateway for the rest of the county of Norfolk to the Midlands, through its relatively well-connected transport links. For instance, the A47, A10, and A17 are key routes for business and commerce in and out of the town to Norwich, Peterborough, Lincolnshire and the East Midlands.²³ King's Lynn rail station serves as the northern terminus of the Fen Line, providing direct rail connections to Cambridge and London King's Cross through an hourly service. Despite this, issues such as congested roads, limited public transport routes and limited rail frequency, have been identified as frustrating barriers for residents, tourists and others to travel easily into and around the town and West Norfolk.²⁴ The King's Lynn PiPP intends to catalyse a number of interventions to address some of these pressing issues and revitalise the local economy.

People

King's Lynn has a balanced age structure, with 19.6% under 16 and 18.1% aged 65 and over, reflecting both a growing youth population and an ageing demographic.²⁵ According to the latest 2021 census, the population in King's Lynn is predominantly white (95.6%), and within non-white minorities, Asian people being the largest, representing

the remaining 4.4% of the population.²⁶ The town has seen a decline in working-age adults, particularly those aged 35–49, which has implications for workforce sustainability and economic resilience.²⁷ Skills levels in King's Lynn are below national averages, with fewer residents holding higher-level qualifications (NVQ Level 4+).²⁸ Employment is concentrated in sectors such as retail, logistics, care, and manufacturing, with limited access to high-value or knowledge-based industries.

King's Lynn experiences notable health disparities. Life expectancy and healthy life expectancy are below national benchmarks, and the town reports elevated rates of obesity, smoking, and mental health conditions.²⁹ These issues are most acute in deprived neighbourhoods, where access to preventative health services is limited.

Several neighbourhoods in King's Lynn rank among the most deprived in Norfolk, with challenges around income, housing, and educational attainment. Despite this, the town benefits from a committed network of community organisations, though many may need more support. Strengthening community capacity, leadership, and civic engagement is essential to fostering pride, and long-term resilience.

²³ norfolk.citizenspace.com/consultation/norfolk-county-council-local-transport-plan-4

²⁴ [Network rail EACE North Area Committee presentation.pdf](#)

²⁵ [King's Lynn. Local Data Pack pg. 15 pdf](#)

²⁶ [King's Lynn and West Norfolk Demographics | Varbes](#)

²⁷ [How life has changed in King's Lynn and West Norfolk: Census 2021](#)

²⁸ [How life has changed in King's Lynn and West Norfolk: Census 2021](#)

²⁹ [kings-lynn-and-west-norfolk-social-determinants-of-health-data-pack.pdf](#)

Our story so far

Since the early 2000s, the challenges and the potential of this historic town have become more apparent. The current administration, and previous administrations, have placed regeneration as a key corporate priority. Recognising the constraints and viability issues that create a barrier to private sector led regeneration, through a proactive approach and innovative partnerships, the town has started its renaissance against a challenging funding landscape. This has included;

2000-2024: Delivery of primary infrastructure and remediation to regenerate 120-acre brownfield site at the Nar Ouse Regeneration Area in South Lynn under John Prescott’s Millennium Communities programme. Since the early 2000s, the programme has delivered new highway infrastructure, 500 new homes, a new primary school, a community centre, parks, green spaces and play areas, including a 15ha Enterprise Zone to provide serviced plots and premises for growing businesses and start-ups.



Figure 1 - Nar Ouse Regeneration Area & King's Lynn Enterprise Park

2009: Heritage led regeneration of key town centre areas including restoration of the Walks urban Park and Tower Gardens.

2013-15: Public realm enhancements to Tuesday Market Place, Saturday Market Place and the King's Lynn Transport Interchange.

2013-17: Townscape Heritage Initiative to restore commercial properties in the town centre; all supported by the National Lottery Heritage Fund.

2015-present: Creation of a major housing partnership with Lovell Homes to deliver up to 1,000 homes in the borough (majority in King's Lynn) to meet the housing need in the absence of private sector delivery. To date, this has provided high quality mixed tenure and affordable homes including community infrastructure in key areas of the town including South Lynn, Gaywood and North Lynn.

2016: University Centre of West Anglia development at the College of West Anglia site, funded through the Local Enterprise Partnership Growth Deal.



2020-present: King's Lynn was one of 100 towns awarded a Town Deal securing £25 million to support major regeneration projects. These include a new School of Nursing, restoration of the St George's Guildhall, redevelopment of a former vacant town centre retail unit to a new multi user community hub, public realm and restoration of the riverfront, and active travel infrastructure. The programme has unlocked a total investment of £55m. A key focus across these major capital projects aims to tackle the issue of low skills and aspirations facing the town. To complement the capital programme, a pilot scheme to support 16–30-year-olds into training and employment was developed; 'Boost' engaged 594 young people in King's Lynn between 2021–2024 as part of the Town Deal and has since expanded across the borough engaging a further 245 young people with the support of UK Shared Prosperity Funding.

2022–26: King's Lynn and West Norfolk received £2.4m UK Shared Prosperity Funding bringing in an additional £1.2m match funding to support communities, local businesses and skills development. Investment into communities and place has enabled the establishment of a successful learning and events programme at St George's Guildhall, has provided small grants for multiple community projects, has supported programmes to keep people active, for community facilities to 'go green', has invested in environmental conservation, and has provided funding for our heritage assets and enabled key tourism projects. This programme provides a strong foundation for regenerating the local area and communities and will inform future investment through PiPP.

Partnership approach

The Towns Fund programme led to the creation of the Town Deal Board (TDB) bringing local authorities, businesses and key institutions in the town together for the first time in a decade to agree a strategic vision and priorities in the form of the Town Investment Plan. This collaborative approach not only progressed and secured the £25m Town Deal but also created new opportunities and strategic support for the backing of other investment opportunities including the Levelling Up Fund. The strength of the partnership has been recognised as well regarded and classed as exemplary by the Ministry of Housing, Communities and Local Government (MHCLG).

While significant progress has been made to date, macro-economic conditions and the long-term impact of the pandemic in 2020–21 has exacerbated challenges including:

- Worsening of health inequalities.
- Worsening of public transport accessibility to connect the town to rural areas for residents to reach employment, education, public services, leisure and recreation.
- Town centre retail decline with large retail units becoming vacant due to change in retail and consumer habits including some high street brands going into administration such as Debenhams, Wilkinsons and Burtons.

Spatial Targeting

Focus Areas for Intervention

19

Wider Economic Impacts for Surrounding Areas

22



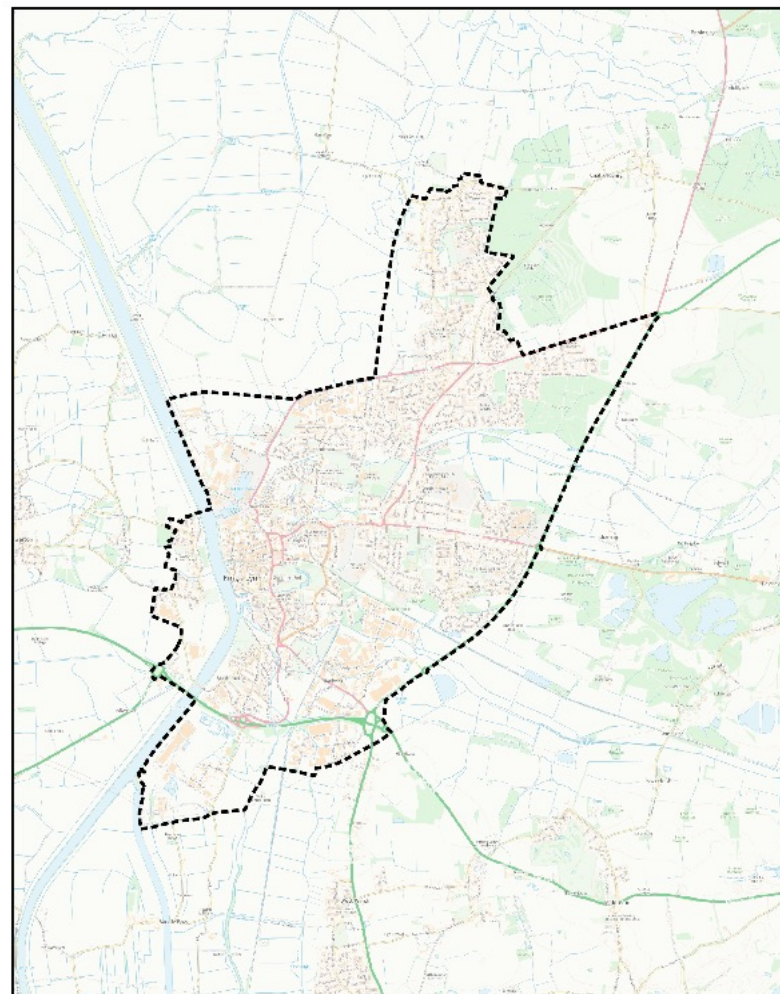
Spatial Targeting

To deliver meaningful and measurable change, the Ten Year Vision for King's Lynn focuses investment and interventions within a clearly defined area of the town. This chapter explains why this area was chosen, presents the agreed town centre boundary, and introduces the priority areas where funding will be concentrated over the next decade.

King's Lynn's Spatial Targeting Strategy prioritises investment that will benefit and achieve better life chances and outcomes for the most deprived areas through the Index of Multiple Deprivation (IMD), aiming to reduce inequality and improve access to opportunity.

The strategy focuses on connecting residential areas, employment, education and healthcare services, and the town centre, enhancing gateways, enabling safer active travel, and improving transport connectivity. These improvements will help provide new opportunities in the town for people to live, work, visit and play, reduce carbon emissions and congestion in the historic environment, and support a healthier, more inclusive urban environment.

Figure 3 is a map showing the agreed PiPP boundary for King's Lynn, marked by a specific outlined area within King's Lynn, marked by a dashed black boundary. It also includes visible roads, rivers, and green spaces



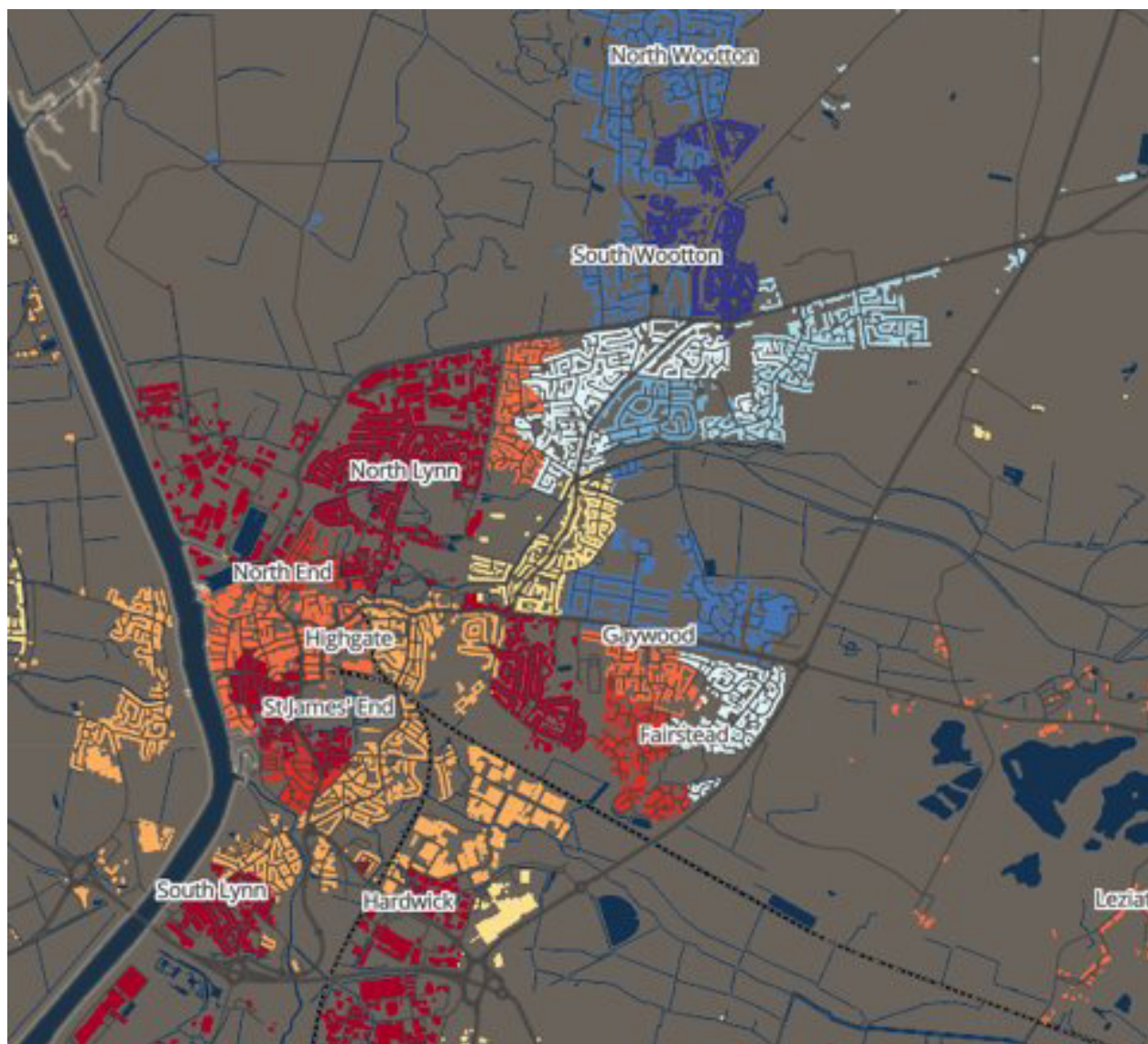


Figure 4: represents a map of King's Lynn and West Norfolk, showing the GeoDS Harmonised 2019 Index of Multiple Deprivation (IMD). It uses a color-coded scale to represent levels of deprivation across different areas:

- Dark red indicates the most deprived decile
- Dark blue indicates the least deprived decile
- Grey shows areas with no data

The map highlights significant spatial inequalities, with clusters of deprivation in North Lynn, South Lynn, and Fairstead.

The July 2025 MHCLG data pack, supported by polling and local insights, further presents a compelling case for targeted intervention in King's Lynn's most deprived neighbourhoods. Areas such as North Lynn, South Lynn, Fairstead, and Gaywood, etc., consistently rank among the lowest deciles in the Index of Multiple Deprivation (IMD), with acute challenges across income, education, health, and housing domains.^{1,2} While North and South Wootton are generally perceived as affluent neighbourhoods within King's Lynn, data gathered through the town's work as a Marmot Place has revealed pockets of deprivation within these areas. This underscores the importance of proportionate universalism—a core Marmot principle—which advocates for universal services delivered at a scale and intensity proportionate to need.^{3,4}

In King's Lynn, this means ensuring that regeneration efforts do not overlook smaller, less visible areas of need within otherwise well-performing neighbourhoods.

Key indicators reveal:

- High rates of economic inactivity and low qualification levels, with over 17% of residents aged 16–64 having no formal qualifications, compared to the national average of 12.4%.

- Low social trust, with King's Lynn scoring -11%, significantly below the national average of -3%, reflecting fragmented community cohesion.⁵
- Elevated crime rates, particularly in violence and sexual offences (49 per 1,000 population), and shoplifting (13.9 per 1,000), both well above national averages.⁶
- Digital exclusion, with gigabit broadband coverage lagging behind national benchmarks in several estates.⁷

Focus Areas for Intervention

The Neighbourhood Board has identified North Lynn and South Lynn, Friars/St. Margaret's, Fairstead and Gaywood as priority areas for PiPP investment. These neighbourhoods fall within the defined boundary for King's Lynn and exhibit some of the most acute indicators of deprivation and socio-economic need in the town. Areas outside of these priority areas, but within the Built-Up Area boundary, which also demonstrate the need for strategic and targeted funding will also be taken into account in Programme delivery.

North Lynn is widely recognised for its concentration of social housing and persistent socio-economic challenges⁸ borne from the historic trading and employment in the fishing industry which has subsequently declined leaving a legacy of worklessness and inequality. North Lynn

1 [The English Indices of Deprivation 2019](#)

2 [Index of Multiple Deprivation \(IMD\) | Open Geography Portal](#)

3 [Insights from Marmot Places | Local Government Association](#)

4 [Health Equity in England_ The Marmot Review 10 Years On.pdf](#)

5 [King's_Lynn.pdf Data Pack From MHCLG JULY slide 9.pdf](#)

6 [King's_Lynn.pdf Data Pack From MHCLG JULY slide 1.pdf](#)

7 [King's_Lynn.pdf Data Pack From MHCLG JULY slide 3.pdf](#)

8 [north-lynn-community-plan-pdf](#)

scores significantly worse than the England average across most health indicators, except long term unemployment. Men in North Lynn live on average 11.5 years less than men in more affluent areas like Burnham and Docking (72.2. vs 83.7 years). For women, the gap is 7.9 years compared to Springwood (77.6 years ⁹). The RISE project and Norfolk Police's 'Clear, Hold, Build' framework have helped to tackle North Lynn's high levels of deprivation and inactivity, with the top reported crimes/incidents being violence, sexual offences and anti-social behaviour. ¹⁰ The King's Lynn Masterplan and other critical associated documents from the Borough Council of King's Lynn and West Norfolk highlight the area's need for infrastructure investment and improved public spaces. ¹¹

South Lynn is the strategic focus of the Southgates Masterplan, the area is positioned as a key gateway into King's Lynn and suffers from poor connectivity and fragmented land use. South Lynn has long been shaped by its role in accommodating population growth through the London overspill programme of the 1960s, which led to extensive development of social housing and associated infrastructure. This legacy has contributed to the area's distinct urban character and demographic profile. More recently, South Lynn has been a focal point for regeneration through the Nar Ouse Regeneration Programme, initiated in the early 2000's. ^{12 13 14} South Lynn stands to benefit significantly from targeted

interventions aimed at raising aspirations, renewing ageing housing stock, improving health and wellbeing and enhancing local infrastructure.

Friars and St Margaret's lies in the core of the historic town centre and has huge potential to contribute to King's Lynn's cultural and economic revitalisation. These neighbourhoods face challenges related to underutilised heritage assets, limited green space and poor public realm quality, and a need for improved connectivity to the urban centre. The King's Lynn Neighbourhood Board intends to focus regeneration funding here to enhance the attractiveness of the town centre, restore key heritage sites, and create a more vibrant, inclusive environment for residents and visitors alike. The area is rich in heritage, featuring notable assets such as St. Margaret's Church (King's Lynn Minster), the Whitefriars Gate – the last remaining structure of the 13th century Carmelite Friary and historic streets like Carmelite Terrace and Priory Lane which reflect the town's medieval religious legacy. Despite these architectural strengths, Friars and St. Margaret's faces persistent issues including poor housing conditions, limited public realm investment and socio-economic isolation all of which contribute to its current levels of deprivation.

Friars and St Margaret's stands to benefit significantly from targeted interventions aimed at raising aspirations, improving health and wellbeing, and enhancing local infrastructure. Investment will support projects that improve public spaces, promote cultural engagement, and

⁹ [*Making West Norfolk a Marmot place.pdf*](#)

¹⁰ [*RISE project launched in North Lynn | Norfolk Constabulary*](#)

¹¹ [*King's Lynn in line for major investment under Pride in Place Programme*](#)

¹² [*Borough council to take next step towards new health and fitness facilities in BCKLWN*](#)

¹³ [*southgates masterplan development brief document november 2022*](#)

¹⁴ [*local_plan_2021_2040_july_2025.pdf*](#)

foster community cohesion—aligning with the broader goals of creating thriving places and empowering local communities.¹⁵

Fairstead has been prioritised due to its socio-economic challenges and the need to improve access to services, employment, and education. As a predominantly residential area with pockets of deprivation, Fairstead benefits significantly from its close proximity to the Queen Elizabeth Hospital in King's Lynn, offering residents convenient access to essential healthcare services and employment opportunities within walking distance. Targeted interventions aimed at raising aspirations, improving health and wellbeing, and enhancing local infrastructure will further strengthen the estate's potential and quality of life for its community. The Neighbourhood Board recognises the importance of inclusive growth and intends to channel funding into initiatives that support skills development, youth engagement, and improved transport links. By investing in Fairstead, the Board aims to create a more equitable and resilient community, ensuring that residents have the opportunity to thrive and contribute to the town's long-term success.¹⁶

Gaywood has been selected as a priority area due to its strategic location and potential to serve as a key gateway into King's Lynn. Despite its assets, including Gaywood Park, a large open area of land used for sporting activities and dog walking as well as a weekly Sunday Market and a car-boot sale – Gaywood faces several challenges. The

area benefits from amenities such as a Tesco supermarket, an Aldi store, a launderette, multiple cafes and various takeaways. However, it continues to grapple with issues like traffic congestion, and a lack of modern community facilities. Gaywood is part of the Active and Clean Connectivity project. As part of the initiative, the BCKLWN has received planning permission to build 380 homes, offering a mix of one-bedroom apartments and four-bed houses. The Neighbourhood Board plans to direct investment toward improving transport infrastructure, enhancing public amenities, and supporting local businesses. Gaywood stands to benefit from targeted interventions aimed at raising aspirations, improving health and wellbeing, and enhancing local infrastructure. These interventions will help unlock Gaywood's potential as a well-connected, attractive Neighbourhood that supports both residential life and economic activity. The focus on Gaywood reflects the Board's commitment to balanced development across the town, ensuring that regeneration benefits are felt beyond the central core¹⁷.

¹⁵ [*King's Lynn in line for major investment under Pride in Place Programme | Borough Council of King's Lynn & West Norfolk*](#)

¹⁶ [*fairstead-gaywood-community-plan-fch0476-005-1.pdf*](#)

¹⁷ [*New King's Lynn homes at Gaywood Parkway to be named in honour of First World War veteran Florence Green*](#)

Wider Economic Impacts for Surrounding Areas

The wider benefits of this targeted approach include:

1. Spillover Investment and Property Uplift

As the town centre becomes more attractive and economically vibrant, surrounding areas such as North Lynn, Gaywood, and South Lynn—which currently fall within the most deprived IMD deciles—are likely to experience uplift in property values and increased interest from developers and landlords.

2. Improved Access to Employment and Skills

Regeneration projects will support the generation of job opportunities in construction, hospitality, culture, and tourism. This will benefit residents in deprived outer neighbourhoods, especially when paired with targeted employment and skills programmes like BOOST and other people and skills initiatives.

3. Enhanced Connectivity and Infrastructure

Investments in the public realm, active travel and public transport (e.g. through the King's Lynn Transport Strategy, the Local Cycling and Walking Infrastructure Plan, and the Bus Service Improvement Plan) will improve access to the town centre from peripheral neighbourhoods reducing isolation and increasing economic participation.

4. Cultural and Civic Inclusion

The revitalisation of the Guildhall and riverfront will create inclusive cultural spaces and events that engage residents from across the borough, fostering civic pride and social cohesion.

5. Catalyst for Neighbourhood Renewal

Demonstrated success in the town centre can build momentum for future investment in outer areas, supporting the long-term goals of the PiPP and the West Norfolk Economic Strategy.

Vision for the Future

The Vision	24
Community shaping the 10-Year Vision	26
What does success look like in 2036?	28



Vision for the Future

The Vision

At the heart of this chapter is a clear and compelling vision and set of objectives to create a more resilient, connected and inclusive King's Lynn. This vision is underpinned by extensive community engagement with key local stakeholders and the Ten Year Vision's three strategic goals – as well as alignment with local, regional and national policy priorities such as the Borough Council's Economic Strategic 2045 and the County Council's Local Growth Plan 2024 – 2029.

We set out a bold and unifying vision for King's Lynn through to 2036. It reflects the town's collective ambition to nurture thriving places, build stronger communities, and empower people. These principles underpin the Ten Year vision and form the foundation of all interventions and investment.



King's Lynn will be a successful and inclusive town for everyone, with flourishing communities and new opportunities for people to live, work and visit. It will be easy to travel in to and throughout the town, with a healthy, safe, and welcoming environment. Improved facilities, leisure, experiences and culture for people of all ages will ensure we are able to achieve our town's ambitions for...

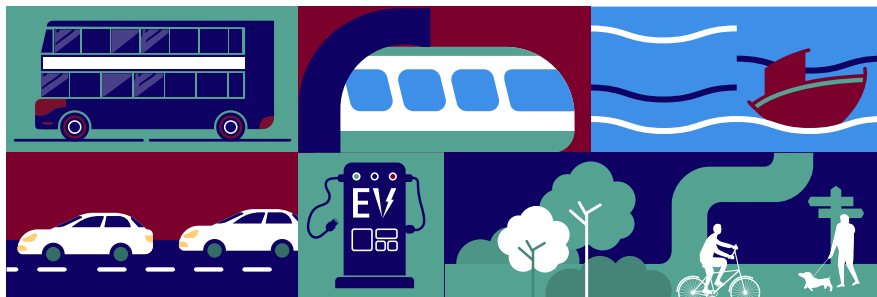


1. A vibrant, prosperous, and attractive town with a wide offering and easy access to green spaces and rich heritage



3. A town where people feel safe and well, that offers better life opportunities where healthy lives are supported

2. A better connected town



4. A town where people are inspired to aim high and achieve their ambitions and better opportunities

Over the next decade, King's Lynn will become a resilient, connected and inclusive town that builds on its heritage and gives residents the power to shape their future.

Through investment in **thriving places**, the plan will repurpose and enhance community assets, underused spaces, heritage buildings and the environment to support improvements to business, culture, and community life. Improving public realm, green spaces and opportunities for better homes that respect King's Lynn's heritage and to improve the overall attractiveness and liveability for both residents and visitors. We will support enhanced connectivity, sustainable development to enhance mobility by bringing about a bold modal shift towards active travel and public transport, making bus routes more frequent and better connected to our rural hinterland, and expanding and greening cycling and pedestrian pathways to encourage sustainable travel choices, support healthier lives and progression towards net zero. Support will be provided to community and voluntary groups for events and initiatives to reduce health inequalities and promote wellbeing contributing to our vision of becoming a 'Marmot Place'.

By nurturing **stronger communities**, the plan will promote cohesion, inclusion, and opportunity – backed by local initiatives and civic engagement that bring people together. We will address causes of anti-social behaviour and crime through programmes that provide activities and opportunities for young people to raise aspirations and make positive social and economic contributions to the town.

And **empowered people**, will enable decision making to be made locally, ensuring priorities reflect the needs and ambitions of its residents. Work will be undertaken to raise aspirations, boost local talent, fostering entrepreneurship, supporting business start-up provision, employment and skills programmes for residents, linked to opportunities in key sectors of our economy that will create more prosperous lives for residents.

Community shaping the 10-Year Vision

The 10-Year Vision for King's Lynn has been shaped and refined through extensive community engagement, reflecting the aspirations and lived experiences of local residents. Originally focused on economic regeneration and infrastructure, the Vision now places greater emphasis on sustainability, inclusive opportunities, and quality of life improvements.

Inclusive Opportunities:

- "Youth provision – somewhere young people can go – skate parks, graffiti boards, shelters, youth clubs in community buildings."
– PiPP Conference attendee
- "Working with employers to generate multiple work placements allowing youth to experience multiple work environments."
– PiPP Conference attendee

- *"More opportunities for young people under the age of 18 (16+) who can volunteer."*
– PiPP Conference attendee
- *"Volunteering + Work experience Programmes."*
– PiPP Conference attendee
- *"Accessible play areas – accessible play equipment/sensory items & plants."*
– PiPP Conference attendee

Quality of Life Improvements:

- *"Bus station feels unsafe. As a parent, worried about children going out alone."*
– Male, North Lynn
- *"Free Wi-Fi. More public toilets. There are not enough in the centre."*
– Female, 35, South Wootton
- *"Shops close too early. Even til 7 will make an improvement."*
– Age 46, King's Lynn
- *"More street lighting in blindspots."*
– PiPP Conference attendee
- *"Community mental health services – not NHS ones etc, with shorter waiting lists."*
– PiPP Conference attendee
- *"Make Lynn more appealing and keep people here with more to do."*
– Resident, King's Lynn

- *"Need more inclusive, interactive and celebratory community experiences to bring people together, such as events and festivals"*
– PiPP Conference attendee

Sustainability:

- *"More greenery and trees. Support and protect wildlife. Animal crossings and bridges, more fencing to protect animals."*
– Female, 8, King's Lynn
- *"Encourage more cycling to work by better & more secure parking and lit routes – not everybody (especially young) has a car."*
– PiPP Conference attendee

What does success look like in 2036?

By 2036, King's Lynn will be recognised as a thriving, inclusive town with a vibrant centre, empowered communities, and a resilient economy.

The plan, will engage with communities, partners and private sector to revitalise the town centre through mixed-use development, adding new homes, enhancing cultural opportunities, improving public areas, green infrastructure and sustainable transport connectivity.

In residential neighbourhoods, targeted interventions will focus on improving safety, community cohesion, amenities, access to services, and youth engagement through skills and employment, public health initiative pathways to enable people to live well and lead productive and healthier lives.

The King's Lynn Regeneration Plan targets a set of priority neighbourhoods including North Lynn, South Lynn, and the town Centre, where entrenched deprivation, poor connectivity, and underutilised assets have constrained opportunity. These areas will benefit from a coordinated Programme of interventions designed to unlock their potential and improve quality of life.

Success will be measured by tangible improvements in economic productivity (e.g., increased GVA per job), reduced health and education inequalities (e.g., fewer NEETs, improved life expectancy) and stronger community cohesion.

King's Lynn Riverfront



Strategic Case for Change

Market Failure and Social Disadvantage	30
Socio-economic challenges	31
Case Studies	33
Eight Strategic Priorities	39
Alignment with Pride in Place's 3 strategic objectives	40
Priority Projects and Rationale	41
Intended use of powers	44
Long term outcomes of the King's Lynn PiPP	45



Strategic case for change

This strategic case is not just about economic uplift; it's about ¹ changing mindsets, restoring civic pride, and creating a town where people can live well, work well and where people choose to visit and invest.

Market Failure and Social Disadvantage

King's Lynn has a clear economic and social need for regeneration, as evidenced by a range of data and local strategic assessments. Many parts of the town face higher-than-average levels of deprivation especially in areas, such as income, employment, health, and education. ² These long-standing socio-economic challenges hinder inclusive growth and people's quality of life. The town's historic riverfront and central areas, once vital to its identity and economy, are now underutilised and disconnected from the wider urban fabric due to past development decisions. This has weakened the town's sense of place, discouraged private sector investment, reduced footfall, and limited opportunities for local businesses and cultural activities to thrive. What was once the source of the town's prosperity has gradually declined especially following the post-industrial activities that came as a result of the 1960's overspill in the post war era.

King's Lynn faces real challenges in attracting private sector investment in key areas, particularly the riverfront, town centre and surrounding neighbourhoods. Despite the town's rich heritage and strategic location, the absence of coordinated public spaces, environmental constraints and infrastructure gaps have made it harder to draw commercial interest. This has been acutely felt in the town centre where the retail led quarter has followed the national trend in loss of national retailers but inability to replace these businesses with other leisure and private sector investment due to the social and economic limitations that face the town.



Closed and empty Debenhams building

¹ [kings-lynn-youth-retraining-project-business-case-draft.pdf](#)

² [King's Lynn data pack.pdf](#)

This cycle is compounded by market failure: local employers cite skills gaps, yet many young residents remain disengaged from training and education. Over 1,300 young people aged 18–24 are employed without training,³ and pockets of King’s Lynn have over 30% of residents with no qualifications or only NVQ Level 1.⁴ The result is a mismatch between labour market demand and workforce capability—limiting productivity, innovation, and inward investment. Social disadvantage is evident in the town’s ranking among the most income-deprived areas in Norfolk, with nine neighbourhoods in the lowest decile nationally.⁵ These conditions correlate with higher rates of crime, poor health outcomes, and reduced quality of life.⁶ During consultation at PiPP conferences, it was found that more opportunities for young people under the age of 18 (16+) who can volunteer was cited as a potential solution by local residents.

Socially, this regeneration plan offers significant opportunities. It will raise aspirations, improve access to quality public spaces, foster community pride, and support healthier lifestyles through upgraded connectivity and quality amenities. The anticipated outcomes include reduced crime and anti-social behaviour, increased civic participation, and enhanced opportunities for local employment and skills development.⁷ By aligning with national priorities and local aspirations, the PiPP in King’s Lynn represents a transformative opportunity to

address long-standing inequalities and build a more resilient, vibrant, and inclusive town.

Socio-economic challenges

King’s Lynn faces entrenched socio-economic challenges that limit opportunity and prosperity. Despite a relatively high employment rate (79.8%),⁸ the town is characterised by a low-wage, low-skill economy, with median weekly pay (£549) falling below both regional (£604) and national averages. Educational attainment is persistently low: only 32.5% of students achieved GCSE English and Maths Grade 9–5 in 2019, compared to 43.2% nationally.⁹ This suggests that King’s Lynn continues to trail slightly behind the national average, though the gap has narrowed compared to previous years. Participation in higher education is just 17%, less than half the national rate.¹⁰ These indicators reflect a cycle of low aspirations, particularly among young people, which contributes to insecure employment, economic inactivity, and higher deprivation.

³ [*Democracy West Norfolk King’s Lynn Youth Retraining Pledge*](#)

⁴ [*Democracy West Norfolk King’s Lynn Youth Retraining Pledge*](#)

⁵ [*Map of Norfolk’s richest and poorest areas reveals huge inequality | EDP*](#)

⁶ [*Is King’s Lynn a nice place to live?*](#)

⁷ [*Riverfront Regeneration - Towns Fund Business Case.pdf*](#)

⁸ [*King’s Lynn and West Norfolk’s employment, unemployment and economic inactivity - ONS*](#)

⁹ [*Key stage 4 performance, Academic year 2023/24 - GOV.UK*](#)

¹⁰ [*Search by postcode - Office for Students*](#)

Housing

King's Lynn has a high number of smaller homes, including flats (22%) and terraced housing (26%). The historic nature of the town and the legacy of being a post-war London overspill town means a high proportion of the housing stock is of poor quality (in terms of energy-efficiency and condition) which exacerbates the levels of deprivation in health and quality of life for low-income families. Overcrowding is a growing issue, particularly in the private rented sector (PRS), which accounts for 24.7% of houses are overcrowded – the highest rate among sub-areas in the borough. This suggests a mismatch between housing size and housing needs, particularly for families and low-income groups.

Letting agent surveys indicate that demand for affordable, well-maintained rental properties exceeds supply, especially for larger homes. Residents reported concerns about the affordability of local housing at our PiPP conferences. Agents also reported concerns about applicant quality, limited availability and rising rents, which may force households into unsuitable or poor-quality accommodation ¹¹.

These trends emphasise the need for targeted investment in higher-quality, well-maintained, affordable housing particularly in the private rental sector, to reduce housing stress, address overcrowding, improve living conditions and support inclusive regeneration.

Health inequality challenge

The COVID-19 global pandemic exposed and deepened existing, long-standing health inequalities across King's Lynn and indeed West Norfolk. As seen in the *Build Back Fairer* Marmot Review, the unequal burden of illness and mortality during the pandemic was closely tied to pre-existing social and economic disparities. In King's Lynn, these disparities are particularly stark: higher rates of mental health issues, obesity, alcohol related hospital admissions and loneliness – conditions that were already prevalent before the pandemic ¹².

The long term social and economic consequences are significant. The pandemic has increased the risk of generational disadvantage, with children in deprived areas facing setbacks in education and wellbeing. Adults in insecure work or poor housing have experienced deteriorating physical and mental health, further straining local services and widening the gap in life chances.

The Marmot Place Programme, launched in King's Lynn in March 2025, aims to tackle these inequalities through a place-based strategy focused on the social determinants of health. It brings together the Institute for Health Equity, Public Health, Borough Council, NHS, voluntary sector and community partners to co-design interventions that promote health equity from early years support and housing improvements to employment access and community infrastructure.

¹¹ [residential_needs_assessment_final_2020.pdf](#)

¹² [Build Back fairer - the COVID-19 Marmot review](#)

The borough's designation as Norfolk's first Marmot Place underscores the urgency of addressing these challenges. In North Lynn, for example, life expectancy for men is 11.5 years shorter than in more affluent areas like Brancaster and Burnham.¹³ For women, the gap is nearly 8 years.¹⁴ These disparities are the widest in Norfolk and are driven by unequal access to housing, transport, education and employment – factors that worsened during lockdowns and service disruptions. PiPP investment will provide essential support to tackle these identified issues.

Case Studies

By investing in community-led regeneration, youth engagement, and skills development, the programme inspires young people to reimagine their futures. Projects such as BOOST, as funded through the King's Lynn Town Deal and latterly UK Shared Prosperity Funding (UKSPF) and Volunteer It Yourself, as funded locally through UKSPF, are already demonstrating their value.¹⁵ In total, 839¹⁶ young people across West Norfolk have engaged with the programme from 2021-2025. Employers, training providers, the BOOST team and stakeholder organisations concur that the greatest benefits to young people engaging with the project have been in improvements to confidence, self-esteem, and communication skills.



Figure 6 - BOOST programme participants at a site visit

Furthermore, **the Pizza Project** in North Lynn has been praised for helping reduce anti-social behaviour and violent crime.¹⁷ This pilot project led by the Youth Service, supported by the Police and Active Norfolk has provided a model for youth engagement and diversionary activities. This initiative has the opportunity to roll out to other areas of the town where youth engagement is most needed.

¹³ [New programme aims for better health across West Norfolk's communities](#)

¹⁴ [King's Lynn and West Norfolk becomes county's first Marmot Place and will take on strategy to improve health inequalities in borough](#)

¹⁵ [Five UKSPF People and Skills projects 2024-2025](#)

¹⁶ [Lifting-Life-Chances-and-Local-Prosperity-in-Kings-Lynn-and-West-Norfolk pdf](#)

¹⁷ [North Lynn Youth Group credited with reduction in local crime - BBC News](#)

It has improved confidence for my children, but also it has given life opportunities, including career progression, for people who may not have had that otherwise. I believe it has been inspirational for some who may have been lacking in self-belief and aspiration, and it has opened doors for them.

Parent of Boost participant

The Place received funding through the Community Renewal Fund in 2021 and UK Shared Prosperity funding from 2022-2025 to open a flexible, multi-use space in a former town centre retail unit and provide support to entrepreneurs and micro businesses who are looking to test out ideas, trial having a physical shop front, or want to see whether their side hustle can become their main source of income. Over the period March 2022 to March 2025, the Place provided non-financial support to 132 enterprises, enabled 60 events and provided assistance to 16 entrepreneurs to be enterprise ready.



Figure 7: Keen shoppers sifting through at The Place



Figure 8: Young participants of in a play at St. George's Guildhall

St. George's Guildhall represents a unique cultural asset with untapped potential to drive inclusive economic growth, heritage-led regeneration, and community wellbeing in King's Lynn. Strategic investment is essential to unlock its role as a regional anchor for creative industries, tourism, and civic engagement – addressing long standing underutilisation and ensuring its sustainability for future generations.

Kids are the future and hearing children in the building is great... There has been a new energy in the venue with these events and since the Learning & Engagement postholder joined.

Volunteer guide, September 2024

This sentiment, echoed by a dozen other volunteers, highlights the transformative impact of educational programming which has been supported through the UK Shared Prosperity Fund – such as Play in a Day and school visits – on revitalising St. George's Guildhall as a vibrant, inclusive cultural space.

The survey invited open-ended feedback on how £20 million in regeneration funding should be used locally. Responses reflect a broad and deeply felt desire for improvements across housing, infrastructure, youth services, safety, and the town centre. The word cloud (Fig 9) highlights the most frequently mentioned priorities for change in King's Lynn, with larger words indicating higher frequency.



Figure 9 - King's Lynn Zen City Survey Word Cloud

- Town centre regeneration is the most frequently cited priority, with residents wanting a more vibrant, accessible, and culturally rich environment.
- Housing and infrastructure are critical concerns, especially in light of ongoing development and affordability challenges.
- Youth engagement and safety are seen as essential to improving community wellbeing and cohesion.

Local data from Norfolk Insight further highlights entrenched deprivation in these areas, with persistent issues in child poverty, poor health outcomes, and limited access to green space and cultural amenities.

A deeper and richer understanding of the issues to aid a greater understanding behind the data has been gathered from residents and stakeholders through an extensive range of consultation and engagement during 2024-5. This has been gathered through face-to-face workshops, surveys, community led events and one-to-one meetings. An extensive review of other topic specific consultations undertaken by other services and our agency partners has also been completed to provide a robust basis for identifying priorities. For example, community-led engagement, such as the North Lynn Community Plan which has been developed on the back of the 'Clear, Hold, Build' framework and Sport England Place Expansion programme with Active Norfolk, reinforce these findings with lived experience accounts of key issues facing the town and opportunities on how these could be addressed.

Table 1 - Gap analysis linked to eight strategic priority areas

High level consultation insights are summarised below against the government's eight programme interventions:

Theme	Current Strengths	Challenges / Gaps	Key Opportunities
1. Regeneration, High Streets & Heritage	Strong community engagement in regeneration projects - Active interest in independent businesses- Successful cultural events (e.g., St. George's Guildhall) - Interest in revitalising public spaces	Empty buildings and shops (e.g., Debenhams)- Traffic flow and parking issues- Insufficient promotion of heritage and culture- Lack of sustainability resources for local businesses- support for independent retailers – improved retail provision- limited leisure and cultural activities	Town Centre Regeneration: Focus on bringing empty spaces back into use- Support the continued rejuvenation of St George's Guildhall. Support further regeneration along the riverfront. Promotion of Cultural Events: Strategic marketing for arts and heritage- Environmental Support: Incentives for sustainable business practices
2. Housing	Plans for increased housing density Public realm improvements (e.g., Public Realm Action Plan) - Commitment to Net Zero through heat-sharing initiatives	Low housing density in town centre- Poor quality housing stock (18.8% non-decent) Poor town centre housing density - need for improved access to green spaces	Measures to improve housing affordability. Neighbourhood renewal and community guided public realm improvements e.g. Southgates and Riverfront Regeneration:
3. Work, Productivity & Skills	Town Deal and UKSPF-funded projects (e.g., BOOST, Tech Skills for Life)- Up-skilling opportunities for residents	High economic inactivity and low wages- High NEET levels and lack of career pathways for youth- Underdeveloped retail sector Youth engagement/participation; barrier to employment include transport and lack of aspiration and confidence	Youth Employment Support: Expand initiatives like BOOST- Workplace Incubators: Develop spaces for small businesses, work with partners to identify and improve opportunities for training, apprenticeships, mentoring and employment and to enhance local provision for work based and skills training. Implement the recommendations of the WN Skills Group
4. Cohesion	Strong community support for local initiatives (e.g., The Beacon, The Pizza Project, RISE)- Multi-user community hub projects	Limited available community spaces for activities, lack of neighbourhood amenities.	Community Asset Review and Space Development - Review of community amenities; identify hotspots and quick wins to improve communities open spaces. Grow social capital and empower community voices to contribute towards service improvements.

Theme	Current Strengths	Challenges / Gaps	Key Opportunities
5. Health & Wellbeing	High demand for physical activities (87% interested)- Proposals for integrated health services Community support for vulnerable groups (e.g. homeless)	Outdated leisure facilities unable to meet demand- Health inequalities, especially in deprived areas Rise in homelessness since the Covid pandemic.	Improved, accessible and affordable leisure facilities and provision in local communities Opportunities for multi-agency service provision
6. Transport	Plans for improved cycling infrastructure- Focus on enhancing public transport	Gaps in current public transport provision, especially late at night- Traffic congestion limiting mobility Missing links and safety concerns on parts of the cycle network.	Public Transport Improvements: Expand bus routes and reliability- Active Travel Infrastructure Enhancement: Develop safer, more accessible cycling routes
7. Safety & Security	Youth-focused initiatives (e.g. The Pizza Project, RISE in North Lynn)	Safety concerns at night, particularly in high-crime areas- High crime rates (theft, public order, violence).	Multi-agency approach to effectively improve street safety Continued implementation of the King's Lynn Public Realm Action Plan to improve the safety, connectivity and attractiveness Design out crime Youth Engagement: Expand initiatives like The Pizza Project and RISE to reduce anti-social behaviour
8. Education & Opportunity	Strong interest in youth activities and education- St. George's Guildhall Education Programme	Limited youth engagement leading to outmigration- High educational inequalities and deprivation	Youth Development Programmes: Implement initiatives to improve educational opportunities for young people Community Garden and 10x10 scheme to enhance skills development, learning events programme, work with secondary schools to raise aspirations and create civic pride.

Eight Strategic Priorities

The Regeneration Plan responds directly to these challenges and opportunities identified through our community engagement activities. The £20 million investment through the PiPP offers a once-in-a-generation opportunity to break ingrained issues by tackling their root causes working in partnership with communities and key organisations to address **low aspirations, low skills and attainment, significant health inequalities, poor connectivity and market failure**.

Interventions will be developed that will seek to deliver positive change against the following **eight strategic priorities**¹⁸.

1 Town Centre Revitalisation: Focus on bringing empty buildings back into use, enhancing market offerings, supporting the continued rejuvenation of key heritage assets, improving green spaces, regenerating the riverfront, and supporting independent businesses.

2 Neighbourhoods and Affordable Housing: Undertake neighbourhood renewal through community guided public realm improvements and collaborate with partners to coordinate services to deliver quality affordable homes.

3 Employment & Skills: Raise skills levels by continuing support for youth targeted programmes, providing opportunities for economically inactive & NEET youth people to move closer to training and employment.

4 Health & Wellbeing Infrastructure: Support improved, accessible and affordable leisure facilities and provision in local communities. Create opportunities for multi-agency service provision and improved access to physical activities for disadvantaged groups, particularly targeted at support in the communities aligned with other programmes and initiatives. Integrate health services and address health inequalities.

5 Transport Connectivity: support continued active travel improvements alongside wider network improvements to address congestion, reduce emissions and create a safe cycling network.

6 Safer Streets: coordinate a multi-agency approach to effectively improve street safety and reduce the causes of anti-social behaviour. Improve public safety through infrastructure upgrades. Expand and develop successful local youth initiatives, providing regular positive engagement.

7 Education & Youth Engagement: Expand and enhance opportunities for youth development programmes, learning and skills development and positive activities for young people to raise aspirations and create civic pride.

8 Community Capacity Building: Providing support to strengthen skills, knowledge and resources to empower communities to enable positive change and grow social capital. Review and harness opportunities to improve community assets and spaces to meet local needs.

Alignment with Pride in Place's 3 strategic objectives

Our eight priorities respond directly to the government's three strategic objectives of the programme through:

651

Government Objective: Thriving Places

KLNB Priorities:

Town Centre Revitalisation
Neighbourhoods & Affordable housing
Health & Wellbeing Infrastructure
Transport Connectivity

Opportunities for change:

Investments in the town centre—such as the revitalisation of St George's Guildhall and the Riverfront—will enhance cultural experiences, attract footfall, and support a modern, mixed-use economy. These interventions will create a more vibrant and economically resilient town centre, directly contributing to the goal of building thriving places

Government Objective: Stronger Communities

KLNB Priorities:

Safer Streets
Community Capacity Building

Opportunities for change:

By improving safety, wellbeing, and access to services in neighbourhoods like North Lynn and South Lynn, the Plan will foster greater community cohesion and pride in place. Projects focused on health, youth engagement, and public realm improvements will empower residents and reduce inequalities, supporting stronger, more connected communities.

Government Objective: Taking Back Control

KLNB Priorities:

Employment & Skills
Education & Youth Engagement

Opportunities for change:

The KLNB's community-led governance model ensures that local voices shape investment decisions. Through capacity building, co-design, and inclusive engagement, the Plan enables residents, businesses, and civil society to take ownership of their future—delivering on the objective of giving people opportunities to thrive and achieve their potential. live.

Priority Projects and Rationale

Flagship projects have been identified as early priorities for investment under the King's Lynn Regeneration Plan's three themes for:

- Thriving Places
- Stronger Communities
- Empowered People (empowerment naturally leads to taking back control – over one's life, choices and future).

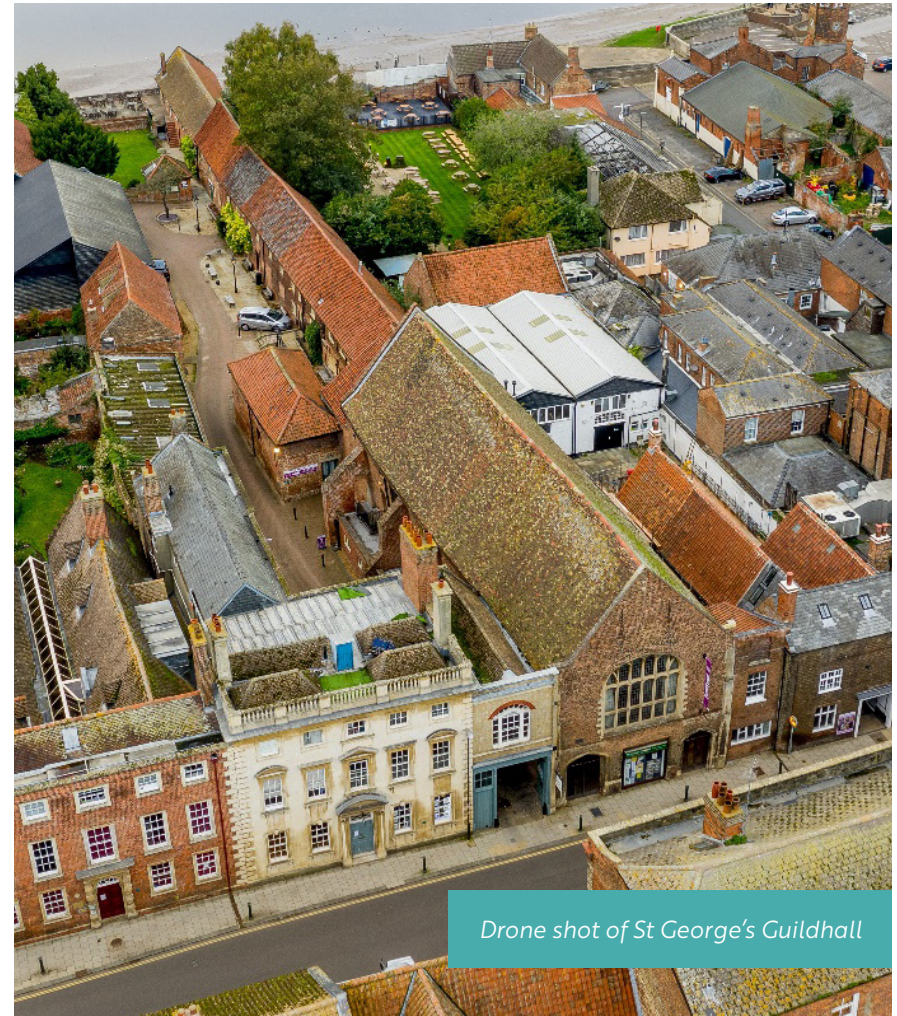
Thriving Places:

St George's Guildhall and Creative Hub

As the oldest working theatre in the UK, St George's Guildhall is a nationally significant cultural asset with untapped potential. Investment will restore and modernise the venue, creating a vibrant creative hub that supports local artists, attracts visitors, and anchors the town's cultural economy.

Rationale: This project will support the creation of community and public spaces as part of the wider restoration project and directly supports the outcomes of improving town centre attractiveness, enhanced footfall to unlock private sector investment, enhancing cultural experience, and raising aspirations—particularly among young people through creative skills pathways. The St George's Guildhall and Creative Hub will provide local residents with access to affordable arts, culture, and heritage experiences, while also creating new jobs,

supporting creative businesses, and offering education and skills development opportunities.



Drone shot of St George's Guildhall

King's Lynn Riverfront Phase II

This project will unlock the potential of the River Great Ouse waterfront through public realm and green space improvements, better pedestrian and cycle connectivity, and activation of underused spaces for leisure, events, and enterprise. This next phase of Riverfront Regeneration builds in the initial work to revitalise the Custom House under the Town Deal. This phase will seek to unlock this underutilised potential by transforming the public and green spaces to be **active, accessible and attractive** along South Quay through to Boal Quay and the Southgates¹⁹ as part of a wider ambition to be set out in the forthcoming King's Lynn Masterplan. These interventions aim to improve the health, wellbeing and connectivity for adjacent residents, providing improved amenities that will catalyse private investment, improve perceptions of the area, and stimulate the visitor economy—addressing both demand-side and supply-side failures.

¹⁹ [Nelson Quay | Nelson Quay | Borough Council of King's Lynn & West Norfolk](#)

Rationale: The riverfront is a key gateway and heritage asset. Enhancing its accessibility and appeal will support a modern, mixed-use town centre and improve wellbeing through inclusive, safe, and active public spaces.

[Table 8 highlights community voices to support the rationale identified here.](#)

Town Centre Repurposing

Town centre repurposing is a central priority in the King's Lynn PiPP, aimed at transforming underused and neglected buildings, sites and areas—particularly the south end of the high street—into vibrant, multi-functional spaces. This includes redeveloping vacant buildings for residential, commercial, cultural, and leisure uses, enhancing the public realm, and improving the overall attractiveness and liveability of the town centre²⁰.

²⁰ [klnb regen and investment plan august 2025](#)



Riverfront Area

Rationale: Repurposing supports a mixed-use economy, attracting footfall, increasing dwell time, and boosting local business resilience.

Stronger Communities

Community Capacity Building, Assets and Empowerment

This priority project focuses on strengthening the ability of local communities, voluntary groups and grassroots organisations to shape and deliver regeneration outcomes. It includes supporting community groups and local champions to lead engagement and co-design activities. Using the 'Asset Based Community Development' model, communities will be supported to strengthen skills, knowledge and networks to enhance local collaboration, problem solving and leadership, building resilience and self-sufficiency in communities. Through building long term capacity for self-sustaining social action, a programme of community action projects will be developed and supported through grant funding to target neighbourhood specific opportunities.

Rationale: enabling residents to take a leading role in shaping their neighbourhoods which should foster pride and trust.

Table 8 highlights community voices to support the rational identified here.

Empowered People

Work to raise skills and aspirations is being led by the West Norfolk Skills Group, which brings together VCSEs, employers, education providers, and public sector partners to identify and respond to workforce needs. This partnership is closely aligned with the Norfolk's Connect to Work Programme, which supports economically inactive residents and those facing complex barriers to employment, including care leavers, people with health conditions, and disadvantaged youth.

The Skills Group works in tandem with the Employment & Skills Board, ensuring that interventions are strategically aligned and responsive to local labour market challenges. Together, these initiatives are building a locally rooted skills ecosystem that enables residents to access meaningful training, employment, and progression opportunities.

Rationale: This approach directly supports this key objective by ensuring accountability and alignment with the KLNb's strategic priorities, especially around youth development, inclusion, and long-term opportunity creation.

Table 8 highlights community voices to support the rational identified here.

Intended use of powers

Entity	Power/Function	Use of Power(s)	Link to KLNB thematic priorities
Borough Council of King's Lynn & West Norfolk (Accountable Body)	<ul style="list-style-type: none"> Local Listed Building Consent Orders; Planning and Procurement Powers, Licensing Section 215 of the Town and Country Planning Act 1990 – Clean Up Notices 	<ul style="list-style-type: none"> Facilities heritage-led regeneration (e.g. Guildhall); streamlines planning for listed buildings; manages funding and contracts Exploring use of High Street Rental Auctions to support town centre repurposing 	Regeneration, High Streets and Heritage
Norfolk Police Constabulary	Anti-Social Behaviour, Crime and Policing Act 2014, Respect Orders.	Joint Operations with BCKLWN and the Operational Partnership Team (OPT) to identify and address hotspots of ASB or criminal activity.	Safer Streets
Norfolk County Council	Highways	Co-design and deliver transport schemes identified in the King's Lynn Transport Strategy and PiPP Investment Plan (e.g. Southgates junction, active travel corridors).	Transport Connectivity
Community Organisations & VCS	Community Right to Bid; delivery of funded projects	Nominates assets of community value; leads grassroots initiatives funded and PiPP	Community Capacity Building
Borough Council of King's Lynn & West Norfolk (Planning Enforcement)	Repair Notices	Planning Enforcement and Conservation Team, section 48 of the Planning (Listed Buildings and Conservation Areas) Act 1990. These have been used by planning and can lead to CPO action being considered. Also used are notices served under section 54, urgent works.	Town Centre Revitalisation
Borough Council of King's Lynn & West Norfolk (Local Planning Authority)	Clean-up Notices	Planning enforcement, Section 215 of the Town and Country Planning Act 1990, these notices are used by the department	Town Centre Revitalisation
Borough Council of King's Lynn & West Norfolk Community Safety, Noise & Nuisance (CSNN)	Fly Tipping	The CSNN team regularly use The Environmental Protection Act legislation and The Antisocial Behaviour Crime and Policing act 2014 to address fly tipping and regularly issue FPN's and Community Protection Warning's and Community Protection Notices. If necessary, given appropriate time, some meaningful data quantifying number of complaints and number of informal and formal interventions and their type could be provided.	Safer Streets

Long term outcomes of the King's Lynn PiPP

Below are some long-term outcomes aligned with the King's Lynn Neighbourhood Board's PiPP. These outcomes reflect the strategic ambitions of the Board and the transformative potential of priority interventions like the St. Georges Guildhall restoration and the Riverfront Regeneration Project:

1. A vibrant, prosperous and attractive mixed-use town that offers different uses and easy access to green spaces and our rich heritage

- King's Lynn becomes a nationally recognised cultural destination, anchored by restored heritage assets and vibrant public spaces.
- Increased visitor numbers and dwell time in the town centre, supporting local businesses and cultural organisations.
- A thriving year-round programme of events and exhibitions that reflects local identity and attracts regional audiences.

2. A better connected town

- Seamless active travel routes connect neighbourhoods to the town centre, schools, and health services.
- Improved transport infrastructure reduces travel times and increases access to employment and education.
- Digital connectivity upgrades ensure equitable access to online services and opportunities.

3. A town where people feel safe and well, where healthy lives are supported

- Public realm improvements and community-led design reduce anti-social behaviour and increase perceptions of safety.
- Increased access to green spaces and cultural venues supports mental and physical wellbeing.
- Stronger local networks and civic engagement foster resilience and social cohesion.

4. A town where people are inspired to aim high and achieve their ambitions and improve life opportunities

- Heritage and regeneration projects provide platforms for youth engagement, volunteering, and creative learning.
- Partnerships with schools, colleges, and employers deliver targeted skills programmes and career pathways. A more dynamic local economy that supports job creation, innovation, and inclusive growth.

King’s Lynn priority projects and their desired outcomes

Projects	PiPP Strategic Objectives	King’s Lynn Vision	King’s Lynn Strategic Priorities	Outcomes
St Georges Guildhall & Creative Hub	Thriving Places	Vibrant, prosperous mixed-use town	Town Centre Revitalisation	Increased cultural participation
King’s Lynn Riverfront Phase II	Thriving Places Take Back Control	Vibrant, prosperous mixed-use town	Town Centre Revitalisation Health & Wellbeing Infrastructure:	Enhanced public space, visitor economy
Town Centre Repurposing	Thriving Places	Better connected town	Town Centre Revitalisation	Improved town centre experience, diversified use of spaces
Empowered People	Stronger Communities	People feeling safe and well	Education & Youth Engagement:	Better life opportunities
Community Capacity Building & Assets	Stronger Communities	Healthy lives supported	Community Capacity Building	Empowered residents, improved health & wellbeing

Measures of success and long-term outcomes

Key Performance Indicator (KPI)	Description	Linked long-term outcome
Town Centre Footfall	Increase in visitor numbers to the town centre	Improve town centre attractiveness and cultural experience
Vacancy Rate of Commercial Units	Reduction in empty retail and commercial spaces	Create a successful, modern mixed use town centre
Public Transport Accessibility Index	Improved access to public transport across key neighbourhoods	Enhance connectivity and accessibility
Crime Rate (ASB and related offences)	Reduction in anti-social behaviour, violence and sexual crime	Improve safety, security and community wellbeing
Youth in Further Education or Apprenticeships	Increase in post-16 participation rates, number of NEETs, uplift in KS3 & KS4 educational attainment rates	Raise young people's aspirations
Business Start-Up Rate	Growth in new local enterprises and SMEs	Support business and skills growth
Cultural Participation Rate	Increase in attendance at cultural venues/events (e.g. Guildhall, Hanse festivals, etc)	Improve town centre cultural experience
Private Sector Investment leveraged	Increase in private sector investment in the town	Reduction in market failure
Green and public open spaces	Increase in quality and quantity of green and public spaces	Improved connectivity, health and well being

Alignment with other programmes & investments

Existing Programmes and Investment	49
Policy Alignment	52
Investments or other funding streams	59
Masterplans	59



Alignment with other programmes & investments

This chapter explains how the King's Lynn Neighbourhood Plan aligns with wider strategies and funding programmes to ensure coordinated, impactful delivery. The PiPP regeneration plan aligns closely with a range of local, regional, and national programmes aimed at strengthening place-based investment, empowering communities, and enhancing local control.

Since 2020, the Neighbourhood Board, local Authorities and partners have made strong progress in developing priority projects and a future pipeline of projects informed by local strategies and masterplans. The Regeneration Plan will build on this momentum by aligning with initiatives like the Towns Fund, UK Shared Prosperity Fund and Levelling Fund, whilst supporting broader goals such as West Norfolk's Economic Strategy. This joined-up approach will help to unlock funding and deliver meaningful change for King's Lynn.

Existing Programmes and Investment

The Towns Fund and the Levelling Up Fund have unlocked over £65m of public sector investment that is in the process of being delivered and implemented as part of the vision and priorities set out in the Town Investment Plan (2021). These programmes complement the Plan's objectives by focusing on regeneration, transport connectivity, and unlocking underutilised assets. Priority projects being delivered through these programmes include:

Innovative, growing businesses and skilled workforce				
Project	Project Cost	Funding	Timeline	King's Lynn Vision (2021)
School of Nursing	£750,000	Town Deal accelerated funding & Department for Health	Completed 2022	A skilled workforce for growing industry
Boost	£840,000	Town Deal, UK Shared Prosperity Fund & Norfolk County Council	2021-2026	A skilled workforce for growing industry
St George's Guildhall & Creative Hub	£30.1m	Town Deal, Historic England, Borough Council, UK Shared Prosperity Fund and other fundraising	Construction 2025-7	A skilled workforce for growing industry A home for innovative business
The Library	£15.1m	Town Deal & Norfolk County Council	Construction 2025	A skilled workforce for growing industry A repurposed town centre

Sustainably Connected town				
Project	Project Cost	Funding	Timeline	King's Lynn Vision (2021)
Active & Clean Connectivity	£7.1m	Town Deal, Business Rates Pool	Construction in 2023-6	A sustainably connected town
Southgate Regeneration Area	£35m	RIBA 1-3 funded by Levelling Up Fund, Borough Council and Business Rates Pool. Funding for construction phase required.	Construction 2027 onwards	A sustainably connected town
Sustainable Regeneration and Transport Scheme (STARS) Gyratory & Baxters Plain	£24.1m	Levelling Up Fund & Norfolk County Council	Construction 2026-7	A sustainably connected town

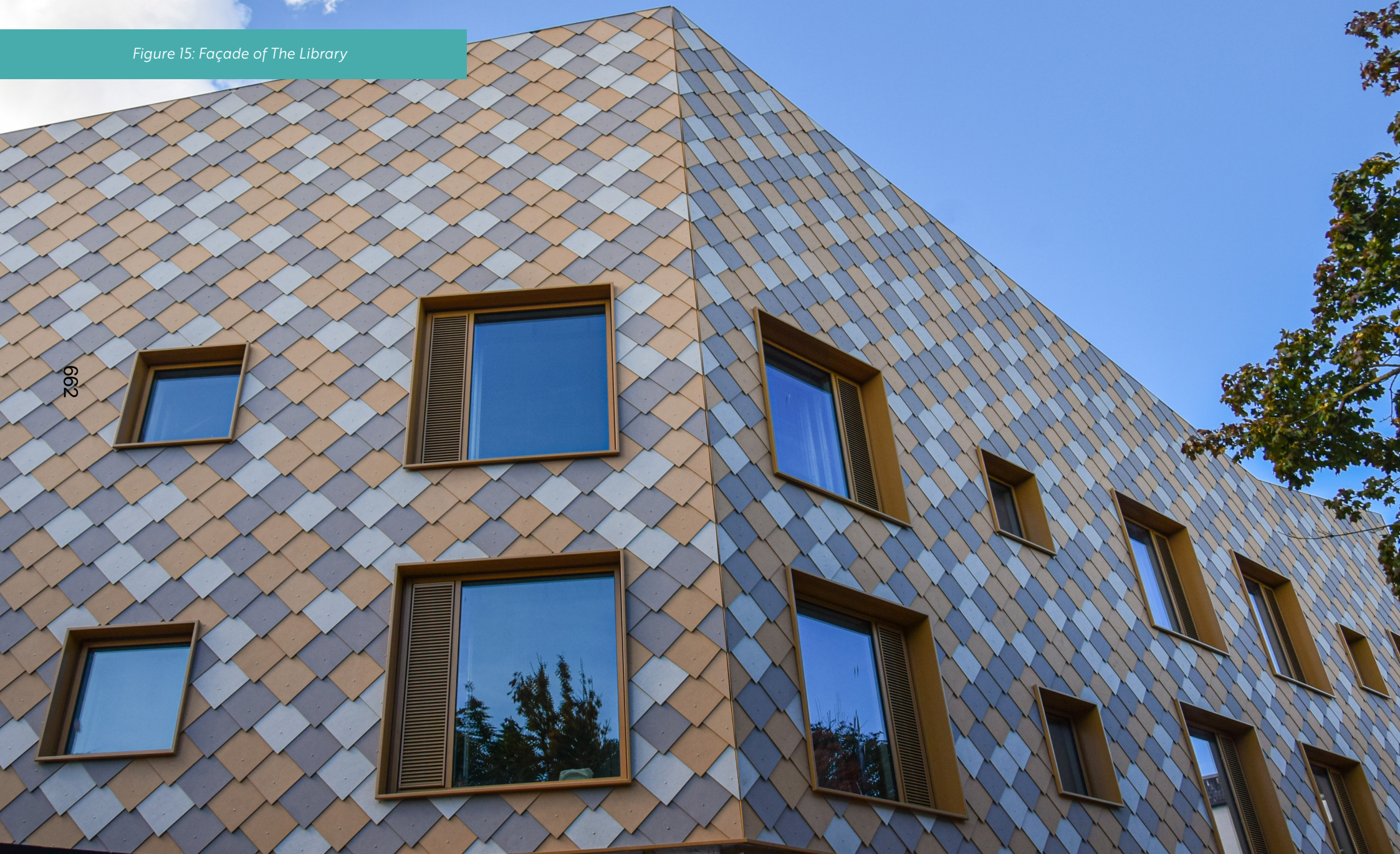
Historic waterfront and repurposed town centre				
Project	Project Cost	Funding	Timeline	King's Lynn Vision (2021)
Riverfront regeneration (Phase 1 Custom House)	£2.3m	Town Deal	Construction in 2025-6	A revived historic waterfront
Rail to River Public realm	£300k	Town Deal & UK Shared Prosperity Fund	Construction 2023-5	A repurposed town centre

Furthermore, King's Lynn has been designated as Norfolk's first Marmot Place, a programme led by the Borough Council in partnership with Norfolk County Council Public Health and the Integrated Care Board which aims to reduce health inequalities by addressing the social determinants of health—such as housing, education, and employment. The recommendations from this 2-year research project aim will make system-led changes to embed new ways of working and thinking that underpin and has the ability to change the determinants of health for the people who live in King's Lynn. This is directly aligned with the plan's ambition to create Thriving Places and Stronger Communities.

In addition, the New Hospital Programme 2.0 represents a major strategic investment already underway in King's Lynn, with the confirmed development of a new District General Hospital to replace the ageing Queen Elizabeth Hospital Estate.^{1,2} The new hospital will be delivered

1 [Our future vision - A brand new hospital for King's Lynn and West Norfolk](#)
2 [New Hospital Programme: plan for implementation - GOV.UK](#)

Figure 15: Façade of The Library



in partnership with Norfolk and Norwich University Hospitals and James Paget University Hospitals under a Group Model, enhancing clinical pathways and operational efficiency across the region,³ and is aligned with the designation of King's Lynn as a Marmot town, reinforcing its role in tackling health inequalities and improving population outcomes.⁴

King's Lynn is also one of 53 areas selected for the Sport England Place Partnership, which targets communities with the highest levels of inactivity and health inequality. This programme supports localised, community-led approaches to increasing physical activity and improving wellbeing, particularly in areas of deprivation. The Place Partnership complements the PiPP by fostering inclusive growth, enhancing public health, and promoting active lifestyles through infrastructure and engagement.

The Norfolk Connect to Work Programme is a £16.6 million initiative led by Norfolk County Council, delivering the local ambitions of the Get Britain Working White Paper through the Get Norfolk Working Local Plan⁵. This programme aligns with this Plan by targeting support to deprived communities, promoting inclusive employment, and integrating health and skills support. Together, these programmes provide a robust framework for delivering long-term, place based and community-driven regeneration in King's Lynn through a collaborative approach, supporting long-term regeneration goals.

Policy Alignment

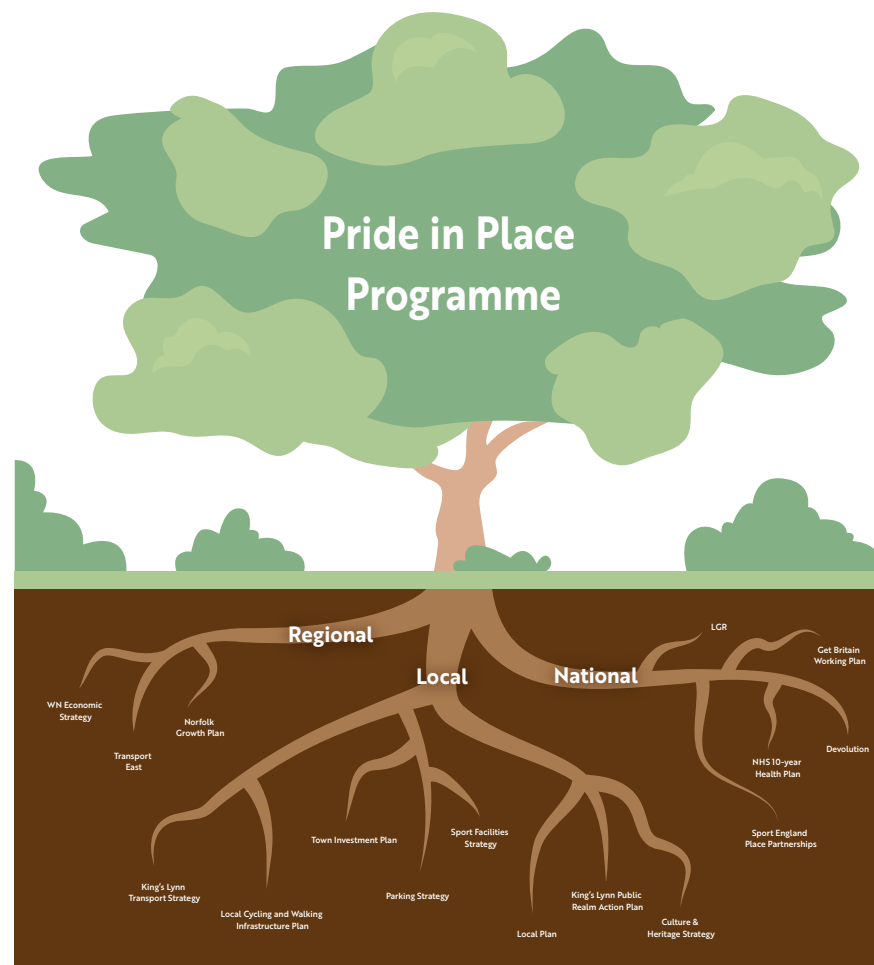


Figure 16 - Local, regional and national policy alignment of PiPP

³ [Case-for-Establishing-a-Group-Model-FINAL-VERSION.pdf](#)

⁴ [New programme aims for better health across West Norfolk's communities - ICS](#)

⁵ [Get Britain Working White Paper - GOV.UK](#)

National Policy Alignment

Nationally, the PiPP reflects and complements a number of new government policies and funding programmes which will be important to coordinate and collaborate with in order to maximise the outcomes and leverage further funding to achieve the vision and objectives set out in our plan. These include:

Devolution Bill: Local Government Reorganisation & Mayor Combined Authorities

Norfolk and Suffolk are in the priority programme for Local Government Reorganisation due to take place in 2028. This will enhance the capacity of local areas and provide greater flexibility to meet local needs and share the benefits of economic growth across its people and places.

Furthermore, plans for the creation of a Mayoral Combined Authority for Norfolk & Suffolk in 2026 will open up wider opportunities, encourage place-based leadership and community empowerment and align local regeneration priorities with regional growth strategies and national missions through the unlocking of funding through initiatives like the Homes England Place Partnership, Adult Education Budget, and Transport East's strategic investment framework. In this new format, the KLNb will provide the strong and unified place-based voice for identifying local, unique investment needs of the community.⁶⁷

National Planning Policy Framework (NPPF)

The NPPF (2024) sets out planning policy at the national level with sustainable development at its heart and key economic, environmental and social objectives. Significant increases in housing targets for the Borough, and the amendments to open opportunities for brownfield land development proposals, means that previous studies identifying town centre brownfield land for development are more relevant than ever and have the additional benefit of meeting a need for residential density to be delivered in the sustainable centre of King's Lynn. To improve the town's vibrancy and viability. The commissioning of a new long-term masterplan for King's Lynn as part of the PiPP will inform and correspond with planning policy development at the council, for a joined-up approach to delivery of the required housing alongside the aims of the Neighbourhood Board.

Get Britain Working Plans

The Get Britain Working guidance promotes localised employment and skills interventions aligning strongly with the King's Lynn PiPP programme's focus on youth development and employment and working collaboratively with the Department for Work and Pensions on programmes like Connect to Work. PiPP interventions will target NEET reduction, apprenticeships, and skills pathways directly support the ambition to improve transitions for young people and build upon existing initiatives like King's Lynn's BOOST and Volunteer it Yourself.

6 [*Reforming the local government funding system in England | Local Government Association*](#)

7 [*Local Regeneration Fund - GOV.UK*](#)

Sport England Place Partnership Expansion

King's Lynn is one of 53 areas selected for the Sport England Place Partnership, which targets communities with the highest levels of inactivity and health inequality.⁸ This programme supports localised, community-led approaches to increasing physical activity and improving wellbeing, particularly in areas of deprivation.⁹ The Place Partnership complements the PiPP by fostering inclusive growth, enhancing public health, and promoting active lifestyles through infrastructure and engagement.¹⁰

Fit for the Future: 10 Year Health Plan for England

Published in July 2025, the Fit for the Future: 10 Year Health Plan for England sets out a bold vision to reinvent the NHS. The plan emphasises local leadership, community empowerment, and cross-sector collaboration, with a new operating model designed to deliver change at pace. The King's Lynn programme aligns strongly with the Health Plan's ambitions for health inequality reduction through planned targeted investment and community-led delivery.

Dormant Assets Scheme Strategy

The Dormant Assets Scheme Strategy, published by the Department for Culture, Media & Sport in June 2025, outlines how the government

will unlock and deploy £440 million from dormant financial assets to support youth, financial inclusion, social investment and community wealth funds. The strategy emphasises place-based delivery, cross-sector collaboration, and community empowerment and aligns closely with the objectives and delivery model of the King's Lynn PiPP in terms of expanding access to youth, enrichment, skills and employment, raising aspirations and reducing NEETs.

Regional Policy Alignment

At the regional level, the Ten Year Vision supports the ambitions of **Transport East's Regional Transport Strategy**, which calls for inclusive growth, decarbonisation, and better rural connectivity. The Neighbourhood Board's focus on sustainable mobility and economic inclusion directly contributes to these priorities, especially through projects like the Southgates Regeneration and active travel corridors.

In parallel, the Ten Year Vision aligns with the **Norfolk Local Growth Plan (2024–2029)**, which prioritises placemaking, skills development, and cultural regeneration as drivers of inclusive and sustainable growth. Investment in St George's Guildhall supports the Growth Plan's ambition to strengthen Norfolk's visitor economy and cultural assets, while the Plan's emphasis on raising aspirations and supporting business and skills growth complements the Growth Plan's strategic pillar on People and Skills. Through targeted interventions and community-led delivery, the Neighbourhood Board is helping to realise Norfolk's vision for a more productive, resilient, and equitable economy.

⁸ [First 53 Place Expansion Partnerships announced | Sport England](#)

⁹ [Place Partnerships expanded to help those in greatest need | Sport England](#)

¹⁰ [Place partnerships | Sport England](#)

Local Policy Alignment

The PiPP builds on the work undertaken since the development of the King's Lynn Town Investment Plan (2021) by continuing investment in the town centre heritage assets, and connectivity improvements

¹¹. The creation of a new spatial masterplan for King's Lynn alongside the Regeneration Plan will also bring together a range of topic or site-specific policies and plans for the town into one holistic spatial vision.

The **West Norfolk Economic Strategy (2024)** sets out the goal for:

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

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



Specific to King's Lynn, it is identified that King's Lynn has a rich cultural and heritage offer, as well as maritime and river assets. However, the town is not perceived as a cultural destination. It struggles with a declining retail offer and limited leisure activities for young people and families, leading residents to prefer nearby cities like Norwich. The town has good rail and road connections to Cambridge and London, but congested roads and limited public transport create barriers for residents to come into town.

This provides a further overview of the aims of the Borough Council and the vision going forward that the Regeneration Plan considers and accords with. These challenges and opportunities will be fully considered in the development of the masterplan for King's Lynn and priorities for the Board.

¹¹ [King's Lynn Town Deal | Borough Council of King's Lynn & West Norfolk](#)

Borough Council of King's Lynn & West Norfolk's Corporate Strategy 2023 – 2027

The Corporate Strategy sets out the Council's ambitions for the period up to May 2027 with the following priorities:

- Promote growth and prosperity to benefit West Norfolk
- Protect our environment
- Efficient and effective delivery of our services
- Support our communities

This provides a backdrop for the overarching aims of the Borough Council and should influence the delivery of the regeneration plan.

Local Plan 2021-2040 (Adopted March 2025)

Within this local plan review, King's Lynn remains the main town of the Borough with policy representing this. Policy LP40 King's Lynn Area outlines that the strategy for growth is to provide at least 4,430 new dwellings within and around King's Lynn.

At least 1,729 of these dwellings are provided as part of the regeneration of the main urban area, consisting of the historic core of King's Lynn and later suburbs and the remaining number will be/are allocated within urban expansion areas to the north and south east of the town.

This policy outlines the focus for regeneration to be waterfront and regeneration projects, including the Riverfront.

Policy E1.1 King's Lynn - Town Centre outlines that the Borough Council will promote this area as the prime focus in the Borough for retail, community and professional services, leisure, culture and entertainment. The historic character, local distinctiveness, facilities, amenity and vibrancy of the area will be maintained and enhanced, both for their own sake and to strengthen the appeal of the town centre. This policy also offers support for residential development within the town centre.

Policy E1.KLR: King's Lynn Riverfront Regeneration Area sets out the high-level requirements for this area and covers the allocated sites E1.5 - Boal Quay, E1.8 – South Quay & E1.10 - North of Wisbech Road, collectively are allocated for regeneration to create a high calibre mixed-use waterfront area.

The King's Lynn masterplan will be developed to inform and be a part of the development of a new local plan. This will be prepared in accordance with a new plan-making system, which it is currently anticipated that the Government will introduce in Autumn 2025. A new local plan will be required to respond to the increased local housing need. The ambition is for the King's Lynn Masterplan to work hand in hand with a new local plan to establish a level of consistency, a clear vision and ensure the projects within the masterplan are investable, viable, deliverable and align with planning policy.

Town Investment Plan (2021)

The King's Lynn Town Investment Plan (TIP) was prepared and submitted to Government in 2021 to secure Town Deal funding and sets out the vision, strategy and investment priorities for King's Lynn from 2021-2031. During 2020, residents, businesses and a range of local institutions worked together, through the platform of Vision King's Lynn and the King's Lynn Town Deal Board, to set clear priorities and a vision for King's Lynn that delivers:

- New opportunities for skills and jobs for our young people and all those affected by Covid-19
- Growing innovative businesses
- A repurposed town centre with new experiences and enterprise
- A high-quality residential and leisure offer in the historic town core and riverfront
- A sustainably connected town

The outcome of this work created an agreed set of priorities with the then Town Deal Board which informed the prioritisation of investment under the Towns Fund programme.

- Creating a town where people want to come to live and stay
- Developing a local skills pipeline for local opportunities responding to Covid-19
- Improving digital and sustainable connectivity
- Repurposing the town centre and historic assets for visitors and residents

King's Lynn Public Realm Action Plan (2021)

The Public Realm Action Plan sets out guidelines, identifies area concept plans and provides a street furniture guide. Guidelines will be applied in responding to PiPP identified areas of need and include;

- Reinforce the network of spaces and their character
- Improve walking routes and the pedestrian environment
- Expand the cycling infrastructure
- Increase green infrastructure
- Provide opportunities for pop-up initiatives and events
- Aid legibility through consistent wayfinding
- Enhance the night-time economy
- Establish a consistent material palette
- Opportunity for art in public spaces
- De-clutter the public realm

King's Lynn Local Cycling & Walking Infrastructure Plan (2022)

This joint plan developed by Norfolk County Council and the Borough Council identifies and prioritises local cycling and walking network improvements. The objective of the priority schemes identified is to improve the connectivity and accessibility of the King's Lynn cycling and walking network for everyone. The overall aim is that these improvements will encourage more people to choose active travel for making journeys, bringing health, environmental and economic benefits.

The development of the King's Lynn LCWIP has identified a network of key active travel routes as well as improvements that can be implemented which must be included and incorporated in the King's Lynn masterplan and incorporated into priority projects like the Riverfront and Southgates Regeneration Area.

King's Lynn Culture & Heritage Strategy (2025)

This strategy is currently in draft form and is a collaboration between the Borough Council and Arts Council England to prepare a new ten-year Culture & Heritage Strategy for King's Lynn. The creation of a Culture & Heritage Strategy is needed to bring together our array of creative partners, residents and businesses on the priorities to support the development of Creative Industries in the town.

The key themes will be applied as part of PiPP delivery including:

- Young People as Makers, Creators and Producers
- Animating King's Lynn heritage
- Collaborative working for resilience
- Embedding sustainability, inclusivity and diverse voice in King's Lynn Culture and Heritage

King's Lynn Transport Strategy (2025)

The King's Lynn Transport Strategy (KLTS), developed by BCKLWN and Norfolk County Council (NCC), sets out a long-term plan to improve connectivity, support growth, and promote sustainable travel across the town. The strategy aims to support sustainable economic growth in King's Lynn by improving travel choices for all.

The strategy set out a series of proposals including projects like the Sustainable Transport and Regeneration Scheme (STARS), the Southgates junction transformation, bus network upgrades, and active travel improvements and provides a delivery framework for transport investment. A review and update of the strategy is currently underway by NCC and is due to complete by end of 2025 for adoption early 2026. This will include an updated set of priority actions and interventions to support the sustainable economic growth of the town.

Delivery of King's Lynn PiPP priorities to improve access to services and encouraging people to use more sustainable ways of travelling, such as walking, cycling, or public transport will align with the recommendations of the emerging plan.

Investments or other funding streams

Philanthropic and Private Investment Opportunities

UK Nature Impact Fund: Provides investment for nature-based solutions, public realm, and biodiversity projects—ideal for waterfront and green infrastructure schemes.

Local Business and Anchor Institutions: Potential for match funding or in-kind contributions from organisations such as the College of West Anglia, Queen Elizabeth Hospital, and local employers engaged through the PiPP Action Group 12

Charitable Foundations and Trusts: Targeted funding for youth, arts, and community wellbeing initiatives (e.g. Esmée Fairbairn Foundation, Paul Hamlyn Foundation).

Masterplans

King’s Lynn Masterplan

The project will work together with the community to develop a long-term plan for future uses of buildings, sites and public spaces, including the infrastructure that is needed to help people access and move around the town sustainably in King’s Lynn. The King’s Lynn masterplan is being led by the council and local people will be asked for their thoughts and ideas on proposals for regeneration in the town over the next 20 years which importantly will inform future planning policy in the new Local Plan. Alongside the proposals for areas which have already been developed to date, including the former Post Office site, Southgates and Baxter’s Plain, the masterplan will focus on six other key areas in the town where improvements could make a big difference. These are the former Debenhams, St James Swimming Pool, Common Staithe Quay, Church Street car park, part of the Port and Timber Yard area, West Lynn (former Del Monte and dredging sites). The masterplan will also include a review of design plans with the community and other stakeholders for Devil’s Alley as part of a priority area for phased riverfront regeneration under the PiPP and devolution, potentially connecting South Quay through Boal Quay to Southgates.



The masterplan sits side by side with the Regeneration Plan that is being developed for the £20M government funding coming into King's Lynn under the PiPP, and both share the same vision for the town that has been shaped by public feedback shared over the last few years. The masterplan will directly contribute to improving town centre attractiveness and cultural experience, creating a successful, modern, mixed-use town centre, enhancing connectivity and accessibility alongside improving safety, security, and community wellbeing and raising young people's aspirations and supporting business and skills growth. This long-term masterplan, by considering future uses of buildings, sites, and public spaces in the town alongside the infrastructure that's needed to meet the town's future needs, will provide a spatial representation of the vision within the Regeneration Plan accompanied by clear plans to set out achievable routes to delivery.

Southgates Regeneration Area Masterplan (2023)

The Southgates area is a strategic location for the Borough Council of King's Lynn and West Norfolk and a priority for the King's Lynn Transport Strategy and the Town Investment Plan. This project aims to create an attractive and active gateway to King's Lynn with the Grade I listed South Gate as the centrepiece to the area. The project will retain the gate's historic function as the entrance to the town, now for active travel, and an improved setting that is no longer compromised by vehicle dominance. This will be aided by improvement and simplification of the road junction (with removal of the current roundabout) and the road diverted around the Southgate. This will ensure efficient movement of

motorised vehicles alongside safe and convenient pedestrian and cyclist access, encouraging more people to walk, cycle or use sustainable travel options through connections to existing and future active travel routes surrounding the site.

This is a key gateway site for the town and the current masterplan delivers a comprehensive vision for the area. This site and area are also included within the Norfolk Local Growth Plan 2024-2029 and West Norfolk Economic Strategy (2024). This is an advanced and developed project that could be ready for delivery in the near future once an agreed funding package is agreed.

Provision of significant areas of public realm and green space will be included and new mixed-use development will provide new homes, together with commercial and retail uses which activate the area as a local destination, serve the needs of the town's people, and complement both existing provision on London Road and planned development in the area.



Figure 18 - Southgates Regeneration Area Sketch



Figure 19 - Southgates visualisation of a future Public Realm

Baxter's Plain Feasibility Study (2023)

Baxter's Plain is a key area of open space and public realm in the town centre acting as a gateway into the pedestrianised shopping core outside of the new Library currently in development under the Town Deal. This is a key node where Tower Street, Blackfriars Street and New Conduit Street meet. The area is fronted by The Grade II Listed Majestic Cinema, several businesses and restaurants as well as the historic and currently vacant former head post office (King's Lynn Athenaeum).

To date, a comprehensive scheme for public realm enhancements to RIBA I has been developed by BDP on behalf of NCC and the Borough Council. This is expected to be developed when funding allows and will complement the redevelopment of the area in terms of The Library. In addition, the former head post office (King's Lynn Athenaeum) has planning permission for conversion into commercial uses at ground floor with residential above which would further activate this area.

The new King's Lynn Masterplan should be informed by this study and the opportunity it presents for this area of the town as well as the developments in the locality.

This aligns with the regeneration plans objectives for Thriving Places and our specific identified priority for town centre repurposing. Funding for this scheme is currently being considered under the Levelling Up Fund STARS project and subject to final business case approval by the Department for Transport.

The study developed proposals for public realm enhancements in the area, the proposal seeks to:

- Create an identity for Baxter's Plain, linking it to King's Lynn historic context.
- Reinforce the character of the spaces within a connected network.
- Improve walking routes, designing a pedestrian friendly environment.
- Enhance Green Infrastructure, with new trees and planting.
- Provide opportunities for temporary events and art installations.
- Rationalise the existing paving and street furniture palette.

Match funding and leveraged investments

Existing Commitments 66

Future Investment Opportunities 69



Match Funding and leveraged investment

This chapter explains how current funding commitments and future investment opportunities will be used to deliver lasting impact and long-term sustainability. King's Lynn has already secured significant public and private sector investment—most notably through the £25 million Town Deal, which has unlocked over £55 million in total investment through contributions from partners including the Borough Council and Norfolk County Council.

Existing Commitments

The King's Lynn Regeneration Plan benefits from a wide range of funding sources and partnership contributions, including public sector investment, charitable organisations, and community-led initiatives.

Funding sources and alignment with PiPP

Funder / Partnership Contributions	Description	Alignment
Town Deal	<p>A first phase of Riverfront Regeneration has been funded by the Towns Fund, with co-funding provided by the Borough Council of King's Lynn & West Norfolk (BCKLWN). This includes contributions from the Business Rates Pool. Further investment in future phases through the PiPP.</p> <p>£10.1m allocation towards the St George's Guildhall with a total project cost of £30.1m</p> <p>£2m allocation to Riverfront Phase 1 project supporting the rejuvenation of the Custom House and providing dryside facilities on South Quay.</p>	<p>Future phases of the Riverfront and Guildhall projects will build on existing investment to deepen community impact and improve the town center.</p> <p>Both programmes share core objectives—improving town centre attractiveness, enhancing cultural experiences, and supporting inclusive economic growth.</p> <p>Leveraging community engagement: insights from Town Deal consultations have shaped PiPP's regeneration priorities, ensuring that new investments reflect local aspirations.</p> <p>The existing Town Board infrastructure has been repurposed into the Neighbourhood Board, ensuring consistency, local leadership, and readiness for delivery.</p>
Borough Council	<p>Leisure Services Review; seeking investment in relocation of St James Swimming Pool and enhancing facilities at Lynnsport to create a regional centre for sports and leisure.</p>	<p>Investment in active lifestyle infrastructure supports PiPP's goal to reduce health inequalities and promote community wellbeing, particularly in deprived neighbourhoods. Aligned strongly with the work through Marmot and the Sport England Place Expansion programme.</p>
Charitable and Community Sector Engagement	<p>Organisations such as Community Action Norfolk, Purfleet Trust, Beacon Church, Gateway Church, The Workshop and Margery Kemp Trust have actively participated in shaping the Regeneration Plan through community conferences and workshops ¹.</p>	<p>These groups are expected to contribute in-kind support, including volunteer time, venue access, and local engagement networks to support the development and delivery of the plan.</p>

1 [Culture and Heritage Strategy -.pdf](#)

Funder / Partnership Contributions	Description	Alignment
Levelling Up Fund/ Department for Transport	£24.1m allocation from the LUF transport strand towards the STARS project (subject to business case approval due to be submitted in 2026 towards active travel and public realm infrastructure at the Gyratory and Baxter Plain.	<p>The STARS scheme improves access from the West Winch strategic growth area, supporting housing and employment growth.</p> <p>Promotes walking, cycling, and bus use—key elements of PiPP’s climate and health agendas by encouraging people to choose these healthier and more sustainable ways of getting around.</p>
Department for Work & Pensions	Working Well Norfolk helps residents living with long-term health conditions to start work and to stay in work. This includes mental health challenges or physical impairments. Employment specialists can give you one to one support to help you start sustainable employment. If you’re unemployed, they will help you find sustainable employment.	Delivery of the 2025-29 programme will be in the community focused, therefore provides an opportunity align and complement employment support with other community-based engagement activities and initiatives that empowers residents to achieve the outcomes of the PiPP programme.
Sport England: Place Expansion Programme	Through Active Norfolk, is part of Sport England’s Place Partnerships program, receiving funding to create system-based plans that tackle inactivity and inequalities in the community. Initial funding was secured in October 2024, to help understand local priorities by reviewing data. Consultation with residents and stakeholders has explored assets and engaged communities to identify knowledge gaps. Initiatives are currently being delivered to inform the 2025 full award submission.	Investment needs to focus on areas where people face barriers to participation, be it financial, accessibility, or lack of facilities, especially for underrepresented groups. These are the same priority areas identified in our analysis therefore close partnership working will be needed to ensure efforts are aligned.
Historic England Heritage at Risk (HAR)	£721k of capital funding approved in August 2025 to support the restoration of the St George’s Guildhall roof, a Grade I* listed building.	<p>HAR data helps pinpoint which assets in King’s Lynn are at risk, informing PiPP regeneration priorities and spatial planning.</p> <p>Heritage assets contribute to place identity, community pride, and economic vitality—all key PiPP goals.</p>

Future Investment Opportunities

The Neighbourhood Board will take a strategic, place-based approach to attracting and combining funding streams to maximise the impact of the PiPP. This includes:

Strategic Alignment: Projects will be designed to align with national, regional, and local priorities—making them attractive to external funders such as government departments, charitable foundations, and private investors including the Arts Council and National Lottery.

Community-Led Vision: The Board will use its community-generated vision and Regeneration Plan to demonstrate strong local buy-in and long-term commitment, which is a key criterion for philanthropic and public sector investment.

Flexible Intervention Framework: The pre-approved list of interventions allows the Board to tailor investment to local needs, creating opportunities to co-fund projects with partners in housing, health, education, and culture.

Operational Coordination: The PiPP Action Group will coordinate resources across sectors, including NHS, DWP, Norfolk County Council, and the College of West Anglia, to identify match funding opportunities and delivery partnerships.

Capacity Building and Co-Design: Community groups and local organisations will be supported to co-design and deliver small-scale initiatives, which can attract additional funding through grants, sponsorships, and social investment.

Communications and Engagement: A targeted communications strategy will showcase the impact of the programme and build investor confidence, including through media campaigns, stakeholder workshops, and a community conference.

Devolution

The KLNb is committed to maximising the impact of the £20 million PiPP programme investment by attracting additional funding from private, public, and philanthropic sources. This will be achieved through a strategic approach to partnership development, project co-design, and alignment with wider regional and national priorities.

The upcoming Norfolk and Suffolk mayoral combined authority, expected to be established in May 2026, presents a significant opportunity to unlock new powers and funding streams for King's Lynn.² The devolution deal includes provisions for strategic planning, housing, transport, and skills—areas that directly align with KLNb's thematic priorities and regeneration objectives. By aligning with the Combined Authority's investment framework, local projects and interventions that address King's Lynn's unique needs have already been identified,

2 [*Government asked to explore new powers and funding for Norfolk - Norfolk County Council*](#)

therefore KLNb will be well-positioned to secure match funding and participate in regional programmes such as the Local Growth Fund and devolved transport budgets.³

KLNb will also explore partnerships with philanthropic organisations and trusts focussed on place-based regeneration, health equity, and community development. The Board will work with local anchor institutions, including the Borough Council, Norfolk County Council, and local businesses, to co-invest in infrastructure, skills, and wellbeing initiatives. This blended funding model will ensure that the PiPP delivers long-term, sustainable impact—leveraging every pound of public investment to catalyse broader economic and social transformation in King's Lynn.^{4,5}

Social Investment

Other major investments committed and planned for King's Lynn include a new Hospital to replace the Queen Elizabeth Hospital under the New Hospitals Programme and a £110m Housing Access Road for the West Winch Growth Area to the south east of King's Lynn which will unlock 4,000 new homes.^{6,7} Both programmes will be delivered during the period 2027-2033 and provide extensive opportunities to leverage

social value from the contract to benefit local SME supply chains, apprenticeships, training and educational opportunities that align with the Neighbourhood Board's priorities under Youth development and employment.

Private Sector

To attract and maximise opportunities for private sector investment and funding, the Neighbourhood Board under the PiPP framework can take a strategic, place-based approach that aligns public priorities with private sector interests. The KLNb includes local businesses and investors, who have helped shape the Town Investment Plan and regeneration priorities.⁸ These stakeholders are expected to play a role in co-investment, particularly in commercial, cultural, and mixed-use developments. Projects like the revitalisation of St George's Guildhall and Custom House are being positioned to attract private cultural and hospitality operators, once restoration is complete. Working with the Economic Development Team at the Borough Council, opportunities for inward investment and market engagement will be exploited to leverage further investment required in the town, particularly for residential and commercial uses in the town centre and Enterprise Park. The King's Lynn Masterplan (which will be embedded in the next Local Plan) once completed will provide a clear, coherent and strategic vision for the town to provide confidence and certainty to the private sector to invest.

³ [Local_Growth_Plan_Norfolk_Economic_Strategy_2024to2029.pdf](#)

⁴ [Regeneration and economic development BCKLWN](#)

⁵ [PiPP: 10-year vision content checklist - GOV.UK](#)

⁶ [About us - Our Strategy 2024-30 | The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust](#)

⁷ [West Winch Housing Access Road - Norfolk County Council](#)

⁸ [King's Lynn in line for major investment under PiPP | Borough Council of King's Lynn & West Norfolk](#)

BCKLWN leads on programme monitoring, reporting to KLNb and funders. Investment performance is tracked against KPIs, with regular reviews to ensure delivery and impact.

Guildhall and Custom House are being positioned to attract private cultural and hospitality operators once restoration is complete.

Working with the Economic Development Team at the Borough Council, opportunities for inward investment and market engagement will be exploited to leverage further investment required in the town, particularly for residential and commercial uses in the town centre and Enterprise Park. The King's Lynn Masterplan (which will be embedded in the next Local Plan) once completed will provide a clear, coherent and strategic vision for the town to provide confidence and certainty to the private sector to invest.



Community and stakeholder engagement

King's Lynn Neighbourhood Board	73
Ways of working	76
Engagement and buy-in strategy summary	77

Community and stakeholder engagement

The success of the PiPP in King's Lynn depends on strong collaboration, shared ownership, and ongoing conversations with the local community. This chapter explains how the Neighbourhood Board leads inclusive, engagement across King's Lynn, involving a wide range of stakeholders and partners, beyond the Borough Council.

A comprehensive engagement process has been undertaken to shape the Plan, including a review of past consultations and feedback from workshops, strategy sessions and well-attended community conferences. These efforts have ensured that local voices are central to shaping regeneration priorities.

King's Lynn Neighbourhood Board

Previously established as the King's Lynn Town Deal Board in 2020, the King's Lynn Neighbourhood Board (KLNb) is a diverse, knowledgeable, collaborative public-private partnership that brings together expertise from all tiers of local government, the Member of Parliament, local businesses, the Business Improvement District, Queen Elizabeth Hospital, the College of West Anglia, Norfolk Police, and community organisations.¹ Chaired by the Manager of Discover King's Lynn (King's Lynn BID), with the Deputy CEO of the College of West Anglia acting as Vice Chair, the Board reflects a diverse mix of leaders across VCSE, public and private sectors committed to delivering the Government's PiPP and overseeing transformative investment programmes such as the Town Deal and Levelling Up Fund.² Its structure and membership are designed to ensure inclusive decision-making, local accountability, and long-term regeneration for King's Lynn.

¹ [*King's Lynn Neighbourhood Board – Vision King's Lynn*](#)

² [*King's Lynn Neighbourhood Board – Vision King's Lynn*](#)

Vicky Etheridge

Discover King's Lynn Business Improvement District – Chair

KLNB Chairperson - leads board meetings, ensures strategic alignment, and champions town centre revitalisation.

Kerry Heathcote

Deputy CEO & Vice Principal at the College of West Anglia

KLNB Vice Chair Oversees curriculum and quality; leads strategic education initiatives and employer engagement

CLlr Alistair Beales

Leader, BCKLWN

Provides political leadership, oversees BCKLWN strategy, and drives major housing and regeneration projects

Kate Blakemore

Chief Executive, BCKLWN

Manages council operations and budget, statutory head of paid service; advises councillors

Carly West-Burnham

Director of Strategy and Integration, Queen Elizabeth Hospital

Leads strategic planning, integration with ICS, and the development of place-based care

CLlr Stuart Dark

Chair of Norfolk County Council for Dersingham Division

Civic ambassador; promotes volunteerism and community engagement across Norfolk

Laura Dunn

Founder and Managing Director of KL Magazine

Leads editorial direction, business development, and community focused media initiatives

Nova Fairbank

Chief Executive of Norfolk Chambers

Connects, supports, and lobbies for Norfolk businesses; drives sustainable growth

James Wild

Local Member of Parliament for North West Norfolk

Advocates for infrastructure, health investment, and local economic development

Sonia Humphreys

District Commander Superintendent KLWN and Breckland for Norfolk Constabulary

Leads local policing strategy; coordinates multi-agency efforts to reduce crime and improve community safety

Rik Martin

CEO at Community Action Norfolk (CAN)

Leads strategic initiatives supporting vulnerable communities, delivers training, develops funding bids and promotes digital inclusion and community resilience

Kirsty Macleod

Commercial Marketing Manager, Foster Gamko Refrigeration

Enhances brand visibility and user experience; leads digital transformation and dealer engagement strategies

CLlr Simon Ring

Deputy Leader, BCKLWN

Oversees business & tourism portfolios; sits on major project boards and partnership committees

Graham Slater

Quality, Environment Health & Site Manager, SKF Copper

Contributes to town regeneration; ensures compliance with EHS standards and promotes sustainable practices

Zach Stanford

Operations Manager, Palm Paper

Drives operational excellence; brings project management and community engagement expertise to the board

Chris Starkie

Director of Growth and Investment at NCC

Leads economic development, infrastructure planning and investment attraction across Norfolk

Dr. Jane Steen

Bishop of Lynn

Provides spiritual leadership; supports community cohesion and pastoral care across North and West Norfolk

Andrew Stevenson

Partner, Hawkins Ryan

Specialises in succession planning, trusts, and probate; advises on legal matters and estate administration

Adam Taylor

CEO, The Workshop

Champions creative arts for youth; leads programmes tackling isolation and promotion wellbeing

It is recognised that this Plan sits within a wider wealth of government policy and Programmes that partners are developing and delivering in King's Lynn. We therefore are clear that in any governance arrangements that we do not want to duplicate activity and interventions but collaborate and coordinate to maximise the outcomes that can be achieved collectively.

Through capacity funding and partnership working, the KLNb is committed to empower residents and grassroots organisations to shape investment decisions at the neighbourhood level through structured groups most appropriate to each setting. This high level locally led governance approach ensures that regeneration is not only strategic and accountable, but also democratic and responsive to the lived experience of King's Lynn's communities, building on existing structures and creating only new when they are necessary.

Figure 18 presents an organisational structure for the King's Lynn PiPP. It is work in progress that encourages participation and engagement. At the top sits the Programme itself, supported by the BCKLWN as the Accountable Body, responsible for administration, monitoring, reporting and communications. Alongside it, the King's Lynn Neighbourhood Board (KLNb) provides strategic oversight. Beneath these, the Pride in Place Action Group coordinates delivery across the programme, with representation from key public sectors partners and other delivery agents including Norfolk County Council, Police, College of West Anglia, Queen Elizabeth Hospital, Department of Work & Pensions and the Integrated Care Board to ensure synergy with other Programmes and funding streams.

The structure then branches into wider work streams that integrate with existing structure where applicable or new working groups will be created to develop projects and interventions.

PiPP Governance Structure Diagram

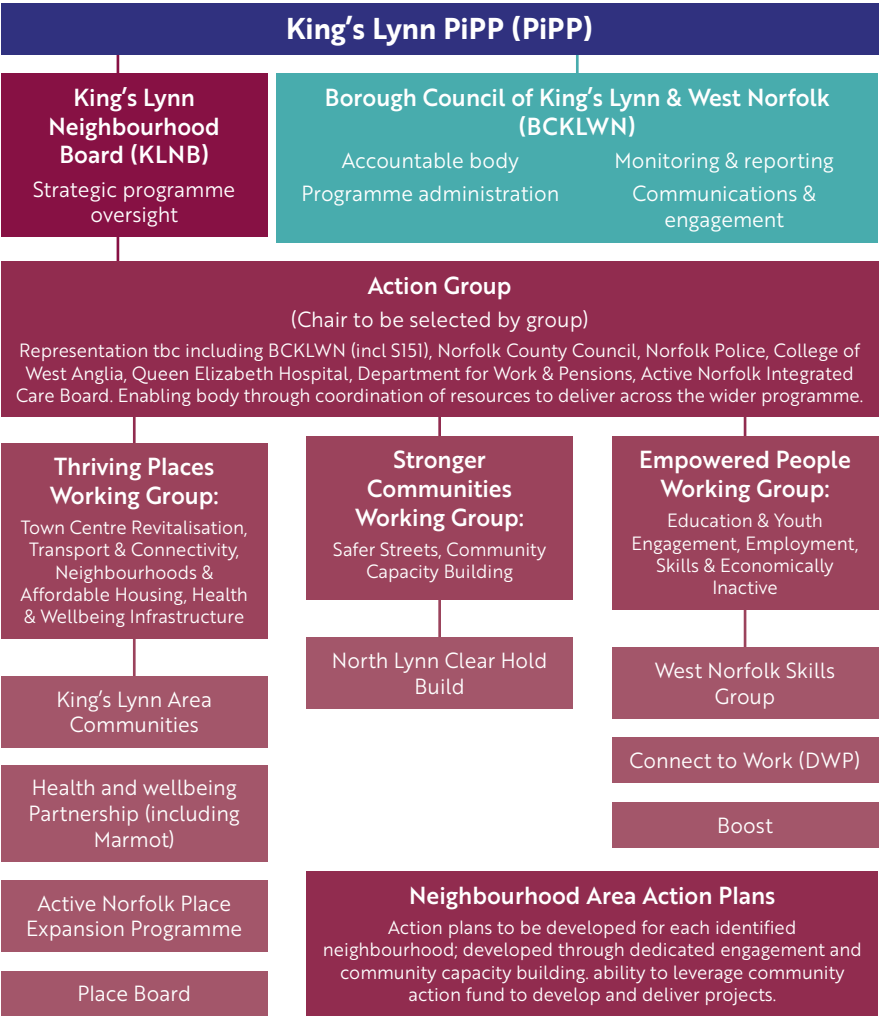


Fig 18 PiPP Governance Structure Diagram

Ways of working

The KLNb leads the delivery of the Regeneration Plan and Investment Plan as part of the Government's PiPP. Distinct from the Borough Council and its Cabinet, the KLNb operates as a collaborative partnership of residents, business leaders, community organisations, and public sector representatives. While the Borough Council acts as the Accountable Body, ensuring legal and financial compliance, the KLNb provides strategic direction, community insight, and programme oversight to ensure regeneration is locally led and responsive to King's Lynn's unique needs.³

Meeting monthly. The Board sets out the vision and priorities for regeneration in King's Lynn, ensuring alignment with national programmes, regional funding and local needs. It also monitors and supports the implementation of funded projects, including infrastructure, public realm, cultural, and economic development initiatives based upon community input. It is also important to note that in terms of governance and accountability, the King's Lynn Neighbourhood Board operates under a formal Terms of Reference, with the Borough Council of King's Lynn & West Norfolk acting as the Accountable Body.⁴

The KLNb's remit is broader than traditional council functions. It is empowered to co-produce regeneration strategies, commission local

3 [klnb terms of reference v9.2 130625](#)

4 [klnb terms of reference v9.2 130625](#)

insight, and passport funding directly to voluntary and community sector groups to support engagement and delivery.⁵ This structure ensures that regeneration is not only accountable and strategic but also community-driven, with local voices shaping investment priorities for the decade ahead.

Engagement and buy-in strategy summary

To secure meaningful buy-in from local stakeholders, the King's Lynn PiPP has delivered a phased and collaborative engagement programme:

Consultation (Sept – Oct 2025):

Community Conversations: A grassroots-led engagement model empowers local charities, community groups, and champions to host conversations in their neighbourhoods, supported by a dedicated toolkit and capacity funding.⁶

ABCD Training: to be run by Community Action Norfolk; teaches how to identify and mobilise the strengths and assets within a community to drive sustainable, community-led change. This approach contrasts with traditional deficit-based models by focusing on existing talents, resources, and people to overcome challenges. Training can vary from introductory online courses and workshops to intensive, immersive

experiences, often including practical application through activities like community treasure hunts and visits to local initiatives.

Community Conferences: Through this engagement we have shaped and tested the vision and priorities, ensuring the plan reflects local aspirations and builds on existing feedback.



First community conference at South Lynn Community Centre, July 2025

⁵ <https://democracy.west-norfolk.gov.uk/>

⁶ [PiPP engagement report august 2025](#)

Community Voices: What We Heard

Strategic Priority	Direct Quotes
Town Centre Revitalisation	<p>"Bring the town centre alive again – reduce rent & rates, encourage independent businesses."</p> <p>"A market town without a market! We have two lovely market squares used as car parks!"</p> <p>"Use hoardings in areas with empty buildings and get local artists to paint."</p>
Health & Wellbeing Infrastructure	<p>"Community mental health services – not NHS ones, shorter waiting lists."</p> <p>"Early years support for families – Sure Start Centres."</p> <p>"Invest in founding a free gym."</p>
Neighbourhoods & Affordable Housing	<p>"When building new estates, ensure things like community gardens are dotted around to start neighbours talking"</p> <p>"More single-person houses/flats, not 4–5 bedroom"</p> <p>"Authority to use compulsory purchase more to get properties back into public use."</p>
Transport Connectivity	<p>"Park & Ride – utilise out-of-town parking, cheap parking & minimise vehicles in town."</p> <p>"Free local transport days to show buses can be just as quick as cars."</p> <p>"River taxi."</p>

Strategic Priority

Direct Quotes

Community Capacity Building	<p>"Convert Debenhams into an arcade with a café and meditation room – a fun and safe environment."</p> <p>"Pocket parks – provide funds for people to beautify local spaces or grow fruit and veg."</p> <p>"Need to establish well-connected network of neighbourhood community groups and leaders."</p>
Safer Streets	<p>"More stationed police wardens in high-risk areas."</p> <p>"Training and education on the causes of anti-social behavior and how to prevent it."</p> <p>"Cycle-only days (e.g. Cycle Sunday in town centre)."</p>
Education & Opportunity	<p>"Being taught things not on the curriculum – safety and training by police or youth workers."</p> <p>"Youth group initiatives encouraging young people to support each other."</p> <p>"Hands-on learning Programmes."</p>
Employment & Skills	<p>"Start more drone development technology – exciting for young people and multi-technology."</p> <p>"Volunteer hours outside of school/college/sixth form so that it's accessible."</p> <p>"Incubator units for start-ups in unused shops."</p>

Communicating the Plan (October - November 2025):

A targeted communications campaign—including a media launch, short film, stakeholder master planning workshops, and a further community conference—will build lasting connections and demonstrate how community input has shaped the investment plan.

Following the Regeneration Plan submission to government, this engagement will continue through;

Focused Engagement & Capacity Building (November 2025 – March 2026):

Detailed project-level consultation will be supported by resources to empower community groups to co-design and deliver small-scale initiatives. Opportunities for training and a potential small grants scheme will be explored based on feedback from the community conferences.

Business and Civil Society Engagement: The Board is actively involving local businesses and voluntary sector organisations through forums, conferences, and direct consultation, ensuring their perspectives shape investment priorities and delivery models.⁷

Capacity Building: The KLNb is investing in helping local people and groups to do more for their neighbourhoods enabling local groups to co-design and deliver interventions, fostering long term ownership and sustainability in partnership with Community Action Norfolk.⁸

Priority interventions will be identified through community engagement, data analysis, and alignment with strategic objectives, ensuring they respond to local needs and opportunities. Delivery will be coordinated through dedicated working groups and an Action Group, comprising key partners with sector expertise, while the Neighbourhood Board will provide strategic oversight, ensuring interventions remain locally led, impactful, and aligned with the long-term vision for King's Lynn.

How the interventions will be delivered

The interventions identified in the plan will be delivered through a combination of;

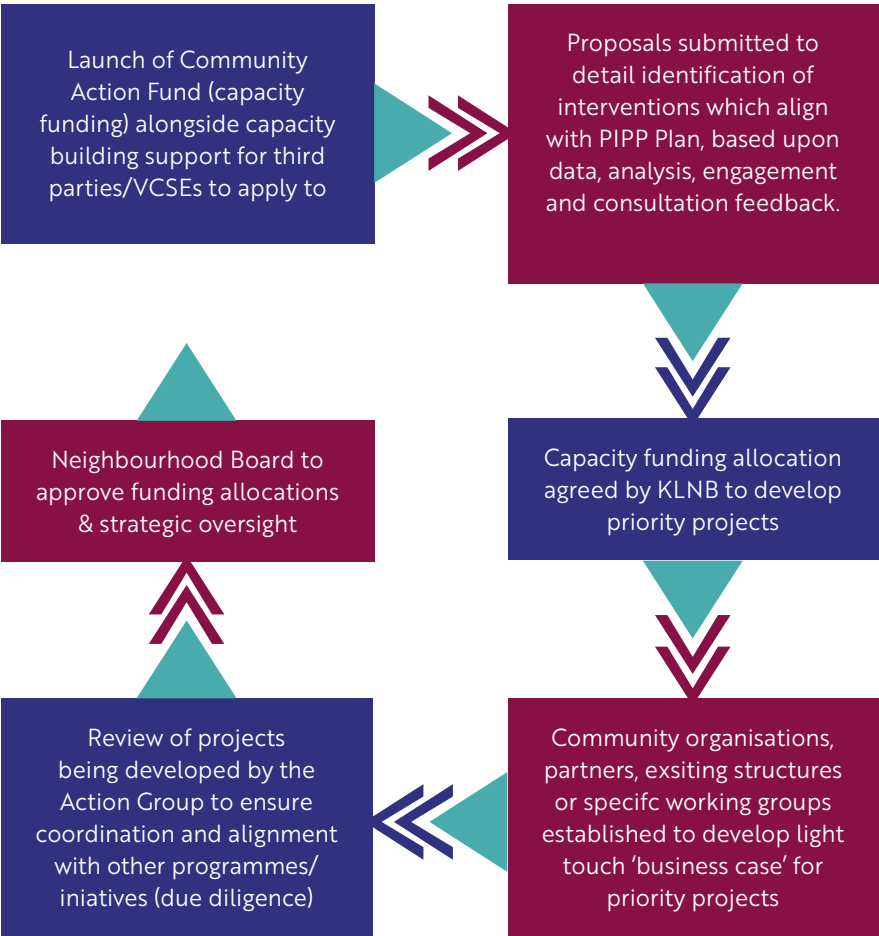
- Direct Delivery – by the accountable body or other strategic partners, for example The St George's Guildhall and the Riverfront.
- Commissioning.
- Grants – for third parties including voluntary and community organisations from small scale actions grants to fund feasibility, project development or small quick win projects through to grants for delivery once initial feasibility completed.

For interventions to be delivered by third parties including voluntary and community organisations, the process below will be followed (to be more formally detailed in a Local Assurance Framework to be developed by April 2026).

⁷ [*klmb regen and investment plan august 2025*](#)

⁸ [*PiPP engagement report august 2025*](#)

Process of delivery of interventions



Continued engagement and consultation with the local community and key stakeholders

To ensure interventions remain responsive and inclusive, the Regeneration Plan will embed a structured approach to ongoing engagement:

Community-led Insight: Use of existing community networks, regular forums and conferences to network and collaborate, surveys, and pop-up events will be used to gather lived experiences and feedback from residents, particularly in priority neighbourhoods.

Stakeholder Collaboration: Key partners – including housing associations, health services, education providers and voluntary organisations will be engaged through the action group at a neighbourhood level and targeted consultations.

Neighbourhood Board Interface: The Board will act as a conduit for strategic dialogue, ensuring community voices are reflected in decision-making and that interventions align with local aspirations.

Transparent Communication: Updates on progress, decisions and opportunities for involvement will be shared through newsletters, social media, local networks to maintain trust and visibility. Mechanisms will be established to ensure feedback informs delivery, with periodic reviews to adapt interventions based on emerging needs and insight.

Governance

Project Organisation 82

Governance & Transparency requirements 83

Governance and oversight 84



Governance

This chapter sets out the organisational structure, key delivery roles, and mechanisms for ensuring transparency, risk management, and continuous improvement. It also highlights how the Board's governance model aligns with national expectations for public investment and local leadership.

Project Organisation

The King's Lynn Neighbourhood Board is the central body responsible for overseeing the delivery of the PiPP. It evolved from the Town Board to reflect a broader remit and deeper community engagement and involvement in decision making.¹

Regionally and nationally, programmes such as Norfolk's Local Growth Plan, Get Britain Working, and the Kickstarting Economic Growth mission provide broader frameworks for tackling systemic challenges like economic inactivity, poor health outcomes, and infrastructure constraints. These initiatives not only bring resources and strategic coordination but also reinforce local delivery and leadership, positioning the Neighbourhood Board as a key vehicle for aligning long-term investment with community-led priorities.

King's Lynn Neighbourhood Board Core Responsibilities:

Strategic Oversight: Setting the vision and priorities for regeneration and investment across this programme and wider investment opportunities that may occur.

Programme Governance: Approving the Regeneration Plan and Investment Plans.

Investment Decisions: Prioritising and approving interventions and projects to be delivered.

Community Engagement: Ensuring local voices shape decision-making.

Monitoring & Evaluation: Tracking progress against outcomes and reporting to government².

Accountabilities and Delivery Mechanisms:

Accountable Body: The Borough Council of King's Lynn & West Norfolk (BCKLWN) is the formal accountable body, responsible for financial management, legal compliance, and reporting to central government.

Neighbourhood Board: Accountable for ensuring investments reflect community priorities and deliver measurable outcomes.

¹ [*Permanent chair appointed as town board becomes neighbourhood board lk*](#)

² [*klmb terms of reference v5*](#)

Action Group: comprising key local institutions such as the Queen Elizabeth Hospital, DWP, Active Norfolk the College of West Anglia, and Norfolk County Council. The Action Group provide the due diligence and forum for collaboration across multi agency services to ensure that projects are co-designed with local stakeholders, implemented efficiently, and monitored for impact, avoid duplicates, and connect programmes across other government programmes to maximise resources and impact.

Delivery Partners: Include cultural institutions (e.g. St George's Guildhall), infrastructure consultants, and voluntary sector organisations including Community Action Norfolk ³.

Operational Support and Funding:

Capacity Funding: £600,000 allocated to support board operations, community engagement, technical planning, and early-stage project development.

Community Involvement: Funding can be passported to local groups to support co-design and delivery of regeneration plans. It's envisaged at this stage that specific action plans will be required to be developed for each of the neighbourhoods we have chosen to target. These will be facilitated through the community capacity building we are planning to support through the capacity funding. From each action plan, projects will be developed and reviewed by the Action Group to assess ability to

scale up, complement with other programmes and other opportunities to leverage funding and resources to deliver. These will then go through to the Neighbourhood Board to consider allocation of PiPP funding.

Governance & Transparency requirements

The KLNb operates under a transparent governance framework and local assurance protocols ^{4,5}. Meetings are publicly recorded, and decision-making structures are published online on the Vision King's Lynn website.

The KLNb and its Action Group members are bound by the Seven Principles of Public Life (Nolan Principles)—selflessness, integrity, objectivity, accountability, openness, honesty, and leadership⁶. These principles guide all aspects of programme governance, stakeholder engagement, and funding decisions.

All projects and proposals under the PiPP are assessed in line with HM Treasury's Managing Public Money framework. This ensures:

Regularity: lawful use of funds.

Propriety: ethical and appropriate conduct.

Value for Money: efficient and effective use of resources.

⁴ [klnb terms of reference 130625](#)

⁵ [Kings-lynn-town-deal-local-assurance-framework-aug-2021.pdf](#)

⁶ [Kings-lynn-town-deal-local-assurance-framework-aug-2021.pdf](#)

³ [King's Lynn Town Deal | Borough Council of King's Lynn & West Norfolk](#)

Feasibility: deliverability and sustainability of interventions ⁷.

The Action Group, including the Queen Elizabeth Hospital, College of West Anglia, and Norfolk County Council among others, is responsible for delivering interventions on the ground. These partners bring sector-specific expertise and are accountable for implementation, monitoring, and reporting.

Internal capacity from council teams and anchor institutions.

External support from consultants, delivery agents, and community organisations.

Capability development through training, partnership working, and shared services to ensure technical competence and local responsiveness.

The King's Lynn PiPP adopts a structured and transparent approach to identifying, appraising, and approving investments that deliver place-based regeneration outcomes.

Governance and oversight

Strategic oversight is provided by the King's Lynn Neighbourhood Board (KLNb), ensuring investments align with PiPP priorities and community needs. The PiPP Action Group, comprising key delivery partners, coordinates programme activity and resource alignment.

Identification of Investment Opportunities

Investment proposals are generated through:

- Thematic Working Groups (Thriving Places, Stronger Communities, Empowered People),
- Community and stakeholder engagement,
- Alignment with existing strategies (e.g. Place Expansion Programme, Skills Action Plan, Devolution etc).

Appraisal Process

Proposals are assessed against core criteria:

- Strategic fit with PiPP objectives,
- Alignment with other programmes and initiatives.
- Deliverability and readiness to proceed,
- Value for money and cost-benefit analysis,
- Match and leveraged funding
- Community and stakeholder support
- Social, environmental, and economic impact.

⁷ [Kings-lynn-town-deal-local-assurance-framework-aug-2021.pdf](#)

- Technical input is provided by BCKLWN and relevant partners, including financial assurance from the Section 151 Officer.

Approval Mechanism

Appraised proposals are reviewed by the Action Group and endorsed by KLNb. Final approval is granted by BCKLWN, acting as the Accountable Body, ensuring compliance with governance and funding requirements.

Route to Market

Delivery routes include:

- Public sector partners (e.g. councils, NHS, Norfolk Police),
- Private sector developers or operators, via procurement or partnership,
- Community organisations, through grants or service contracts.

Monitoring and Reporting

BCKLWN leads on programme monitoring, reporting to KLNb and funders. Investment performance is tracked against KPIs, with regular reviews to ensure delivery and impact.

Assurance

Description of Assurances

87



Assurance

This chapter outlines how the Neighbourhood Board will ensure that all projects and programmes are delivered in line with Best Value principles and the standards set out in Managing Public Money. It sets out the governance and oversight mechanisms that underpin accountability, transparency, and value for money across the programme lifecycle.

Description of Assurances

The BCKLWN, as the accountable body, will ensure that the King's Lynn PiPP will be delivered in accordance with the principles of regularity, propriety, value for money and feasibility, as set out in HM Treasury's Managing Public Money guidance.

Robust governance structures are in place, including the Neighbourhood Board, Action Group, and already existing bodies to oversee strategic decisions, Programme management, and project delivery. These bodies ensure that all funding decisions are transparent, community-led, and aligned with the approved Regeneration Plan.

Key assurance mechanisms include:

Financial Governance: All programme finances will be managed under the BCKLWN's Financial Regulations and Contract Standing Orders, with oversight from the Section 151 Officer. Delegated authorities and written records ensure accountability at all levels.

Monitoring and Evaluation: Quarterly highlight reports, annual expenditure profiles, and post-project completion reviews will ensure projects are delivered efficiently and lessons are captured for future schemes and Fraud Risk Assessment.

Risk and Fraud Oversight: A comprehensive PiPP Risk Register are maintained and reviewed quarterly, with escalation protocols to the Audit Committee and Management Team.

Procurement Compliance: All procurement will follow Public Contracts Regulations and BCKLWN's procurement strategy to ensure fairness, competitiveness, and legal compliance.

Scrutiny and Transparency: Strategic partners and internal panels will scrutinise performance, and all decisions will be auditable and subject to public accountability.

Together, these measures ensure that public funds are managed with integrity, efficiency, and in alignment with community priorities—delivering maximum impact and long-term value for King's Lynn.

Working together for King's Lynn

669



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UK Government

Borough Council of
King's Lynn &
West Norfolk



REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Discretionary	Be entirely within Cabinet's powers to decide YES Need to be recommendations to Council NO Is it a Key Decision NO			
Lead Member: Councillor Beales, Leader of the Council E-mail: Alistair.beales@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet as part of the Scrutiny Governance Review			
		Other Members consulted: Constitution Informal Working Group, current and former Panel Chairs and Vice Chairs and Group Leaders as part of the Scrutiny Governance Review			
Lead Officer: Alexa Baker, Monitoring Officer E-mail: alexa.baker@west-norfolk.gov.uk		Other Officers consulted: Kate Blakemore, Chief Executive			
Financial Implications YES	Policy/ Personnel Implications YES	Statutory Implications YES	Equality Impact Assessment Pre-screening attached	Risk Management Implications YES	Environmental Considerations NO
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 11 November 2025

SCRUTINY GOVERNANCE REVIEW

Summary

This report presents the findings of the Scrutiny Governance Review (set out at Appendix 1) carried out during July-September 2025, which assessed the effectiveness of the Council's current Overview and Scrutiny arrangements against statutory guidance and recognised best practice. The term 'Scrutiny' will be used going forwards to mean all 'Overview & Scrutiny' functions, including policy review and development, unless the context dictates otherwise.

The review identified duplicated focus and limited strategic impact within the existing three-Scrutiny Panel structure (four with Joint Panel). The outcome of the review was that structural change is needed.

A recommendation to adopt a new two-Panel model was presented to Joint Panel on 22 October 2025, which proposed to provide separation between:

- internal performance scrutiny and pre/post decision scrutiny; and
- policy review and development complemented via external scrutiny

Joint Panel's recommendation to Cabinet was to maintain the status quo, i.e. the three Panel model plus Joint Panel, but with further work to improve work programming being carried out and a training programme for Members to be introduced. This means four Panels conducting all scrutiny functions, save that only CPP that undertakes call-ins.

In addition, a new Scrutiny and Executive Protocol (attached as Appendix 2) was submitted to Joint Panel for consideration, with a stated aim of strengthening collaboration and accountability. Joint Panel made no recommendations about this Protocol.

The Gap Analysis conducted as part of the Scrutiny Governance Review identified the following gaps in the way Scrutiny operates within the Council:

- External focus of agenda items is largely missing
- Policy Review and Development function not working properly
- Training, plus dedicated Chair training, needed
- Strategic Forward Work Programming needed
- The strategic impact of scrutiny needs improving
- Pre-meeting briefings would add value
- Scrutiny Officer support needed

There was broad recognition at Joint Panel with regards to these gaps, with Joint Panel making a specific recommendation made about improving work programming and undertaking training for Scrutiny Members.

Irrespective of the issue of the number of Scrutiny panels, the report to Joint Panel identified that addressing the findings of the Gap Analysis would be progressed. These are recognised as necessary development and upskilling requirements for Members and officers.

In the last year, there have been 32 meetings of all three Panels and Joint Panels. Whilst the value placed on Scrutiny by Joint Panel is fully recognised, it remains the case that maintaining this many meetings, plus addressing all the identified gaps, which would ordinarily involve strategically planning of one 'deep-dive' area per meeting, would be a wholly disproportionate level of Member and officer resource when set against the need to maintain day-to-day services, deliver against the Corporate Strategy and the Council's Transformation Programme, including delivery of Local Government Reorganisation (LGR).

Accordingly, this report proposes a constructive and collaborative way forward: to focus on building Members' understanding of effective Scrutiny through a programme of workshops and development sessions with Scrutiny Members, Cabinet and

relevant officers. Once this shared understanding is in place, Members will be better informed to consider the future structure of Scrutiny with full insight into the resource, governance and effectiveness implications.

Recommendation

Cabinet Resolves:

1. The Gap Analysis identified within the Scrutiny Governance Review attached as Appendix 1 is endorsed.
2. To approve the delivery of a programme of training and facilitated workshops on effective Scrutiny for all Scrutiny Members, Cabinet Members and relevant officers following agreement of the budget with the section 151 officer.
3. Following completion of the training and the workshops, a further report is to be presented outlining any options for the future structure and operation of the Scrutiny function along with a revised Scrutiny and Executive Protocol, which are to be considered as part of the workshop sessions.

Reason for Decision

To recognise the development gaps in the Council's Scrutiny function and to provide the opportunity for all Members and relevant officers to develop a shared understanding of what effective Scrutiny looks like before considering structural change options.

1. Terminology

Scrutiny is shorthand for 'Overview & Scrutiny' which was a legislative function and concept first introduced by the Local Government Act 2000. Under the Council's Constitution, Scrutiny is undertaken by the Policy Review and Development Panels.

Executive means the Cabinet, as the Council adopts the Leader and Cabinet model of governance.

2. Scrutiny Governance Review

The Scrutiny Governance Review was commissioned in response to feedback from Members, senior officers and the LGA Peer Review, which collectively identified that the Council's current scrutiny arrangements were not achieving optimal strategic impact, clarity of purpose or efficient use of Member and officer time.

The review sought to assess whether a structure change was needed to the Scrutiny function to enable it to:

- Focus on key strategic matters that add value and improve outcomes for residents
- Provide robust and constructive challenge to the Executive (“critical friend” role)
- Shape policy development at formative stages
- Operate from a clear, strategically aligned work programme; and
- Maximise the use of limited democratic and officer resource.

The review included: a Member and senior officer survey, consultation with Panel Chairs, Vice-Chairs, Group Leaders and Cabinet, benchmarking against other local district councils, and reference to national best practice and statutory guidance.

The outcome of the review is attached at Appendix 1.

A Gap Analysis within the review identified the following:

- External focus of agenda items is largely missing
- Policy Review and Development function not working properly
- Training, plus dedicated Chair training, needed
- Strategic Forward Work Programming needed
- The strategic impact of scrutiny needs improving
- Pre-meeting briefings would add value
- Scrutiny Officer support needed

The outcome of the Governance Review can be summarised as follows:

- The Survey returned mixed results but overall supported the status quo
- Local Benchmarking shows we are significantly out of step in terms of the greater number of Panels we have and their focus
- Feedback from Chairs, Group Leaders and Cabinet advocates for change
- Upskilling Members for Local Government Reorganisation is a key priority
- Member and officer resource should be used more strategically
- The Gap Analysis above identifies the areas for improvement
- Conclusion: structure changes are needed to achieve improved scrutiny

3. Consideration by Joint Panel

Recommendation to Joint Panel

The following was proposed to Joint Panel as a means to address the outcome of the Scrutiny Governance Review:

Adoption of a Two-Panel, Two-Stage Approach:

Stage 1: December 2025:

Combine Regeneration & Development and Environment & Community Panels into one Panel of 12 Members called Regeneration & Community – Chair and Members to be appointed at Full Council and two Vice-Chairs appointed at the first meeting

Retain the Corporate Performance Panel (CPP) in its current form to focus on internal performance.

Cease use of Joint Panels – joint work to be managed through coordinated programming between Panel Chairs.

Stage 2: May 2026:

Move to a two-Panel model: one focused on internal scrutiny and one on external scrutiny and policy development.

The Panels would be called the '*Corporate Performance Scrutiny Panel*' and the '*Strategic Policy and Stakeholder Review Panel*' with one Chair and Vice-Chair each.

Cease use of Joint Panels – joint work should no longer be needed with the clear distinction of roles.

Joint Panel's feedback

- Several Members valued the representational breadth provided by multiple Panels and felt the structure itself was not the issue, but rather the need to improve the agenda planning and officer resourcing
- The need for supported training was recognised
- Several Members commented that whilst they were previously supportive of making structural changes after the LGA Peer Review, they no longer recognised the need to make change in the light of LGR
- It was recognised that both County and Unitary have different scrutiny structures, which further undermined the reasoning for the Borough Council to make changes now
- It was challenged whether the case for change was made out, and that the Borough Council is not significantly out of line with other Norfolk Councils
- It was noted that the review did not track the outcomes of our scrutiny structure or other Norfolk Council's scrutiny structures
- It was questioned whether the proposed two model structure and their names would land as accessible to members of the public
- The value of task groups and informal working groups was recognised.
- Observations were made that Panel agendas were too tied to the Cabinet forward work programme and they were not carrying out enough proactive work themselves independent of the Cabinet forward work programme
- It was recognised that Panels are sometimes struggling to fill agendas, and items on the forward work programmes are perpetually slipped

- Observations were made that Panels rarely got to see policies or significant decisions before they were at their final stages, meaning the opportunity for meaningful input had been lost
- The benefit of having more Members involved in scrutiny as a way of keeping more Members involved in the workings of the Council was recognised

Joint Panel's recommendation to Cabinet was to maintain the status quo, i.e. the three Panel model plus Joint Panel, but with further work to improve work programming being carried out and a training programme for Members to be introduced.

Commentary on Joint Panel Feedback

Attention was drawn at Joint Panel to Broadland and South Norfolk Councils having four Panels respectively, meaning we were not significantly out of step with other Councils. It should be noted, however, that both of these Councils have only one Panel conducting pre-decision/post-decision scrutiny, and the remaining three Panels are carrying out solely policy review and development functions. It is therefore the case, that all other Norfolk Councils have only one Panel conducting the scrutiny element of 'Overview & Scrutiny', whereas the Borough Council has four such Panels. That is significantly out of step, which was an observation also made by the LGA in their Peer Review.

Task Groups and Informal Working Groups would continue under any revised structure; their value would not be lost by any revised structure.

The concept of 'why change now' when the Council is already operating in a period of significant change is recognised. However irrespective of the number of Panels, one of the primary reasons why change of some form is needed is to upskill Members on external scrutiny and effective policy review and development, which will be skills undertaken in a new Unitary's scrutiny structure. It is not so much the number of Panels that is pertinent; it is the skills and functions they are actively undertaking.

The proposed recommendation to Joint Panel on adopting a two-Panel model would have seen little change to CPP, save that it would carry out all pre-decision scrutiny using strategic selection criteria (i.e. not just scrutinise all decisions).

The proposed 'second panel' would undertake targeted external scrutiny and policy review and development. An illustrative example of how their forward work programme could operate is the following:

6 meetings per year:

Meeting 1:	QEH external scrutiny through the lens of Marmot Place policy development options
Meeting 2:	Marmot Place – development of policy options supported by the evidence gathered from the QEH external scrutiny

Meeting 3:	Freebridge Housing Association external scrutiny through the lens of the Housing Delivery Policy development options
Meeting 4:	Housing Delivery Policy development supported by the evidence gathered from the Freebridge external scrutiny
Meeting 5:	Crime and Disorder - Police/PCC – external scrutiny – feeding back recommendations to the Executive
Meeting 6:	Climate Change Strategy Review and Action Plan policy review and development

In the last year, there have been 32 meetings of all three Panels and Joint Panels. Whilst the value placed on scrutiny is fully recognised, it remains the case that maintaining this many meetings, plus addressing all the identified gaps, which would ordinarily involve strategically planning of one ‘deep-dive’ area per meeting, would be a wholly disproportionate level of Member and officer resource when set against the need to maintain day-to-day services, deliver against the Corporate Strategy and the Council’s Transformation Programme, including delivery of Local Government Reorganisation (LGR).

Joint Panel made no recommendations about the Scrutiny and Executive Protocol (attached as Appendix 2) which was submitted to Joint Panel for consideration, with a stated aim of strengthening collaboration and accountability. Holding the Executive to account is a fundamental statutory aim of Overview & Scrutiny, which the Scrutiny Governance Review identified was lacking, with Cabinet commenting that they did not really feel scrutinised. The value of embedding improved practice between Scrutiny and the Executive via a revised Protocol, which statutory guidance recommends to be part of the Constitution, should not be lost.

3. Relevant Resources

Guidance from the Centre for Governance and Scrutiny (CfGS) [CfPS-Good-Scrutiny-Guide-v4-WEB-SINGLE-PAGES.pdf](#) and the Statutory Guidance on Overview and Scrutiny (MHCLG 2024) [Overview and scrutiny: statutory guidance for councils, combined authorities and combined county authorities - GOV.UK](#) emphasises that effective scrutiny should be strategic and focused on issues that will make the most impact; be valued by decision-makers; have clear alignment with the Council’s priorities and Forward Plan and operates within a culture of mutual respect and trust with the Executive.

4. Options Considered

- Retain the current structure – as supported by the Joint Panel – and address the Gap Analysis through the current structure
- Recommend one of the structural change options identified in the Scrutiny Governance Review at Appendix 1 and address the Gap Analysis
- Undertake training and development for relevant Members and officers before considering any structural changes (recommended option)

3 Policy Implications

This report supports the Council's corporate priorities for Efficient and effective delivery of our services. Strengthening scrutiny will help ensure informed decision-making and transparent accountability.

4 Financial Implications

There are no direct financial costs associated with the proposed interim approach beyond the resource required to deliver training and workshops on effective scrutiny, which will be subject to the section 151 officer's approval that the cost can be absorbed within existing budgets.

5 Personnel Implications

None, save for supporting the facilitated training and workshops.

6 Environmental Considerations

None

7 Statutory Considerations

The Council's scrutiny arrangements must comply with the Local Government Act 2000 and associated regulations. Compliance with the statutory requirements is not in issue.

8 Equality Impact Assessment (EIA)

(Pre screening report template attached)

A pre-screening assessment has been completed. The proposals are considered equality neutral as they relate to governance and Member development, not to service delivery.

9 Risk Management Implications

Improving the effectiveness of Scrutiny will mitigate against the corporate risk on Corporate Governance.

10 Declarations of Interest / Dispensations Granted

None

11 Background Papers

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

None

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	Decision to undertake Member and officer training on effective scrutiny and endorse the Gap Analysis identified within the Scrutiny Governance Review at Appendix 1				
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>	New	N/A	Existing		
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	The recommendations in this paper are designed to improve the effectiveness and impact of the Council's scrutiny function, which is a legislative and constitutional requirement.				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	n/a				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group.</p> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p> <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	
<p>Please provide a brief explanation of the answers above:</p> <p>The proposals are considered equality neutral as they relate to governance and Member and officer development, not to a policy or service delivery. However, it is recognised that improved scrutiny can include an improved awareness of how Equality Impact Assessments are considered and EDI matters are scrutinised or addressed as part of policy review and development.</p>					

Question	Answer	Comments																				
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No																					
3. Could this policy/service be perceived as impacting on communities differently?	No																					
<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	N/A	Actions:																				
		Actions agreed by EWG member:																				
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	No	Please provide brief summary:																				
<table border="1"> <tr> <td>Assessment completed by:</td><td colspan="3">Alexa Baker</td></tr> <tr> <td>Name</td><td colspan="3"></td></tr> <tr> <td>Job title</td><td colspan="3">Monitoring Officer</td></tr> <tr> <td>Date completed</td><td colspan="3">1 November 2025</td></tr> <tr> <td>Reviewed by EWG member</td><td>Charlotte Marriott Interim Corporate Governance Manager</td><td>Date</td><td>04/11/2025</td></tr> </table>			Assessment completed by:	Alexa Baker			Name				Job title	Monitoring Officer			Date completed	1 November 2025			Reviewed by EWG member	Charlotte Marriott Interim Corporate Governance Manager	Date	04/11/2025
Assessment completed by:	Alexa Baker																					
Name																						
Job title	Monitoring Officer																					
Date completed	1 November 2025																					
Reviewed by EWG member	Charlotte Marriott Interim Corporate Governance Manager	Date	04/11/2025																			

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Scrutiny and the Executive Protocol

Borough Council of
King's Lynn &
West Norfolk



CONTENTS

1.	Introduction	Page 1
2.	Background	Page 1
2.	Purpose of the Protocol	Page 1
4.	Scrutiny's Functions	Page 2
5.	Expectations of Scrutiny	Page 2
6.	Expectations of the Executive	Page 3
7.	Work Programming and Forward Planning	Page 4
8.	Training, Implementation and Review	Page 5

1. Terminology

Scrutiny is shorthand for 'Overview & Scrutiny' which was a legislative function and concept first introduced by the Local Government Act 2000. Under the Council's Constitution, Scrutiny is undertaken by the Policy Review and Development Panels.

Executive means the Cabinet, as the Council adopts the strong Leader and Cabinet model of governance.

2. Background

The Local Government Act 2000 introduced new models of governance for local authorities that moved away from the Committee structure, in which there is a **separation of decision-making** and **scrutiny** of those decisions.

The objective of the Leader and Cabinet governance model is to deliver greater efficiency, transparency and accountability of local authorities. The model is intended to ensure that decisions can be taken more quickly and efficiently than in the committee system, that the individuals or bodies responsible for decision-making can be more readily identified by the public and that those decision-makers can be held to account in public by overview and scrutiny committees.

The Executive is charged with **implementing** the agreed budget and policy framework. Overview and Scrutiny committees are charged with **holding the Executive accountable for that implementation**. The Act also envisages that Overview & Scrutiny Committees **advise** the Executive and Council **on policy development**.

Scrutiny is the counterweight to the Cabinet model of governance.

3. Purpose of the Protocol

This Protocol sets out the expectations on how the Council's Policy Review and Development Panels and Cabinet interact to enable the Panels to carry out an effective Scrutiny function.

The Protocol aims to establish a positive framework to enable the Panels to work effectively. It aims to promote and maintain an ethos of mutual respect, trust and courtesy between Panel Members, the Executive and officers and encourage constructive challenge.

4. Scrutiny's Functions

The Terms of Reference for each Policy Review and Development Panel are set out in Part of the Constitution, which sets out the Terms of Reference for the primary Council's Bodies.

Scrutiny is not decision-making. The core headline statutory functions of Scrutiny are as follows:

Function	What this looks like
Accountability	Holding the Executive to account for decisions, performance and use of resources.
Constructive challenge	Acting as a 'critical friend' to improve decisions and policies
Policy development	Contributing early to shape strategy and priorities.
Performance oversight	Monitoring how well services and partnerships deliver for residents
Community voice	Bringing residents' perspectives and evidence into decision-making
Transparency and learning	Ensuring decisions and outcomes are open to examination and improvement

5. Expectations of Scrutiny

Scrutiny Members will:

- Act as a constructive critical friend to the Executive, offering evidence-based challenge to support improved decision-making
- Focus attention on matters of strategic importance and outcomes for residents rather than operational detail
- Prepare thoroughly for meetings, considering all relevant reports, evidence, and policy context
- Ensure that questioning during meetings is purposeful and proportionate
- Direct political and policy questions to Portfolio Holders with technical questions being answered by officers
- Make recommendations that are clear, justified and capable of implementation

- Be purposeful and proportionate in requests for information and seek to minimise unnecessary burdens on officers or the Executive.
- Engage in respectful and professional dialogue with Portfolio Holders and officers.
- Treat all information received in confidence in accordance with the Constitution
- Focus their challenge on strategic matters that add value, impact and support continuous improvement
- Work with the Executive to develop key and strategic Council policies
- Where possible, identify and raise in advance specific requests for further information or other evidence required for the Panel's functions
- Work collaboratively to achieve the best outcome for residents
- Work with an atmosphere of openness and climate of mutual respect and trust between all participants.

Scrutiny Members will not:

- Use scrutiny as a forum for attributing personal criticism and blame
- Duplicate the work of other panels or committees, or commission reviews without clear purpose or relevance.
- Use Scrutiny to simply rubber stamp Cabinet proposed decisions
- Use Scrutiny as a purely personal agenda

6. Expectations of the Executive

The Executive will:

- Recognise and value the role of Scrutiny as a key element of good governance and democratic accountability
- Be prepared to:
 - present on a decision or proposed decision in their Portfolio to the Panel;
 - provide justification for the decision or proposed decision;
 - answer questions posed by Panel Members with regards to the matters underpinning the decision made or proposed; and
 - answer questions on the rationale and policy objectives which resulted in the proposal/decision.
- Engage openly, constructively and respectfully with Scrutiny

- Attend Scrutiny meetings when there is an item within their Portfolio on the agenda. In their absence they must arrange for the Leader or Deputy Leader to attend in their place
- Ensure they are fully prepared and briefed on the matters within their Portfolio Holders in order to be questioned and held accountable for their decision or proposed decision
- Provide clear, timely, and accurate information to enable effective scrutiny
- Respond formally to Scrutiny recommendations within agreed timescales, setting out actions taken or reasons for non-implementation
- Support Scrutiny's right to access information and evidence necessary to fulfil its statutory role
- Work with the Scrutiny to develop key and strategic Council policies
- Promote a culture of openness and transparency across the organisation in dealings with Scrutiny and encourage Scrutiny to be approached as a constructive process that contributes to learning and service improvement
- Ensure that forward plans and decision notices are kept up-to-date and shared proactively to support work programming
- Invite the Panel Chair, or a representative from the Panel, to attend the Cabinet meeting where recommendation from the Panel is being considered.

The Executive will not:

- Withhold information from Scrutiny except strictly in accordance with the Constitution and the legal framework.
- Seek to direct or control the work of Scrutiny Panels or their conclusions.
- Treat Scrutiny as a procedural formality rather than a meaningful part of decision-making.
- Use attendance at Scrutiny to promote political or personal agendas

7. Work Programming and Forward Planning

Scrutiny Panels will agree Annual Work Programmes at the beginning of each Municipal Year that are aligned with the Council's Corporate Strategy and the Cabinet Forward Plan.

Cabinet and the Corporate Leadership Team will be consulted by the Panels regarding the content of the Annual Work Programme before they are agreed by the Panels.

Work programmes will focus on strategic issues where Scrutiny can add value and impact and will be reviewed periodically by the Chairs of the Panels.

The Executive will support the planning process by sharing early notice of emerging policy proposals and forthcoming decisions.

The Scrutiny Officer will keep the Panels informed of the outlines of major decisions as they are developed, to enable to Panels to consider their contribution in accordance with this Protocol.

8. Training, Implementation and Review

All Scrutiny Members and substitutes will receive induction and ongoing development to support effective scrutiny.

Specialist training for Chairs and Vice-Chairs will be provided on questioning, evidence-gathering and relationship management.

The Scrutiny and Executive Protocol will be reviewed annually by Democratic Services in consultation with the Monitoring Officer, Panel Chairs and the Leader to ensure it remains current and effective.

Authority is delegated to the Monitoring Officer to make non-material amendments to the Protocol.

The Scrutiny Officer and Monitoring Officer will be responsible for overseeing compliance with the Protocol.

Overview & Scrutiny Governance Review

716 Rebecca Parker, Democratic Services Manager
Alexa Baker, Monitoring Officer

Date: September 2025

Borough Council of
King's Lynn &
West Norfolk



Purpose of Review

The purpose of the review is to determine whether a revised structure is required for the Council's Overview & Scrutiny function which:

- Focusses on key strategic issues that add value
- Helps shape policies before decisions are made
- Identifies gaps, challenges and missed opportunities in the executive function at early stages
- Provides constructive and critical friend challenge
- Operates from a well populated Forward Plan linked to the Corporate Strategy, focussing on high impact agenda items
- Receives dedicated officer support and regular training



Structure of the review

718

- Survey to all Councillors (senior officers also invited to respond)
- Consultation with the Constitution Informal Working Group.
- Informal discussion with current Panel Chairs and Vice Chairs.
- Informal discussion with previous Panel Chairs and Vice Chairs.
- Informal discussion with Group Leaders.
- Undertake benchmarking.
- Discussion with CLT and Cabinet

Whilst also incorporating the LGA peer review feedback...



Peer Review: Key Governance Findings

- Meetings too long and questionable what value was being added to the decision-making process
- Duplication of effort was noted
- 719 ➤ Scrutiny structure – need for 3 panels (and then also Joint Panels) highlighted and questioned - many Councils of similar size only have one scrutiny committee with task and finish groups reporting to it.
- System of ‘everything’ going through scrutiny is creating bottlenecks – what is actually adding value?
- Member roles at scrutiny meetings unclear – who was chairing, who was on the Panel, etc
- Refocussing and streamlining the scrutiny panels to focus on outcomes would be of benefit



Survey results

- **21 responses – 18 Councillors** so broadly one third of Councillors
- **Preferred number of panels:** Majority (62%) support **three panels**
- **Majority view:** Current scrutiny arrangements is “**Somewhat effective**” (62%)
- Some value the **opportunity to question and contribute**, while others feel scrutiny **lacks impact** or is **poorly structured**
- **Panel size:** 67% say **12 members is about right**; others suggest 10–15 depending on structure
- **Opposition to one-panel model:** Seen as too broad, too much work, and risks diluting scrutiny
- **Desire for more impact:** Many felt scrutiny could be more influential and better aligned with Council priorities.

720



Survey results

- **Two Panels.** One that focuses on 'Internal Scrutiny' and one that focuses on 'Policy Development and External Scrutiny' – **76% they didn't like this suggestion**
- **Two Panels.** Keep Corporate Performance Panel in its current format but merge R&D and E&C into the Regeneration & Community Panel - **57% they didn't like this suggestion**

721



Local Benchmarking – 1 of 2

- Breckland Council (10am start time)

1 Overview & Scrutiny Commission - 12 Members

- North Norfolk District Council (9.30am start time)

1 Overview & Scrutiny Committee - 12 Members

722

- Fenland District Council (10am start time)

1 Overview & Scrutiny Panel – 12 Members

- South Holland District Council (6.30pm start time)

1 Performance Monitoring Panel – 15 Members

1 Policy Development Panel – 16 Members

Joint Panel combining the two Panels



Local District Benchmarking – 2 of 2

- Great Yarmouth Borough Council (6.30pm start time)

1 Scrutiny Committee - 13 Members

- Norwich City Council (4.30pm start time)

1 Scrutiny Committee - 12 Members

- Broadland District Council (6-6.30pm start time)

1 Overview & Scrutiny Committee – 15 Members

3 Policy Development Committees (Housing & Planning, Economic Success, Environmental Excellence)

- South Norfolk Council (10am/2pm start times)

1 Scrutiny Committee – 9 Members

3 Policy Development Committees (Planning & Economic Growth, Health & Leisure, Environment)



Local District Benchmarking

Observations:

- Most local district Councils have one overview and scrutiny panel
- 724 • Where there is more than one, this is with a separation between the scrutiny function and the policy review and development functions
- We are out of step in terms of having three panels carrying out scrutiny and without a clear focus on policy review and development



Chairs/Group Leader Feedback

1. Scrutiny Process and Effectiveness

Need for robustness in scrutiny was emphasized by multiple participants.

Scrutiny is seen as **effective** but **inconsistent**, with **peaks and troughs** in workload.

There's a call for **more time** to be allocated to scrutiny and for **earlier access to papers** to allow better preparation.

725

2. Cabinet Member Engagement

Mixed views on Cabinet involvement: Some felt there was **too much Cabinet input** previously. Others stressed the importance of **Cabinet Members being scrutinised** and **answering questions**.

A suggestion to **update the Scrutiny and Executive Protocol** to clarify roles and expectations.



Chairs/Group Leader Feedback

3. Panel Structure and Participation

Concerns about **reducing the number of panels**, which could lead to:

Overloading a single panel

Loss of councillor experience and engagement

Joint Panels and **meetings between Chairs and Vice Chairs** were seen as working well.

SO34 provision (allowing all councillors to contribute) was highlighted as important.

4. Policy Development

The **policy development function is underused**.

Panels should be treated as **formal consultees** during policy formation.

A suggestion to **split the work programme** between scrutiny and policy development or have **separate panels** for each.



Cabinet Feedback

Overall picture of:

Do not really feel scrutinised

727 Policy Review and Development function lacking

Low impact – Panel recommendations have had limited impact in changing or moulding a course of direction



External Focus Gap

The Terms of Reference for all 3 Panels say:

- review the performance of other public bodies in the area and invite reports from them by requesting them to address the relevant Policy Review and Development Panel about their activities and performance;
- question and gather evidence from any other willing person.
- make reports and/or recommendations to the full Council and/or the Cabinet in connection with the discharge of any of their functions

Aside from the Transport Strategy informal working group, this function has rarely been exercised



Member and Officer Resource

- For one item going through the democratic process, a responsible officer may need to attend 7 different meetings just to see the item through to decision (briefings, CLT, sifting and the convened meetings)
- Case study added up all the cumulative time of officers and Members getting one item through all stages of the democratic process – total was **37 hours**
- Member and Officer time is a resource and it is finite – how should this time be spent to achieve maximum impact and added value?



Gap Analysis

- External focus of agenda items is largely missing
- Policy Review and Development function not working properly
- Training, plus dedicated Chair training, needed
- Strategic Forward Work Programming needed
- The strategic impact of scrutiny needs improving
- Pre-meeting briefings would add value
- Scrutiny Officer support needed

730



Summary

- Survey returned mixed results but overall supported the status quo
- Local Benchmarking shows we are significantly out of step in terms of the greater number of Panels we have and their focus
- Feedback from Chairs, Group Leaders and Cabinet advocates for change
- Upskilling Members for LGR and what scrutiny may be like in a new unitary is a key priority
- Member and officer resource should be used more strategically
- The Gap Analysis above identifies the areas for improvement
- Conclusion: structure changes are needed to achieve improved scrutiny



Options for Change

a. Two Panels - Two stage approach:

Immediately: merge R&D and E&C into one Panel called Regeneration & Community – appoint two Vice Chairs to R&C. No more Joint Panels.

May 2026: CPP becomes primary internal scrutiny panel and R&C becomes external scrutiny panel and performs the policy review and development function. No more Joint Panels.

b. Two Panels - One stage approach:

May 2026: CPP becomes primary internal scrutiny panel and R&C becomes external scrutiny panel and performs the policy review and development function. No more Joint Panels.

c. One Panel – One Stage approach:

May 2026: Change manage the transition to build up to new one Panel approach in May 2026

d. No changes:

Leave in situ until LGR

Next Steps

- Joint Panel – 22 October
- Cabinet – 11 November
- 733 • Full Council – 27 November



REPORT TO CABINET

Open		Would any decisions proposed :		
Any especially affected Wards	Mandatory/	(a) Be entirely within Cabinet's powers to decide	YES	
None	Operational	(b) Need to be recommendations to Council	NO	
		(c) Be partly for recommendations to Council and partly within Cabinet's powers –	NO	
Lead Member: Councillor Chris Morley E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted: All Cabinet		
		Other Members consulted:		
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616432		Other Officers consulted: Senior Leadership Team, Service Managers.		
Financial Implications YES	Policy/Personnel Implications NO	Statutory Implications (incl S.17) YES	Equal Opportunities Implications NO	Risk Management Implications 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)				

Cabinet Date: 11 November 2025

BUDGET MONITORING QUARTER 2 2025/2026

Summary

This report provides an assessment of the council's financial performance against its 2025/2026 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2025 for revenue and capital items. The year-end forecasts take into consideration emerging data from service managers along with actual income and expenditure from 1 April 2025 to 30 September 2025.

Revenue	Approved budget 2025/2026	Forecast budget position 2025/2026	Forecast Variance 2025/2026
	£	£	£
Borough Spend	26,128,470	26,257,100	128,630
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	-	383,370	383,370

The current forecast position is estimating a £383,370 transfer to the General Fund Reserve. This is a favourable movement against the original budget which will result in an increased balance in the General Fund Reserve as at 31st March 2026 of £10,401,940.

The forecast has moved adversely from Quarter 1 by £276,980 to a favourable position of £383,370 compared the original balanced budget.

Appendix A to the report detailed the key changes to forecast. Summary key movements to forecast in the year to date include:

- Forecast income above that budgeted in Development Control and Car Parking services (£212k).

- Unbudgeted level of discretionary benefit payments to those in temporary and supported accommodation £670k.
- Forecast over achievement of turnover target savings (£570k).
- Urgent and unforeseeable spend in relation to legal, property and public highway maintenance £180k.
- Additional revenue from Council Tax and Drainage Board Levy Grant (£512k).

Recommendation

It is recommended that Cabinet:

1. Note the forecast outturn for Revenue and Capital monitoring position as at 30th September 2025 for 2025/2026.

Cabinet Recommends to Full Council.

2. Revision to the Capital Programme 2025/2026 for an additional £30k towards Mintlyn Crematorium Memorial Gardens drainage and related works; £25k for replacement electric vehicle in Property and Projects Team.

Reason for Decision

To keep Cabinet informed of performance against budget for Capital and Revenue 2025/2026 based on Quarter 2 data.



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	Budget Monitoring 2025/2026				
Is this a new or existing policy/ service/function? (<i>tick as appropriate</i>)	New		Existing	Y	
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 report provides a forecast of spend and income against budget for Revenue and Capital.				
Who has been consulted as part of the development of the policy/service/function? – new only (<i>identify stakeholders consulted with</i>)	The Corporate Leadership Team, Portfolio Holders.				
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			√	
	Disability			√	
	Sex			√	
	Gender Re-assignment			√	
	Marriage/civil partnership			√	
	Pregnancy & maternity			√	
	Race			√	
	Religion or belief			√	
	Sexual orientation			√	
	Armed forces community			√	
	Care leavers			√	
	Health inequalities*			√	
Other (eg low income, caring responsibilities)			√		
<p>Please provide a brief explanation of the answers above: The report states factual data based on actual spend and income of the Borough Council, it is not a policy.</p>					



Question	Answer	Comments	
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	Yes / No	It reports estimated data for spend and income without prejudice	
3. Could this policy/service be perceived as impacting on communities differently?	Yes / No	It reports estimated data for spend and income without prejudice	
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: No impacts identified. Actions agreed by EWG member:	
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:Jo Stanton.....			
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes / No	Please provide brief summary:	
Assessment completed by:			
Name	Carl Holland		
Job title	Assistant Director - Finance		
Date completed	3 November 2025		
Reviewed by EWG member	Jo Stanton	Date	3 November 2025

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



The Budget 2025/2026

Monitoring Report

30 September 2025 – Quarter 2

**Carl Holland
Assistant Director Finance
Deputy Section 151 Officer**

The Budget Monitoring Report 2025/2026: 30 September 2025 – Quarter 2

1. Introduction and Summary

This report provides an assessment of the council's financial performance against its 2025/2026 approved budget, incorporating key financial risks, issues, and opportunities since 1 April 2025 for revenue and capital items. The year-end forecasts take into consideration emerging data from service managers along with actual income and expenditure from 1 April 2025 to 30 September 2025.

The key sections of the report are laid out as follows:

- General Fund (Revenue) – Section 2 and Appendix A
- Capital – Section 3 and Appendix B
- Reserves – Section 4

Risks and Key Items

Following Norfolk being accepted onto the Governments Devolution Priority Programme, Council Leaders and Officers from across the Norfolk councils are working together on Local Government Reorganisation proposals. This continues to progress at pace to achieve the requirements and timeframe outlined by MHCLG. Full proposals have been submitted. Final outcomes are expected to be announced in March 2026, meaning there is ongoing uncertainty surrounding the impact this may have on the authority.

As of September 2025, inflation is at 3.8%, which is above the 2% target level set by Government. The lasting effect from inflation on individuals and businesses is being monitored in terms of impacts:

- from increasing revenue costs and demand for the Council's services,
- risk to recovery of monies collected by the Council and
- risk that could delay and/or increase the cost of capital projects.
- Slow sales from the housing development programme, increases pressures on the Council's cashflows.

At the end of Quarter 2, the Bank of England base rate remained at 4%, following a reduction from 4.25% in August 2025.

The Council set its original budget for Revenue and Capital at its meeting of 27 February 2025. The following table shows a summary of the forecast revenue position for the year based on information arising from the period to 30 September 2025:

Table 1

Revenue	Approved budget 2025/2026	Forecast budget position 2025/2026	Forecast Variance 2025/2026
	£	£	£
Borough Spend	26,128,470	26,257,100	128,630
Financing	(26,128,470)	(26,640,470)	(512,000)
Contributions to/(from) General Fund Reserve	-	383,370	383,370

The Council approved a balanced budget for the 2025/2026 financial year, as a result, there was no budget requirement for a contribution to/from the General Fund Reserve for the financial year. However, the current forecast position is estimating a £383,370 transfer to the General Fund Reserve.

This is a favourable movement of £383,370 against the original budget which will result in an increased balance in the General Fund Reserve as at 31st March 2026 of £10,401,940.

Table 2 below shows a summary of the forecast capital position for the year based on information arising from the period to 30 September 2025:

Table 2

Capital	Rephased budget 2025/2026	Q2 Budget 2025/2026	Actual as at 30th September 2025	Spend Percentage
	£	£	£	%
Tier 1: Major Projects	41,321,250	35,889,970	15,711,048	44%
Tier 2: Operational Schemes	7,077,410	7,132,410	2,043,900	29%
Subtotal	48,398,660	43,022,380	17,754,948	41%
Tier 3: Pipeline Schemes	2,129,030	2,129,030	-	-
Total Including Exempt	50,527,690	45,151,410	17,754,948	39%

Proposed amendments can be found in table 4 of this report and in appendices B and C

If further information is required regarding this report, please do not hesitate to contact Carl Holland (Interim Assistant Director – Finance and Deputy S151 Officer).

2. Revenue Budget 2025/2026

The budget for 2025/2026 was presented to Cabinet on 4 February 2025 and approved by Council on 27 February 2025 in accordance with the process for approving the Medium-Term Financial Plan 2024/2029.

A summary of the budget position as at 30 September 2025 is shown below in Table 3. Further detail of the movements can be seen in Appendix A.

Table 3

Q2 Forecast Outturn Position	Approved budget 2025/2026	Forecast budget position 2025/2026	Forecast Variance 2025/2026
Service	£	£	£
Corporate Services (previously Central Services)	4,334,330	4,334,330	-
Chief Executive	55,000	55,000	-
Environment and Planning	2,618,640	2,327,970	(290,670)
Health Wellbeing and Public Protection	489,400	541,490	52,090
Legal, Governance and Licensing	2,286,990	2,411,990	125,000
Leisure and Community Facilities	1,805,420	1,840,420	35,000
Operations and Commercial	454,880	629,720	174,840
Programme and Project Delivery	(579,290)	(629,290)	(50,000)
Property and Projects	(1,395,780)	(1,373,000)	22,780
Regeneration Housing & Place	1,560,320	1,550,320	(10,000)
Resources	8,226,140	8,295,730	69,590
Financing Adjustment	2,542,640	2,542,640	-
Internal Drainage Boards	3,729,780	3,729,780	-
Borough Spend	26,128,470	26,257,100	128,630
Contributions to/(from) General Fund Balance	-	383,370	383,370
Borough Requirement	26,128,470	26,640,470	512,000
Revenue Support Grant	(1,052,270)	(1,052,270)	-
New Homes Bonus	(293,360)	(293,360)	-
Other Government Grants	(1,147,680)	(1,496,680)	(349,000)
Business Rates	(14,971,290)	(14,971,290)	-
Council Tax	(8,663,870)	(8,826,870)	(163,000)
Total Funding	(26,128,470)	(26,640,470)	(512,000)
Funding Position	-	-	-

3. Capital Budget and Spend 2025/2026

A summary of the position as of 30 June 2025 for the capital programme is shown below in Table 4. A further breakdown of the capital programme is included at Appendix B. The figures reported include an additional £30k which requires approval from Council.

Table 4

Capital Expenditure	Revised budget 2025/2026	Reported Movements	Actual as at 30 September 2025	Spend Percentage
	£	£	£	£
Tier 1: Major projects				
Enterprise Zone (Property and Projects):	448,460	-	115,246	25.7
Major Housing Development (Companies and Housing):	23,983,370	-	12,862,692	53.63
Other Major Projects	12,358,140	(900,000)	2,733,110	23.85
Total Tier 1	36,789,970	(900,000)	15,711,048	38.87
Tier 2: Operational Schemes				
Health, Wellbeing & Public Protection	2,620,160	-	991,351	37.84
Leisure and Community Facilities:	267,480	-	221,437	82.79
Operational and Commercial:	3,275,450	30,000	661,099	20
Programme and Projects:	36,300	-	36,409	100.3
Property and Projects:	53,430	25,000	12,388	23.18
Resources:	824,590	-	121,216	14.7
Central Services:	-	-	-	-
Total Tier 2	7,077,410	55,000	2,043,900	28.76
Tier 3: Operational Schemes				
Health, Wellbeing & Public Protection	86,850	-	-	-
Leisure and Community Facilities:	403,000	-	-	-
Operational and Commercial:	494,150	-	-	-
Programme and Projects:	-	-	-	-
Property and Projects:	406,970	-	-	-
Regeneration, Housing & Place:	241,060	-	-	-
Resources:	300,000	-	-	-
Central Services:	-	-	-	-
Subtotal	1,932,030	-	-	-
Exempt schemes	197,000	-	-	-
Total Tier 3	2,129,030	-	-	-
Total Capital Programme	45,996,410	(845,000)	17,754,948	39.34

As noted in the capital outturn report, the new 3G at Lynnsport did not go ahead as planned. This has been removed from the capital programme (£900K) as there are currently no plans to progress this project.

Capital Program variation request

There is a request for a budget increase of an existing project within Operation and Commercial activities. Please see the appendix C for supporting details.

Cabinet are asked to recommend to Council for :-

- a) approval of the additional budget requirement £30k to fund the Mintlyn Crematorium drainage and associated works, To undertake Mintlyn Crematorium Memorial Gardens drainage and related improvement works. Approved Capital programme includes £20k already. The ask is for an additional £30k. An estimate of £45k has been received for direct works. Cabinet are asked to recommend to Council, approval of the additional budget requirement £30k to fund the Mintlyn Crematorium drainage and associated works (Appendix C).
- b) Approval of £25k for replacement vehicle in the Property and Projects Team, based at King's Court. The Vehicle will be 25% funded from the Climate Change Reserve (Appendix D).

The procedural framework in the Council's Capital Strategy outlines the three-tier structure of our capital programme, ensuring thorough planning, execution, and monitoring of all capital projects from development through to major project completion.

The finance process involves requesting approval to implement the capital project by completing the Request to Proceed with the Capital Project form and submitting it to Finance where this will then be subject to approval by the Chief Finance Officer under the Scheme of Delegation. This is Cabinet where it is a key decision or Council if amendments are required to the approved Capital Programme. Once approved the project will be promoted to Tier 1 or 2 of the Capital Programme depending on whether the project is classed as a major project or not.

4. Reserves

The main reasons the Council holds reserves are to:

- Manage known financial risks.
- Hold funding as one-off contributions to expenditure, allowing ongoing revenue budget reductions.
- Manage timing difference between the receipt of funding and actual spend.
- Hold ring-fenced funds such as specific grants.

Table 5 below shows the estimated impact to the General Fund Reserve balance based on the current forecast position:

Table 5

Projected Movements in General Fund Reserve Balance	2025/2026 £
Balance brought forward 1 April 2025 (pre audit)	8,208,570
Estimated contribution to/(from) General Fund Reserve	383,370
Pension lump sum replenishment	1,810,000
Projected General Fund Balance 31 March 2026	10,401,940

The General Fund Reserve Balance is used to support the revenue budget as set out in the Medium-Term Financial Plan. However, the council also holds a number of earmarked reserves which are held for specific purposes. Table 6 shows the budgeted movements to/(from) earmarked reserves and provides notes in respect of any in year movements against these reserves for the period to 30 September 2025.

Table 6

Reserves	Opening balance 1 April 2025	Budgeted movement To/(From) Revenue	Transfers	In year movement To/(From) Revenue	Note	Forecast Outturn Balance 31 March 2026
Ring Fenced Reserves						
Amenity Areas	(52,195)	-	-	-		(52,195)
Capital Programme Resources	(825,857)	520	53,598	-		(771,739)
Collection Fund Adjustment Reserve	(4,153,779)	-	-	-		(4,153,779)
Grants Reserves	(1,803,500)	46,010	-	-		(1,757,490)
Holding Accounts	(374,296)	-	-	-		(374,296)
Other	(144,025)	(57,240)	-	-		(201,265)
Planning Reserves	(183,972)	(22,390)	37,056	-		(169,306)
Repairs and Renewal Reserves	(662,242)	(50,640)	49,149	-		(663,733)
Ring Fenced Reserves	(7,332,432)	(1,035,720)	1,250,391	304,900	1	(6,812,861)
Educational Skills Attainment	(187,902)	80,000	-	-		(107,902)
Sub Total	(15,720,200)	(1,039,460)	1,390,195	304,900		(15,064,565)
Risk Management						
Capital Programme	(64,413)	-	-	-		(64,413)
Holding Accounts	(30,003)	-	30,003	-		0
Insurance	(204,908)	(79,080)	-	-		(283,988)
Planning Reserves	(22,947)	-	-	-		(22,947)
Ring Fenced Reserves	(45,155)	-	-	-		(45,155)
Sub Total	(367,426)	(79,080)	30,003	-		(416,503)
Service Delivery						
Capital Programme Resources	(3,746,036)	(2,412,380)	(3,477,556)	59,837	2	(9,576,136)
Climate Change Strategy	(679,276)	334,350	-	-		(344,926)
Grants Reserves	(1,779,422)	(101,000)	-	51,394	3	(1,829,028)
Holding Accounts	(2,221,598)	(53,000)	1,047,207	40,080	4	(1,187,311)
Planning Reserves	-	-	-	(526,366)	5	(526,366)
Project Reserves	(4,128,674)	205,000	400,000	339,301	6	(3,184,373)
Repairs and Renewal Reserves	(1,249,601)	7,870	395,842	-		(845,889)
Restructuring Reserve	(120,049)	-	120,049	-		0
Ring Fenced Reserves	(138,674)	21,000	94,261	-		(23,414)
Sub Total	(14,063,331)	(1,998,160)	(1,420,198)	(35,754)	2	(17,517,443)
Grand Total	(30,150,956)	(3,116,700)	0	269,146		(32,998,510)

The above table shows various movements to the reserves in year:

Budgeted Movements to/from reserves total £3,116,700: Movements to/from reserves which were included within the approved budget

Transfers total £0: Following a review and challenge of commitments from Earmarked Reserves £3.478m has been identified as non-contractual and un-ringfenced. This amount has therefore been transferred to a "Capital Programme" reserve, to help fund the Capital Programme, and has not yet been allocated.

In year movements to/from revenue total £269,146: This balance accounts for other movements to and from reserves during the year of £795,512, as well as the additional transfer to reserves of (£526,366), following the presentation and approval of the outturn report for 2024/2025 to Cabinet on 24th July 2025.

Notes to Reserves movements

Note 1: Ring fenced Reserves

£297,900 transfer from reserves for CIL project funding

£5,000 transfer from lottery reserve for funding to Hardings Pits

£2,000 transfer from reserves toward cost of RAF Marham Tea Party

Note 2: Capital Programme Resources

£8,507 transfer to cover the cost of coastal repair works and floodgates

£32,980 for the provision of CCTV Software licensing upgrade

£16,500 for one-off car park sign repair

£1,850 forecast change to budgeted transfer of sinking fund contributions

Note 3: Grants Reserves

£12,500 transfer to cover the cost of Civica TDE Encryption

£8,495 transfer from reserves to cover the cost of the Collection Fund Suite subscription for 2025/2026

£9,200 to cover Ascendant software renewal for 2025/2026

£1,199 transfer to cover cost of desk divider screens for Revenues team

£20,000 forecast reduction to budgeted transfer to reserves for Neighbourhood planning as only 5 plans expected to come forward this financial year

Note 4: Holding Accounts

£5,000 transfer from reserves to fund one off MoonCup project

£31,080 to cover contribution to West Norfolk Property set up costs

£4,000 to cover the cost of sponsorship for the Local Hero Awards

Note 5: Planning Reserves

£526,366 transfer to reserves towards the local plan cost following 2024/2025 Outturn report

Note 6: Project Reserves

£339,301 transfer from reserve to fund Leisure swimming pool review

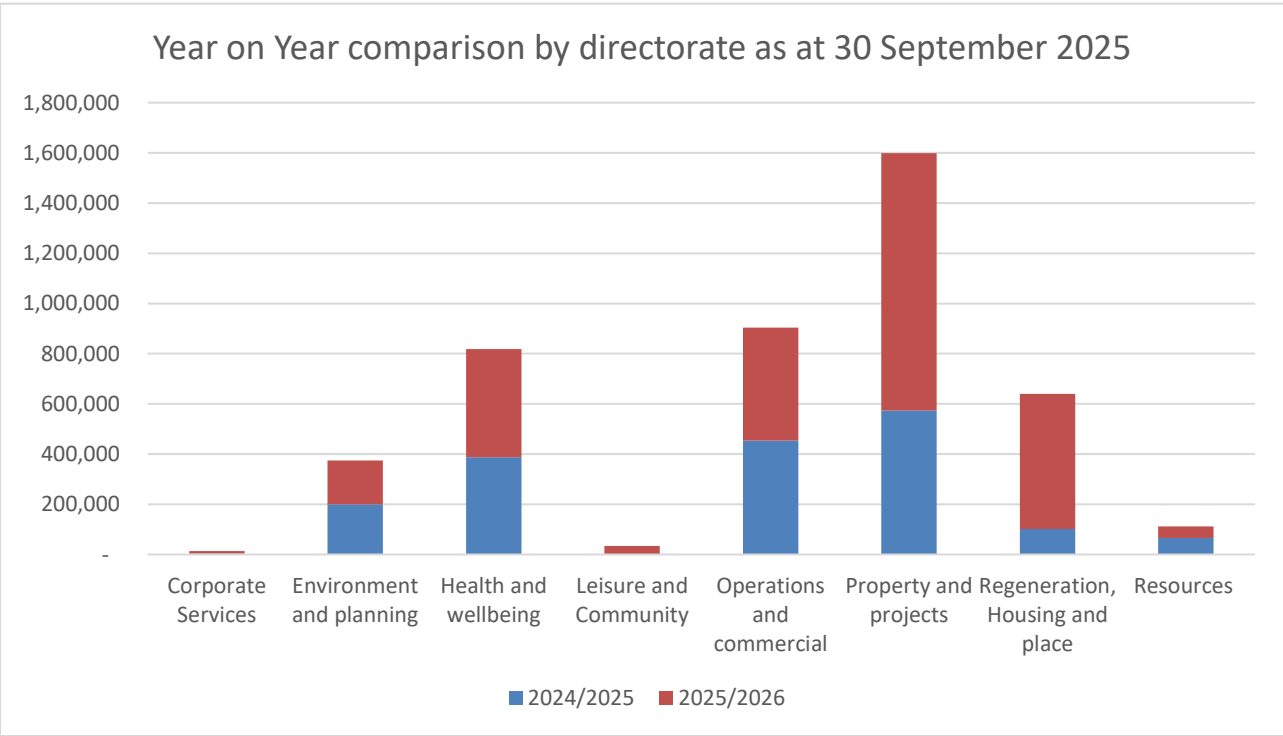
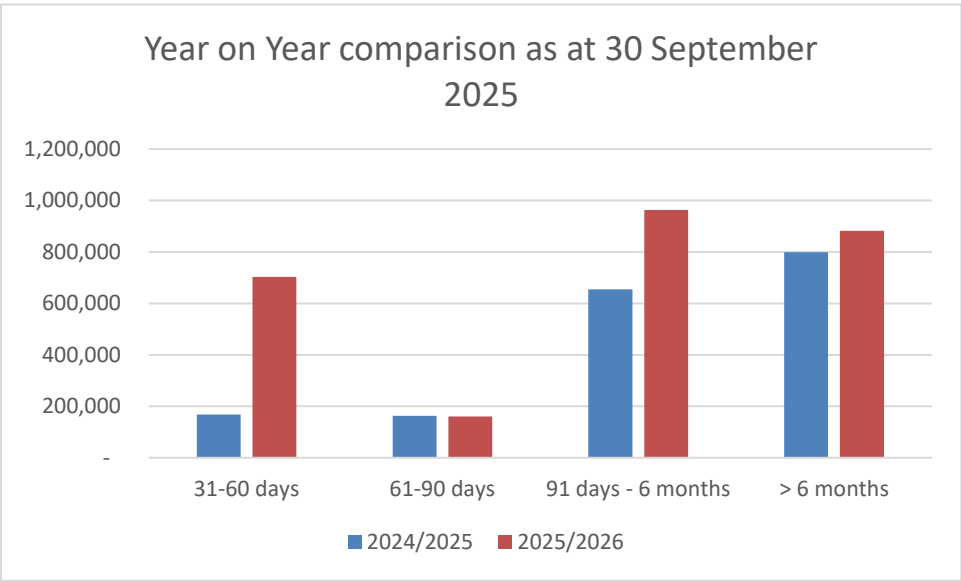
5. Age Debt Analysis

The effective management and collection of debt is an essential contributor to the councils’ financial resources. Debt recovery levels can be volatile and at risk especially when there is economic financial instability.

Sundry Debtors Arrears Monitoring

Data for performance reporting continues to be developed in conjunction with a review of the corporate policy on debt recovery.

The first table below shows the comparison of overdue debt between 2024-25 and 2025-26 as at 30 September in each year based on age. The second table shows the comparison at directorate level.

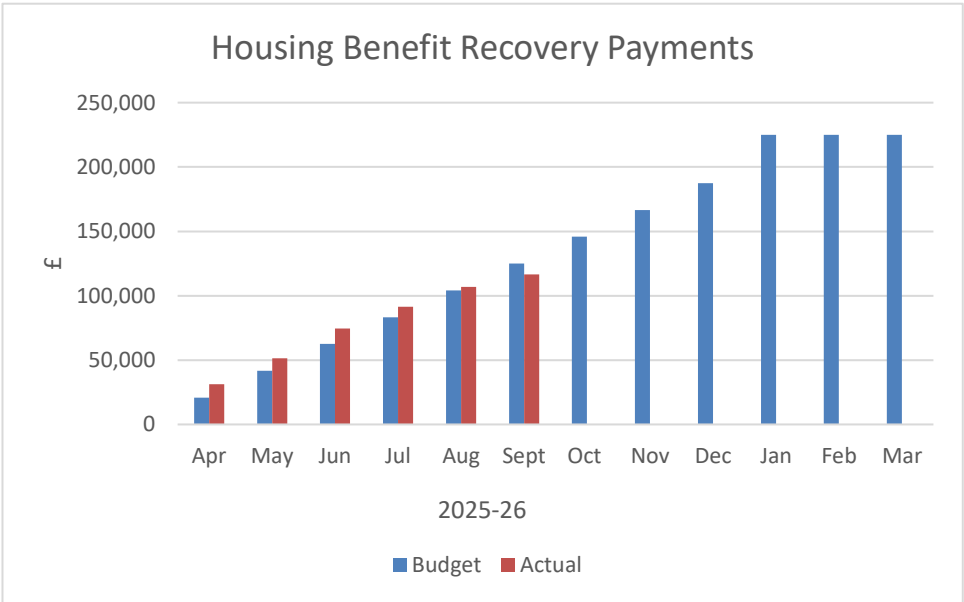


In summary, robust reminder and targeted recovery processes are maintained. Monitoring is not indicating a material concern for debts in arrears.

Housing Benefit Overpayment Recovery Monitoring

In relation to Housing benefits overpayment recovery, the target as of 30 September 2025 is £124,980 and £116,466 has been raised in invoices.

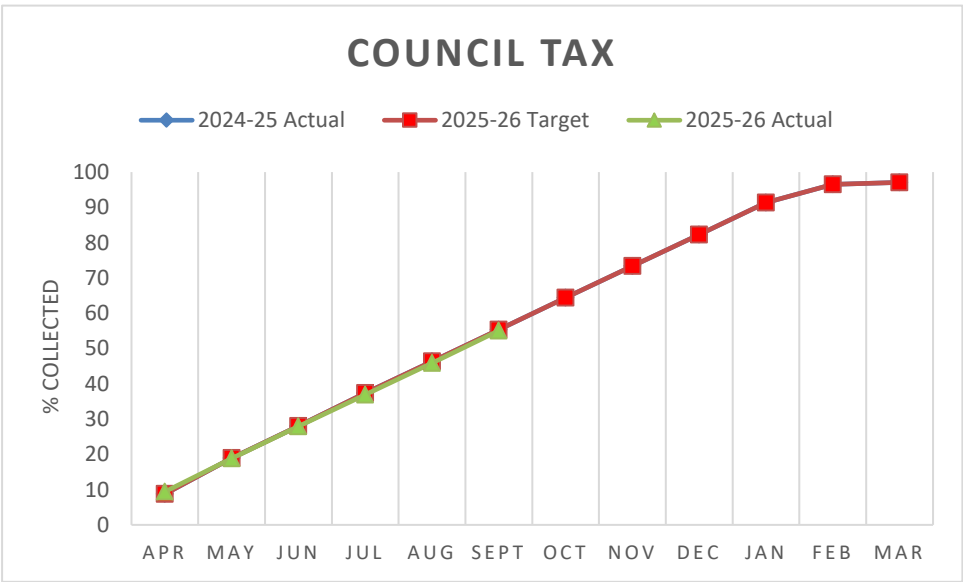
See table below showing monthly performance against budget for 2025/2026.



6. Council Tax and Business Rates

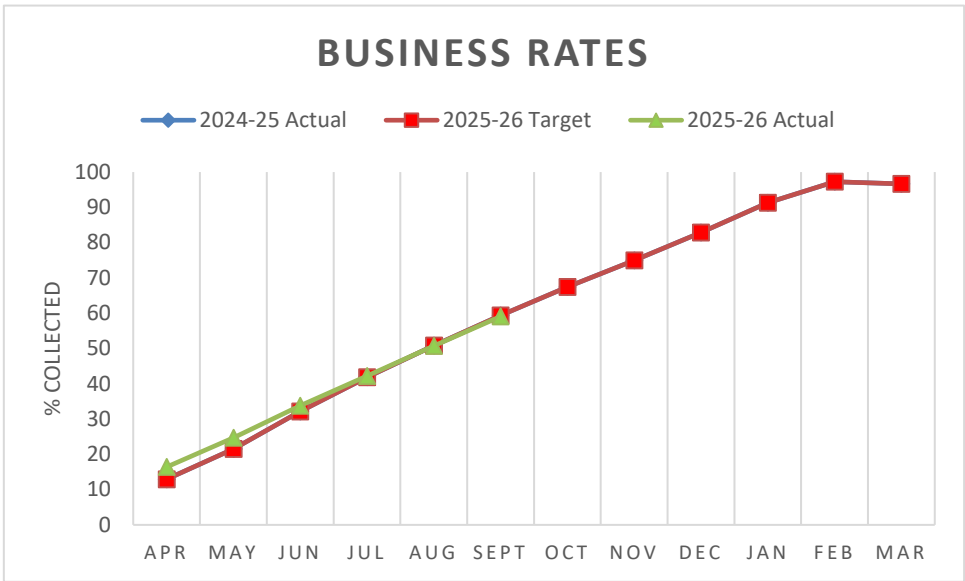
As of 30 September 2025, 55.06% of council tax has been collected against the target of 55.33% which was the percentage the same time last year. See Chart below with comparison.

Table 7



59.07% of business rates has been collected against the target of 59.39%, which was the percentage the same time last year. See chart below with comparison.

Table 8

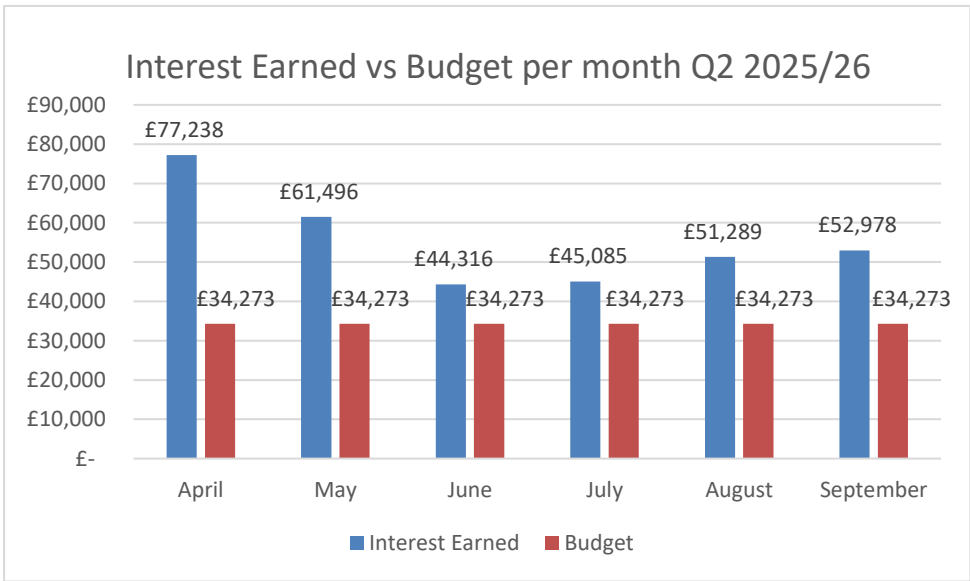


7. Treasury management 2025/2026

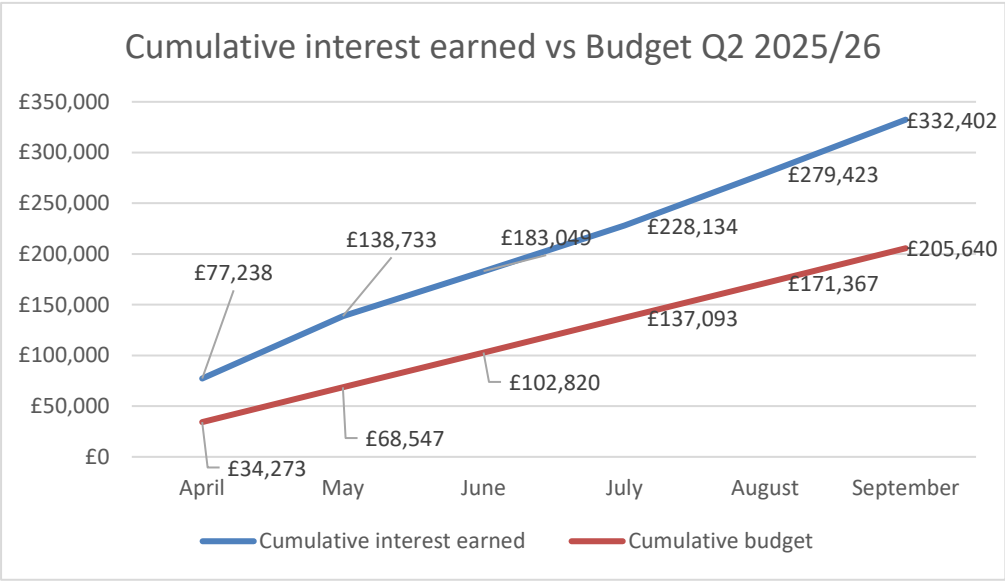
The “Treasury Management Strategy Statement and Annual Investment Strategy 2025/2026 was approved by Council on 27 February 2025. The Council’s Treasury Management Strategy will be updated as appropriate for any changes made to the code of practice by CIPFA.

In Quarter 2 income generated from investments is higher than originally expected. This is due to institutes paying a higher rate of return, as the Bank of England base rate has remained above where economists predicted it to be. The council builds its investment income estimate around this core data.

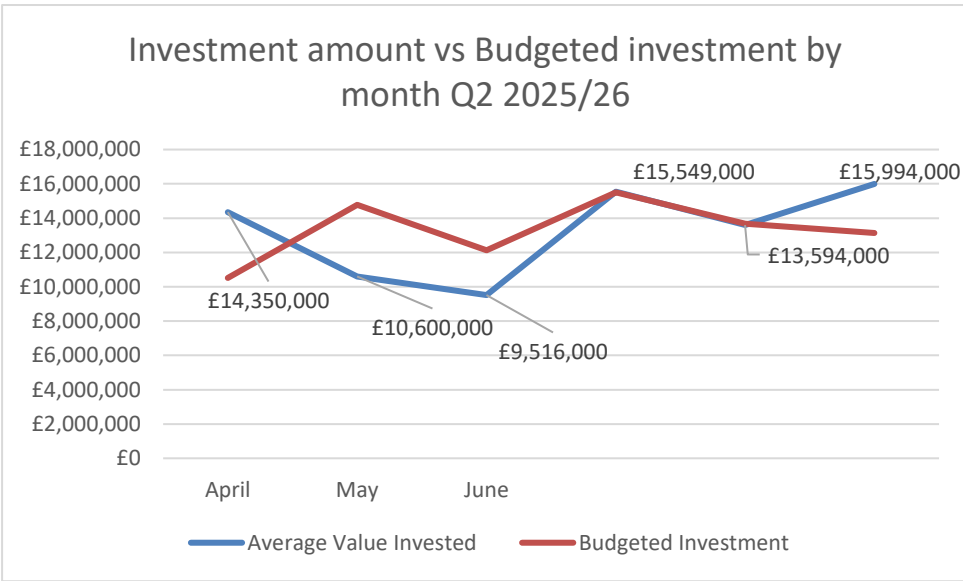
The graph below compares the interest earned each month to the forecasted budget:



The graph below compares the cumulative interest earned and forecasted budget:



The graph below compares the average value invested each month to the forecasted budget:



The below tables update on movements in borrowing and investments during the period:

Loans

Start Date	End Date	Value £	Institution	Rate %	Term
19.03.25	19.03.26	£20,000,000	Public Works Loan Board	4.860	12 months
03.07.25	03.10.25	£5,000,000	West Midlands Combined Authority	4.150	3 months
Total Short Term		£25,000,000			
22.03.07	21.03.77	£5,000,000	Barclays	3.810	70 years
12.04.07	11.04.77	£5,000,000	Barclays	3.810	70 years
Total Long Term		£10,000,000			
Total Borrowing		£35,000,000			

Investments

Institution	Principal £	Rate %
BNP (Banque Nationale de Paris) – MMF	2,150,000	4.030%
Federated Primerate – MMF	4,000,000	4.038%
HSBC Sterling – MMF	1,600,000	4.027%
LGIM - MMF	4,000,000	4.090%
Total Money Market Fund Investment	11,750,000	
Handlesbanken	1,260,000	3.950%
South Ayrshire Council	4,000,000	5.650%
Total Other Investments	5,260,000	
Overall Investments	17,010,000	

Credit Ratings

The Council uses independent ratings (Fitch) to derive part of its counterparty criteria, in accordance with the currently adopted Treasury Management Practices.

The BCKLWN minimum ratings for banks are:

Short term Rating F1	Viability Rating BB+	Support Rating 3	Long Term Rating A
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F1 = Highest credit quality. Indicates the strongest capacity for timely payment of financial commitments. Have an added "+" to denote any exceptionally strong credit feature.

B = A strong bank. There are no major concerns regarding the bank. Characteristics may include strong profitability and balance sheet integrity, franchise, management, operating environment or prospects.

3 = A bank, for which support from a state or from an institutional owner is likely but not certain.

A = A low expectation of credit risk. The capacity for timely payment of financial commitments is considered strong. There may be some vulnerability to changes in circumstances or in economic conditions than is the case for higher ratings.

Rating Changes

There are no rating changes for the counterparties currently used by the Council.

8. Conclusion

The primary objective of this report is to monitor service area performance against allocated budgets and to consider variances to the budget figure in the light of current circumstances.

Careful budgetary control throughout the year ensures that resources are applied as planned, fulfilling the goal to secure the long-term economic future of the borough. Budgetary control is applied in a consistent manner across all budgets, and individual decisions to be taken during the financial year are reviewed for impact on a case-by-case basis before they are taken, so that any identified impact can be considered and taken into account at the appropriate time.

The content of this budget monitoring report is designed to enable councillors and senior officers to see the financial position of the Council as a whole, as required by the Local Government Act.

Appendix A							
	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		

Corporate Services:							
Communications:							
Corporate Communications	275,830	134,160	113,171		275,830		
Graphics	38,180	47,200	54,733		38,180		
Printing & Copying- Floor Copiers	14,790	7,560	8,141		14,790		
Printroom	131,750	85,820	63,146		131,750		
Corporate Initiatives:							
One Vu Project	45,000	-	-		45,000		
Councillors:							
Cllr Allowance & Expenses	731,600	357,800	433,631		731,600		
Customer Information Centre:							
Customer information Centre	750,150	409,600	399,688		750,150		
ICT:							
ICT	1,642,490	1,254,600	1,197,179		1,642,490		
Mayoral Allowances:							
Mayoral Allowance & Expenses	13,110	6,540	6,661		13,110		
Mayoral Transport	35,290	17,640	17,514		35,290		
Personnel Services:							
Personnel Services	324,340	164,290	192,324		324,340		
Personnel Welfare	95,330	44,810	45,503		95,330		
R & D Holding Account	7,270	3,380	-		7,270		
Recruitment Portal	250	130	-		250		
Training Holding Account	228,950	114,420	129,959		228,950		
Vivup Salary Sacrifice schemes	-	-	3,474		-		
Total	4,334,330	2,647,950	2,665,123	-	4,334,330		

Chief Executive:							
Councillor Community Grant	55,000	27,480	11,470		55,000		
Total	55,000	27,480	11,470	-	55,000		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		

Environment and Planning:							
Back Office:							
Corporate Scanning Team	261,230	136,360	134,881		261,230		
Postage Services Kings Court	5,750	2,960	4,518		5,750		
Community Infrastructure Levy:							
Community Infrastructure Levy	-	750,820	(596,238)		-		
Development Control:							
Building Control Non Fee	56,570	31,050	35,810		56,570		
Development Control	267,520	133,740	(169,857)	(167,400)	100,120	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Enforcement	249,790	124,460	93,344	(8,420)	241,370	Y	Current year income in excess of budget set - forecast to reflect anticipated year end position
Extra planning Income - 20%	31,300	(15,130)	141,426	(35,600)	(4,300)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.
Major Planning Appeals	87,220	43,620	12,831		87,220		
Planning Control	207,870	68,020	111,701		207,870		
Section 106 Contributions	-	(8,740)	(4,149)		-		
Emergency Planning:							
Emergency Planning	34,300	17,100	17,297		34,300		
Home Defence	78,520	38,620	37,341		78,520		
Radio Phones	10,440	4,680	(5,094)		10,440		
Flood Defence:							
Coast Defence/Protection	145,480	75,040	153,974		145,480		
Wash East Coast - CIC	5,000	4,000	(975)		5,000		
Local Land Charges:							
Local Land Charges	(144,830)	(25,390)	(119,686)	(60,400)	(205,230)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target.

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		
Planning Policy:							
Conservation & Heritage	319,090	159,480	87,429	(42,750)	276,340	N	Defra grant income received toward Ecology responsibilities and costs already budgeted for.
Habitat Regulations	-	(43,540)	(48,273)		-		
Neighbhd Planning Grant	-	9,480	(2,079)		-		
Local Plan	175,000	97,420	5,047		175,000		
Planning Policy - Support	304,620	144,840	174,575		304,620		
Pollution Monitoring:							
Air Quality	83,510	43,280	7,966		83,510		
Coastal Pollution Cost Recovery	-	-	13,851		-		
Contaminated Land Act	194,320	96,850	96,666		194,320		
Climate Change	127,510	63,720	157,746		127,510		
Enviro Quality-Water Mg	79,560	39,780	40,954		79,560		
Pollution Montr Sals/Sup	-	-	163		-		
Street Naming & Numbering:							
Local Land and Property Gazetteer	18,620	9,280	11,669		18,620		
Street Naming & Numbering	20,250	10,530	16,302	23,900	44,150	N	Reduction in applications received to date, income not expected to meet full year budget.
Total	2,618,640	2,012,330	409,135	(290,670)	2,327,970		

Financing requirement:							
Interest Payable on Balances	10,000	-	-		10,000		
Interest Payable on Borrowing	382,000	-	158,712		382,000		
Interest Receivable - Capital Loans	(176,080)	-	(87,412)		(176,080)		
Interest Receivable -Other	(8,350)	-	(3,291)		(8,350)		
Interest Receivable -Treasury Investments	(411,280)	-	49,934		(411,280)		
Minimum Revenue Provision	844,880	-	-		844,880		
REFCUS	2,212,170	-	-		2,212,170		
Unsupported Borrowing	(310,700)	-	-		(310,700)		
Total	2,542,640	-	117,943	-	2,542,640		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		

Health, Wellbeing and Public Protection:							
Care & Repair:							
Handyperson Scheme K Lynn	(32,610)	84,700	69,380	40,000	7,390	Y	Handyman scheme proposal built into budget via Savings and Efficiencies plan. Following review the cost of implementation make this additional non-statutory service unviable, therefore no additional income generated
Home Improvements Agency	438,030	375,700	100,300		438,030		
Housing Grants REFCUS	(2,212,170)	(1,105,620)	(2,422,530)		(2,212,170)		
Careline:							
Assistive Technology	13,190	6,600	(5,664)		13,190		
Careline	(70,720)	(452,250)	(475,983)		(70,720)		
Homes for Ukraine	-	18,180	(67,607)		-		
LILY 61	-	(24,970)	(27,445)		-		
Community Safety & Nuisance:							
Community Safety	103,680	46,800	45,561		103,680		
Environmental Protection	677,720	327,220	303,330		677,720		
Health & Wellbeing Fund	50,800	25,380	(172,239)		50,800		
MARMOT Initiative	10,000	4,980	(162,111)		10,000		
Noise Control	7,950	2,910	3,520		7,950		
Out of Hours payments	54,340	27,180	21,380		54,340		
Community Transport:							
Community Transport	115,180	58,750	58,163		115,180		
Corporate Health & Safety:							
Corporate Health & Safety	4,620	1,400	2,802		4,620		
Food Hygiene:							
Chrg Priv Water Supplies	-	-	4,104		-		
Food Hygiene General	5,400	3,410	1,602	12,090	17,490	Y	Testing and calibration equipment required - £5k. Increase in external test and sampling costs £2k. Reduced export licence fee income following changes to client's procedures £5k.
Food Hygiene & Health and Safety - Support	722,680	361,100	334,878		722,680		
Occupational Health & Safety	(1,900)	(960)	(2,639)		(1,900)		
Port Health - Environmental Protection	160	20	581		160		
Housing Standards:							
Housing standards	603,050	299,790	219,827		603,050		
Total	489,400	60,320	(2,170,789)	52,090	541,490		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		

Internal Drainage Boards:							
Drainage Boards	3,729,780	1,864,140	1,839,464		3,729,780		
Total	3,729,780	1,864,140	1,839,464	-	3,729,780		

Legal, Governance and Licensing:							
Corporate Policy:					-		
Apprenticeship Scheme	257,710	128,820	72,895		257,710		
Community Information Points	-	-	142		-		
Corporate Policy	98,660	89,140	67,375		98,660		
Equal Opportunities	4,660	2,340	2,545		4,660		
Improving Attainment	-	-	3,544		-		
Policy & Partnership Support Service	9,170	4,680	4,756		9,170		
Democratic Process & Events:							
Adv Comm	1,300	600	-		1,300		
At Homes	1,450	720	-		1,450		
Chief Executive - Member services	36,010	11,940	10,963		36,010		
Civic Function Expenses	77,700	41,280	38,722		77,700		
Democratic Process Support	320,890	160,380	137,757		320,890		
Design Awards	590	300	826		590		
Festival	250	120	88		250		
Freedom of the Borough	1,970	960	-		1,970		
Honorary Alderman	-	-	1,157		-		
Mart	690	360	-		690		
Mayor making	1,500	780	1,387		1,500		
Remembrance Day	1,500	720	208		1,500		
Special Events	3,380	1,680	(806)		3,380		
Elections:							
County Council Elections	-	-	29,411		-		
Elections	-	-	95,145		-		
Electoral Integrity Programme	-	-	(97,687)		-		
Parish and Borough Council Elections	149,660	38,910	14,540		149,660		
Register of Electors	305,830	153,050	119,376		305,830		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26 £	Impact on financial planning	Reason for Forecast movement
£	£	£	£	£	£		
Legal Services:							
Corporate Governance	260,670	130,320	136,271		260,670		
Head of Legal Services	516,750	264,660	301,891	125,000	641,750	Y	Increased provision for unforeseeable spend based on actuals to date on external legal costs of £110k by end of financial year. £15k savings target input in 25/26 budget however this will not be achieved.
Procurement	155,390	77,500	76,492		155,390		
Licensing:					-		
Licensing	81,260	45,260	35,910		81,260		
Total	2,286,990	1,154,520	1,052,908	125,000	2,411,990		

Leisure and Community Facilities:							
Community Centres:							
Fairstead Community Centre	(19,210)	(8,910)	(18,967)		(19,210)		
Highgate Community Centre	710	350	580		710		
South Lynn Community Centre	(690)	28,670	5,313		(690)		
Community and Sports Development:							
Active Schools	(22,170)	(6,140)	(12,384)		(22,170)		
Community and Sports Development	23,690	(20,400)	(35,868)	35,000	58,690	Y	Increased forecast reflects full amount of grant awarded to Alive by Council for School Holiday activities.
Elite Football	(21,440)	(4,900)	(19,084)		(21,440)		
KL Arts Centre:							
KL Arts Centre	96,020	59,370	117,509		96,020		
Leisure and Culture:							
Alive Card	133,490	66,720	66,685		133,490		
Alive Corn Exchange	(72,890)	78,030	(21,524)		(72,890)		
Alive Corn Exchange Catering	(100,160)	(46,930)	(47,962)		(100,160)		
Alive Downham Market	(61,270)	23,850	(102,471)		(61,270)		
Alive Downham Market Catering	(6,480)	(3,610)	(1,898)		(6,480)		
Alive Lynnsport	16,890	72,280	(5,795)		16,890		
Alive Lynnsport Catering	(44,470)	(17,150)	(17,866)		(44,470)		
Alive Oasis	238,880	109,550	68,422		238,880		
Alive Oasis Catering	(11,950)	(16,340)	(5,480)		(11,950)		
Alive St James	101,680	58,710	(40,274)		101,680		
Alive St James Catering	(11,520)	(7,570)	(4,573)		(11,520)		
Lynnsport Pelicans	300	120	1,700		300		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26 £	Impact on financial planning	Reason for Forecast movement
£	£	£	£	£	£		
Leisure and Culture Management:							
Advertising and Marketing	206,150	103,080	113,379		206,150		
Leisure and Culture Management Costs	935,190	392,340	638,891		935,190		
Pavilions & Grounds:							
DuttonSports Pavillion	(400)	16,980	10,765		(400)		
Kingsway Sports Pavillion	(280)	7,110	3,733		(280)		
River Lane Bowls Club	1,190	600	4,876		1,190		
West Lynn Sports Pavillion	310	120	273		310		
Town Hall, Stories of Lynn and Custom House:							
Custom House	31,580	16,150	17,668		31,580		
Kings Lynn Gaol House	10	-	-		10		
Stories of Lynn	99,420	49,930	7,102		99,420		
Town Hall Kings Lynn	292,840	142,170	40,634		292,840		
Total	1,805,420	1,046,480	763,381	35,000	1,840,420		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		

Operations and Commercial:							
Allotments:							
Allotments	(2,230)	(1,120)	(1,390)		(2,230)		
Allotments Directly Managed	(6,840)	2,240	(14,709)		(6,840)		
Carparking King's Lynn & West Norfolk:					-		
Ad hoc Events	-	-	10,720		-		
Burnham Market Car Park	(62,900)	(36,450)	(5,869)	(26,500)	(89,400)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target
Bus Shelters	-	10,240	2,470		-		
Car Parks Excess Charges	-	-	(905,823)		-		
Car Park Promotions Hunstanton	35,000	17,520	27,292		35,000		
Car Park Promotions KL	104,000	51,960	35		104,000		
Car Parks - BCKLWN	(930)	(510)	(2,558)		(930)		
Cashless Pk KZ (KLWN Carparks)	-	6,380	(850)		-		
21880 - Classic Car Show	-	-	3,416		-		
Event / Trailer / Stage / Gen Equip	-	-	18,604		-		
Festival Too -Sunday	-	-	1,673		-		
Folk Festival	-	-	5,257		-		
Hanse	-	-	3,989		-		
Kings Lynn Bus Station	108,190	69,210	63,498		108,190		
Kings Lynn Christmas Lights	-	-	(500)		-		
Kings Lynn Mart	(19,600)	(10,020)	-		(19,600)		
London Bridge Operations	-	-	583		-		
Mini Meet	-	-	3,555		-		
Mods and Rockers		-	2,690		-		
Parking Operations - Brgh	(2,885,690)	(2,042,440)	(2,159,214)	(11,690)	(2,897,380)	Y	Captured via savings and efficiencies plan - income is forecast to exceed amounts included within initial savings target
Projections	-	-	1,914		-		
Special Events / Bowls Tournaments	27,990	14,040	-		27,990		
Urban Open Spaces	10,000	-	-		10,000		
VJ Day	-	-	4,050		-		
Water Ski	-	-	17,780		-		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
£	£	£	£	£	£		
Carparking Shared Services:							
Breckland Carpark operation	-	-	3,526		-		
Car Park - Great Yarmouth	(16,000)	(11,580)	6,951		(16,000)		
Car Parks - South Norfolk	(6,600)	(4,020)	(19,913)		(6,600)		
Car Parks- Norwich City (Off Street)	(50,000)	(19,000)	(31,139)		(50,000)		
Car Parks- Norwich City (on street)	(100,000)	(68,000)	(546,717)		(100,000)		
Cashless Pk JE (NN Carparks)	(6,000)	(44,800)	(4,897)		(6,000)		
Cashless Pk JE (NN on street)	(350)	(240)	(2,614)		(350)		
Cashless Pk JC (SN Carparks)	-	-	(26,450)		-		
Cashless Pk JC (SN on street)	-	-	(824)		-		
Cashless Pk JG (Bk on street)	(600)	(300)	(430)		(600)		
Cashless Pk JI (GY Carparks)	-	(52,820)	11,422		-		
Cashless Pk JI (GY on street)	(500)	18,180	(303,941)		(500)		
Cashless Pk JT (Brd on street)	(2,000)	(1,020)	(21)		(2,000)		
Cashless Pk KZ (KLWN on street)	(7,300)	(2,480)	(30,220)		(7,300)		
Decrim- Operational	(142,520)	1,350	136,593		(142,520)		
Decrim- Other	-	(35,190)	-		-		
Hospital Parking- Agency	(10,000)	(3,800)	(97,321)		(10,000)		
NNDC Carpark Operation	(32,580)	(57,380)	91,862		(32,580)		
NNDC Penalty Notice	(40,000)	(28,170)	-		(40,000)		
On Street Pay and Display	-	1,800	(10,032)		-		
Resident Parking Permits	-	820	(13,008)		-		
CCTV:							
CCTV	(303,680)	(184,170)	(301,498)		(303,680)		
CCTV Breckland	(67,400)	(45,910)	(52,221)		(67,400)		
Network Hardware holding	138,000	37,900	2,771		138,000		
Radios	(3,570)	(4,560)	(3,709)		(3,570)		
Cleansing & Street Sweeping:							
Disposal of Abandoned Vehicles	860	420	56		860		
Dog Warden and Services	22,050	2,830	16,682		22,050		
Neighbourhood Teams	426,860	217,400	224,918		426,860		
Public Cleansing & Street Sweeping - Support	42,760	20,160	20,274		42,760		
Public Cleansing	424,580	178,490	(62,220)		424,580		
Street Sweeping	1,229,660	614,910	640,374		1,229,660		
Tech/Officers/Repairs	122,670	55,670	58,035		122,670		
Vehicle Recharge on account	-	-	18,144		-		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
£	£	£	£	£	£		
Crematorium & Cemeteries:							
Closed Churchyards	20,090	27,670	20,363		20,090		
Crematorium Trading Account	-	(64,980)	(58,862)		-		
Mintlyn Crematorium	(1,395,630)	(599,950)	(248,726)	200,000	(1,195,630)	Y	Cremation fees were budgeted at the standard rate of VAT therefore overstating the income budget. Forecast revised to show income levels net of VAT and reflect current actual levels of income.
National Assistance Act - Burials	10,000	4,980	5,668		10,000		
Open Cemeteries	37,620	20,530	25,367		37,620		
Public Health Act	2,760	1,380	-		2,760		
St Edmunds, Downham Market	1,500	820	-		1,500		
Depots:							
Heacham Depot	2,130	3,610	7,809		2,130		
NEWS Depot	115,530	93,850	85,835		115,530		
Events:							
Plant Fair		-	1,225		-		
Forties Event	-	-	1,150		-		
Halloween Town Centre Event	-	-	2,041		-		
General Markets:							
Kings Lynn Market - Support costs	1,400	720	720		1,400		
Kings Lynn Saturday Market	3,790	(360)	-		3,790		
Markets	(11,050)	(5,520)	(2,923)		(11,050)		
Sunday Market	(700)	1,920	3,300		(700)		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
£	£	£	£	£	£		
Parks,Sport Grounds & Open Spaces:							
Boston Square	12,950	6,450	6,042		12,950		
Cafe in the Park	(3,720)	(2,910)	1,160		(3,720)		
DSO Grounds Maint Support	23,090	10,020	10,143		23,090		
GM Central Area	159,700	37,580	(59,397)		159,700		
Grounds Northern Area	19,040	13,720	40,018		19,040		
Grounds Southern Area	24,050	14,130	5,260		24,050		
Public & Open Spaces	71,910	35,880	2,530		71,910		
North Sea Haven	19,750	9,350	5,533		19,750		
Nursery	53,110	52,290	55,252		53,110		
Parks - Other Support	74,800	36,780	36,742		74,800		
Parks & Open Spaces	331,700	505,820	485,836		331,700		
Public Clocks	6,990	3,640	2,656		6,990		
Sports Grounds - Support Costs	3,860	10,140	10,164		3,860		
Sports Grounds Central	39,270	31,760	22,197		39,270		
Sports Grounds South	35,240	25,990	28,629		35,240		
The Walks	285,540	145,310	138,374		285,540		
Willows Park & Nature Reserve	3,840	1,960	1,140		3,840		
Play Areas:							
Play Areas	(13,020)	25,170	14,174		(13,020)		
Playareas Downham Market	-	180	(825)		-		
Playareas Hunstanton Town	-	40	(230)		-		
Playareas Kings Lynn	-	90	-		-		
Playareas Snettisham		40	-		-		
Play Areas - Support Services	17,310	8,640	8,660		17,310		
Pontoons:							
Pontoons at South Quay	26,340	18,880	15,145		26,340		
West Lynn Ferry Remediation	-	-	79,306		-		
Public Conveniences:							
Public conveniences	379,400	203,800	249,352		379,400		
The Walks Public Convenience	830	340	358		830		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		
Refuse & Recycling:							
Commercial Food Waste	111,500	29,610	33,914		111,500		
Domestic Refuse	1,360,350	183,440	621,216		1,360,350		
Dry Box Collection Scheme	1,568,370	237,200	858,804		1,568,370		
Fly Tipping	194,880	97,380	51,666		194,880		
Food Waste	821,360	1,220	429,107		821,360		
Recycling - Clothing Bank	(13,000)	(6,480)	(8,826)		(13,000)		
Recycling - Commercial	(262,470)	(340,090)	(294,616)		(262,470)		
Recycling - Composting	(1,746,760)	(1,551,990)	(2,434,640)		(1,746,760)		
Recycling Paper	(830)	(470)	3		(830)		
Refuse & Recycling Management	(544,460)	275,120	448,541		(544,460)		
Trade Refuse	(501,440)	(800,310)	(335,722)	13,030	(488,410)	N	Internal recharge for waste collection no longer transferred to service charge account - offset in the Property and Projects budgets. Net nil impact overall.
Resort:							
Caravan Park & Beach Huts	(69,720)	(59,240)	(50,311)		(69,720)		
Heacham Beach	(67,200)	(68,710)	(68,278)		(67,200)		
Resort Seafront	176,570	31,020	116,549		176,570		
Resort Trading Operations	(11,850)	(20,680)	(56,804)		(11,850)		
Resorts - Support	5,290	2,640	2,640		5,290		
Sports Grounds North	63,870	38,800	38,106		63,870		
Resort Investment Properties:							
Investment Properties Resort	(6,700)	(5,770)	(5,337)		(6,700)		

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£	£	£	£	£	£		
Section 106:							
Beechy Close, Denver 22-23	-	-	-		-		
Bishops Park, Fairstead 26-27	-	(4,440)	-		-		
Civray Ave DMkt C D & E 26-27	-	(3,660)	-		-		
Coriander Rd DMkt 25-26	-	50	-		-		
Gap Farm, Sth Wootton 20-21	-	140	-		-		
Kings Chase A&B DMkt 23-24	-	(2,990)	-		-		
King's Reach, Fairstead	-	(6,720)	-		-		
Land at Lynn Rd/Bexwell Rd DMK		100			-		
Lette Way, West Winch	-	50	-		-		
Micklefields, Stoke Ferry 22-23	-	50	-		-		
Nursery Drive, Hunst 24-25	-	50	-		-		
Park/Meadowfields DMkt 24-25	-	(3,420)	-		-		
Springfields, DMkt 23-24		10	-		-		
Strickland Ave, Snettisham 25-26	-	(3,900)	-		-		
Templemead, Reffley 24-25		60	-		-		
The Howards, S Wootton 24-25	-	-	-		-		
The Willows Gayton 22-23	-	40	-		-		
Wheatfields, Watlington 19-20	-	50	-		-		
Town Centre Operations:							
Purfleet Retail Pods	-	-	3,610		-		
Town Centre Manager	92,370	31,410	36,341		92,370		
Total	454,880	(2,603,130)	(2,811,803)	174,840	629,720		

Programme and Project Delivery:							
Corporate Projects:							
							Proportion of staff time which can be capitalised against projects in excess of budget and expected to exceed full year budget by (£50k)
Corporate Project Manager	183,570	90,930	110,641	(50,000)	133,570	Y	
Project Management Officers	134,110	67,020	80,552		134,110		
Active & Clean Connectivity	-	-	(22,760)		-		
Housing Subsidiaries:							
West Norfolk Housing Co Ltd	(50,000)	7,160	3,251		(50,000)		
West Norfolk Property Ltd	(846,970)	-	(5,340)		(846,970)		
Total	(579,290)	165,110	166,344	(50,000)	(629,290)		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		

Property and Projects:							
General Properties:							
Bridge Inspections	-	5,280	-		-		
General Property	(209,850)	(102,990)	(208,997)	70,810	(139,040)	Y	Encountering urgent and unplanned repairs for roadway, footways at Downham Market and King's Lynn and maintenance for southern promenade drainage.
Marriotts Warehouse	(4,690)	(5,050)	542		(4,690)		
Mintlyn Bungalow	(3,130)	(1,620)	(1,750)		(3,130)		
Princess Theatre Main	6,520	3,470	(2,000)		6,520		
Sewerage	8,180	6,570	5,710		8,180		
Upwell Community Carpark	-	(800)	(2,699)		-		
General Properties Investments:							
General Properties Investment	(3,800)	(1,920)	(3,600)	(25,000)	(28,800)	Y	Net increase in income after costs for rental income from properties within the portfolio at Southgates
Industrial Units:							
Austin Fields Industrial Estate	(8,780)	(4,480)	(6,200)		(8,780)		
Flitcham Workshops	(15,190)	(9,870)	(9,302)		(15,190)		
Hardwick Industrial Estate	(717,620)	(366,410)	(461,342)		(717,620)		
Hardwick Narrows Industrial Estate	(116,940)	(59,360)	(87,289)		(116,940)		
Heacham Depot	(14,700)	(7,320)	100		(14,700)		
Heacham Workshops	(19,400)	(10,510)	(26,647)		(19,400)		
Horsleys Fields Industrial Estate	620	300	300		620		
Industrial Estates- General	52,810	52,810	61,603		52,810		
Lower Canada Industrial Estate	(6,750)	(3,460)	(5,938)		(6,750)		
Nar Ouse Business Park	16,640	6,680	(23,095)		16,640		
North Lynn Industrial Estate	(394,180)	(202,590)	(207,035)		(394,180)		
North Lynn Managed Workshops	28,050	22,890	22,172		28,050		
Regis Place	1,790	800	5,281		1,790		
Regis Place Unit 2	(11,350)	(6,170)	(8,626)		(11,350)		
Regis Place Unit1	(2,670)	3,900	15,764		(2,670)		
Saddlebow Industrial Estate	(47,730)	(24,300)	(34,240)		(47,730)		
Saddlebow Waste Disposal Site	(34,970)	(17,840)	(30,263)		(34,970)		
St Johns Business Park	(46,630)	(25,640)	(39,737)	(13,030)	(59,660)	N	Internal recharge for waste collection no longer transferred to service charge account - offset in the Operations and Commercial budgets. Net nil impact overall.
Trafalgar Industrial Estate	(72,960)	(37,600)	(35,326)		(72,960)		

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	£	£	£	£	£		
KLAC Rentals:							
KLAC Complex Rentals	10,990	4,760	3,529		10,990		
KLIC:							
KL Innovation Centre	(207,900)	(101,580)	(82,390)		(207,900)		
Offices:							
KC Office accom rental	(166,370)	(165,020)	(190,311)		(166,370)		
Kings Court Kings Lynn	(100,340)	(31,410)	(80,850)	(10,000)	(110,340)	Y	Removal of unspent budget - net forecast savings from supplies budget
Kings Court Service Charges	620	240	70,239		620		
Offices - Support Service	3,670	1,860	1,860		3,670		
Priory Road D Market	(210)	(460)	(12,825)		(210)		
Valentine Road Hunstanton	59,900	37,620	36,892		59,900		
Property Services:							
Property Services	703,720	352,720	384,714		703,720		
Shops and Offices:							
Phase 5 Town Centre KL	(196,020)	(99,450)	(129,138)		(196,020)		
Town Centre Development	(9,150)	(5,580)	20,420		(9,150)		
Street Lighting:							
Street Lighting	122,040	48,240	44,706		122,040		
Total	(1,395,780)	(743,290)	(1,015,767)	22,780	(1,373,000)		

Regeneration, Housing and Place:

Conservation & Heritage:							
Greyfriars Tower	21,080	6,890	5,671		21,080		
Red Mount Chapel	3,500	1,830	198		3,500		
Economic Regeneration:							
Economic Development - Operational	203,730	101,760	23,871		203,730		
Economic Partnership Working	14,350	9,900	27,211	20,000	34,350	Y	Following incorporation of the Local Enterprise Partnership, into the County Council. The administration charges for the Enterprise Zone have increased beyond the budget based on previous costs.
Investment & Place	10,250	5,090	3,319		10,250		
Shared Prosperity Grant Fund	5,140	29,580	29,749		5,140		
Guildhall & Arts							
Arts Initiatives	25,910	12,900	350		25,910		
Guildhall and Arts - Support	87,570	50,720	18,505		87,570		

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	£	£	£	£	£		
Housing Options:							
Homechoice	96,760	49,420	65,621	(30,000)	66,760	Y	Forecast increase to advertising income on the Homechoice website.
Housing Options Programme	524,070	261,940	46,937		524,070		
Housing Strategy:							
Domestic Abuse Funding	35,800	17,880	6,155		35,800		
Enabler Role	268,530	134,200	94,991		268,530		
Rough Sleeper Fund	60	(43,330)	46,927		60		
West Winch Growth Area	-	-	76,915		-		
King's Lynn & Downham Market:							
Custom House & Tourist information centre	10	-	-		10		
Museums:							
Museums	36,490	18,240	-		36,490		
Trues Yard	390	180	-		390		
Regeneration Projects:							
Regeneration Projects	86,200	45,990	82,265		86,200		
Tourism:							
Brochure and lead generation	14,610	7,320	-		14,610		
Communications	2,000	1,020	-		2,000		
Day visitor awareness	21,500	11,600	22,004		21,500		
Discover KL Distribution	22,300	11,160	17,267		22,300		
Downham Market	1,340	660	-		1,340		
Explore West Norfolk	6,000	3,000	0		6,000		
Hunstanton Marketing	2,540	1,260	-		2,540		
Hunstanton TIC	20	-	-		20		
KL Maritime Trail	10	-	(50)		10		
Signposting maintenance	1,500	720	-		1,500		
Tourism Salaries and support	59,160	27,350	34,107		59,160		
Special Events	3,000	1,430	-		3,000		
Website & Social Media marketing	6,500	3,240	-		6,500		
Total	1,560,320	771,950	602,014	(10,000)	1,550,320		

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	£	£	£	£	£		

Resources:							
Corporate Costs & Provisions:							
Subscriptions	36,070	9,730	26,697		36,070		
General Fund write offs	-	-	63,029		-		
Corporate Insurance:							
Corporate Insurance	209,630	464,920	525,359		209,630		
Corporate Management Team:							
Assistant Directors	1,271,700	685,620	747,612		1,271,700		
Chief Executive & Secretary	240,670	120,150	140,199		240,670		
Corporate	3,002,460	491,940	329,908	(601,040)	2,401,420	Y	In year monitoring indicates an increase in NNDR business rates retention of (£28k). Turnover savings also forecast to exceed original budget (£570k).
Financial Assistance:							
Community Projects	42,000	21,000	16,000		42,000		
Community Projects CRS	155,290	77,580	80,124		155,290		
Community Projects CS	115,000	57,480	27,860		115,000		
westnorfolkwins	3,960	(10,420)	(707)		3,960		
Financial Services:							
Financial Services	1,094,120	527,840	563,770		1,094,120		
Internal Audit & Fraud:							
Internal Audit	164,100	63,870	60,653		164,100		
Revenues & Benefits:							
Benefit Administration	499,600	194,220	251,189		499,600		
Benefit Payments	500,000	249,900	229,549	670,630	1,170,630	Y	The level of Housing Benefits paid out in respect of Temporary and Supported Accommodation that is not eligible for Subsidy from the DWP is forecast to be higher than budgeted. The budget has been set too low in error.
Cost of Collection - Council Tax	869,610	419,050	659,226		869,610		
Cost of Collection - Non Domestic Rates	61,660	(43,250)	-		61,660		
Council Tax Support Admin	57,630	(22,080)	500		57,630		
Covid 19 Grants	-	-	3,267		-		
Housing Benefit Overpayments	(225,000)	(124,980)	-		(225,000)		
Kings Lynn Bid	-	13,110	56,967		-		
Welfare Reform Funding	-	(15,400)	(9,265)		-		

	Full year Approved budget 25/26	Approved budget to 30 September 2025	Actual to 30 September 2025	Q2 Forecast variance Adverse/ (Favourable)	Forecast budget position Spend/ (Receipts) 25/26 £	Impact on financial planning	Reason for Forecast movement
	£	£	£	£	£		
Special Expenses:							
Parish Council Recharges - Special Expenses	115,830	1,060	-		115,830		
Treasury Management:							
Treasury Management	11,810	5,880	585		11,810		
Total	8,226,140	3,187,220	3,772,522	69,590	8,295,730		

Cost of Services	26,128,470	9,591,080	5,401,944	128,630	26,257,100		
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Funding	(26,128,470)			(512,000)	(26,640,470)		Internal Drainage Board Levy Grant awarded to Council of (£499k) an increase of £349k above theat budgeted for. Forecast growth in Council tax from new premium (£163k.)
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Impact on Financial Planning					
Yes				147,480	
No				(530,850)	

		Rephased budget to Q1	Actuals to 30 September 2025	Estimate Amendments 2025/2026	Estimates Revised Budget 2025/2026
Tier 1					
Major projects	Enterprise Zone (Property and Projects):				
	Project Management / Marketing	9,800	26,550		9,800
	Roads / Infrastructure	0	3,506		0
	EZ Premises Costs	0	1,500		0
	EZ Development of Spec Units 1	0	83,690		0
	NORA Remediation	438,660			438,660
	Total Enterprise Zone	448,460	115,246	0	448,460
	Major Housing Development (Companies and Housing):				
	Salters Road	536,730	157,836		536,730
	Phase 3-Lynnsport 1	7,719,070	3,927,657		7,719,070
	Phase 2 -Lynnsport 4 /5	0	9,371		0
	Major Housing Management	0	6,778		0
	Major Housing Projects Unallocated Budget	27,770			27,770
	Florence Fields	15,600,230	8,620,489		15,600,230
	Nora Phase 2	0			0
	Nora Phase 3	0			0
	Nora Phase 4	99,570	2,825		99,570
	Hunstanton Regeneration Southend Road Car Park	0	137,736		0
	Total Major Housing Development	23,983,370	12,862,692	0	23,983,370
Other Major Projects	Towns Fund:				
	St Georges Guildhall Complex	6,084,090	350,873	(4,531,280)	1,552,810
	Active and Clean Connectivity	1,846,200	311,290		1,846,200
	Rail to River	62,000			62,000
	Riverfront Regeneration	3,340,030	164,822		3,340,030
	Multi User Community Hub	2,581,450	1,843,667		2,581,450
	Programme Management	45,880	23,210		45,880
	Leisure and Community Facilities:				
	Lynn Sport New 3G Pitch	900,000			0
	Regeneration, Housing & Place:				
	Southgate Regen Area Business Rate Pool Contribution	167,780	28,050		167,780
	UK Shared Prosperity Fund	0	4,574		0
	Rural England Prosperity Fund	0	321		0
	Local Authority Housing Fund	1,861,990	6,303		1,861,990
	Town Centre Development (Historical H&M)				
	Total Other Major Projects	16,889,420	2,733,110	(4,531,280)	11,458,140
Total Tier 1		41,321,250	15,711,048	(4,531,280)	35,889,970
Tier 2					
Operational Schemes	Health, Wellbeing & Public Protection				
	Disabled Facilities Grant	618,200	377,047		618,200
	Adapt Grant	1,424,460	562,702		1,424,460
	Preventative works:	267,500			267,500
	Home Repair Assistance Loan	0			0
	Emergency Repair Grant	0	1,824		0
	Careline Grant	25,000	6,632		25,000
	Safe and Secure Grant	0	5,745		0
	Discretionary Adaptation Assistance	0			0
	Low Level Prevention Fund	225,000	37,400		225,000
	Private Sector Housing Assistance	2,560,160	991,351	0	2,560,160
	Health, Wellbeing & Public Protection				
	Careline-Replacement Alarm Units	60,000			60,000
	Leisure and Community Facilities:				
	Corn Exchange -Refurbish Seating	0			0
	Corn Exchange - Auditorium LED Lighting	0			0
	Lynns Drainage Pipeline Enhancement	0			0
	Lynns Drainage Pipeline Enhancement	165,000	168,957		165,000
	Lynn Sport Roof	0			0
	Lynn Sport 3G Replacement	0			0
	L/Sport Gymnastics - Acro Floor and Tumble Track repla	20,000			20,000
	L/Sport Toilets & Changing Room	52,480	52,480		52,480
	Oasis lockers replacement	30,000			30,000
	Town Hall Redecoration	0			0

	Rephased budget to Q1	Actuals to 30 September 2025	Estimate Amendments 2025/2026	Estimates Revised Budget 2025/2026
Operational and Commercial:				
Public Conveniences	366,000			366,000
Resurfacing (various car parks)	61,800			61,800
Car Parks Pay & Display Machine Replacement	41,080			41,080
Car Pk Multi-storey Barrier Ticket Machine	38,130			38,130
Car Prk Multi-storey Lighting + Controls	102,470			102,470
Car Parking Strategy	0			0
Mintlyn Crem Ext Car Park				
CCTV Control Room Upgrade	246,050			246,050
CCTV Kettlewell Gadens	24,840			24,840
CCTV Multi-storey	9,890			9,890
CCTV Crematorium	7,730			7,730
CCTV Control Room Upgrade	25,000			25,000
CCTV Safer Streets	46,680			46,680
Heacham North Beach Pay & Display Infrastructure	23,000			23,000
Christmas Lights Replacement	187,550			187,550
Parking/Gladstone Server Upgrade	12,030			12,030
Digital Signage Installation - NTP	43,000			43,000
High Street Public Realm TF Accelerated project	0			0
NSF Events Equipment	5,170			5,170
Reopening High Street	0			0
Replacement Stage	0			0
Replacement Play Area Equipment S106	95,880	96,782		95,880
Replacement Play Area Equipment	89,000			89,000
Refuse - Black Bins	40,000	29,816		40,000
Brown Bins/Compost	40,000	17,934		40,000
Green Bins/Recycling	40,000	24,533		40,000
Trade Bins	40,000	6,391		40,000
Bandstand Roof Replacement - Hunstanton	30,000			30,000
Resort - Beach Safety Signage	15,000			15,000
Resort Chalet Window Replacement	100,000			100,000
Resort - Visitor Digital Sign	50,000			50,000
Grounds Maintenance Vehicles	436,730			436,730
Grounds Maintenance Equipment	711,620	485,642		711,620
Public Cleansing Vehicles	156,800			156,800
Mintlyn Crematorium - Customer Toilets Refurb	40,000			40,000
Mintlyn Crem - Memorial Gardens - Drainage for paths				
	20,000			50,000
Mintlyn Cremator 1 - Refactory reline	100,000			100,000
Mintlyn Crematorium - redecoration	30,000			30,000
Programme and Projects:				
Changing Places Toilet - St James's	2,050	8,142		2,050
Downham Market Public Conveniences	34,250	28,267		34,250
Property and Projects:				
South Quay Somerfield Thomas Silo	0			0
Factory Unit 1 - New Depot Site	0			0
Air Source Heat Pump Project - Enterprise Works	0			0
North Promenade Erosion	0			0
Re:Fit Project	16,730	12,388		16,730
E-Energy Solar Project	8,700			8,700
Industrial Estate Roof (Historical adj)				
Sewage Treatment Works Refurb/Connect Public Sewer	28,000			28,000
Vehicle for King's Court				25,000
Resources:				
ICT Development Programme	307,940	121,216		307,940
ICT Development Programme	500,000			500,000
Standard Desktop Refresh	0			0
Community Projects	16,650			16,650
Central Services:				
CIC customer service transformation	0			0
Total Operational Schemes	7,077,410	2,043,900	0	7,132,410
Total Tier 2	7,077,410	2,043,900	0	7,132,410
Tier 3				
Operational Schemes				
Health, Wellbeing & Public Protection				
Careline - Replacement Vehicles	56,850			56,850
Community Safety Vehicle	30,000			30,000

	Rephased budget to Q1	Actuals to 30 September 2025	Estimate Amendments 2025/2026	Estimates Revised Budget 2025/2026
Leisure and Community Facilities:				
Corn Exchange -Internal Dec	0			0
Corn Exchange -Refurbish Seating	15,000			15,000
DMLC - Flooring Replacement	0			0
DMLC - Replacement Lighting Pool	13,000			13,000
DMLC - Replacement Distribution Boards	25,000			25,000
DMLC - Changing room refurb	30,000			30,000
DMLC - Pool Cover	0			0
DMLC - Window Replacement (dryside)	20,000			20,000
L/Sport - Floor Surface Reseal	0			0
L/Sport Fire Alarm Upgrade	0			0
L/Sport Flooring (changing/toilets/reception)	0			0
L/Sport Cubical and locker replacement	0			0
L/Sport Track and Barn Line marking	15,000			15,000
L/Sport Window replacement	40,000			40,000
L/Sport Padel Tennis Project				
St James - Floor/Surface Replace	0			0
St James Pool Covers	0			0
St James Flooring (reception/corridors/viewing)	15,000			15,000
St James Pool Hall replacement lighting	0			0
St James Fire Alarm System	0			0
St James Pool plate heat exchange	0			0
Oasis Fitness Flooring bowls hall/fitness stairs	10,000			10,000
Oasis Pool Hall lighting	15,000			15,000
Oasis Cubicles replacement	50,000			50,000
Oasis distribution board replacement	0			0
Town Hall:				
Roofing	50,000			50,000
Electrical Switch Replacement	40,000			40,000
Redecoration	15,000			15,000
Replacement flooring/stairs	10,000			10,000
Stone Mason external works	20,000			20,000
Fairstead Replacement Flooring	0			0
Prep Kitchen Replacement	20,000			20,000
Operational and Commercial:				
Decrim Car Park	49,150			49,150
Resurfacing (various car parks)	200,000			200,000
Car Parks Pay & Display Machine Replacement	0			0
Christmas Lights Replacement	0			0
Emergency Plan - Replace Radios	30,000			30,000
The Walks Crazy Golf Equipment	120,000			120,000
Replacement Play Area Equipment	66,000			66,000
Play Area Equipment - King's Lynn (KLACC)	8,000			8,000
Replacement Dog Bins	21,000			21,000
Resort Replacement Play Area Equipment	0			0
Tourist Signs A47	0			0
Programme and Projects:				
Property and Projects:				
Re:Fit Project	126,470			126,470
Estate Roads - Resurfacing	30,500			30,500
Bergen Way Industrial Estate Roof Replacement	250,000			250,000
Regeneration, Housing & Place:				
ICI/Active Travel Hub (KLIC2)	121,060			121,060
South Quay Stage 3	120,000			120,000
Resources:				
Standard Desktop Refresh	300,000			300,000
Total Operational Schemes	1,932,030	0	0	1,932,030
Exempt Schemes				
Total Exempt Schemes	197,000	0	0	197,000
Total Tier 3	2,129,030	0	0	2,129,030
Total Capital Programme	50,527,690	17,754,948	(4,531,280)	45,151,410

CAPITAL APPRAISAL FORM

Project or Scheme Title	Mintlyn Crematorium - Memorial Gardens - Drainage for paths	Financial Year: 25/26
Assistant Director	Martin Chisholm	
Project Manager	Chris Black	
Description of Scheme	Install drainage in primary pathways in gardens of remembrance to ensure memorials can be accessed as they currently flood when there is heavy or prolonged rain.	
Key Benefits/Outcomes (e.g. enhancement, end of life, spend to save, etc)	Ensure accessibility is maintained. Improved client experience.	
Alternatives Considered	Existing drainage cleared and maintained. Additional drainage is only option left.	
What are the risks of not proceeding with this scheme? (e.g. financial implications, service implications, etc)	Families not renewing memorial leases, therefore reduction in revenue. Client complaints as they cannot access the memorials of their loved ones. Reputational damage. See attached photos of issues	
Please confirm you have consulted with your Executive Director and Cabinet Portfolio Holder and have their support for this scheme	Yes - Martin Chisholm and Cllr Antoa (when Portfolio Holder)	

Total Capital Cost of Scheme (please do not include ongoing maintenance costs)	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:		20,000		30,000				
Description of capital costs:	£20,000 already APPROVED, we need additional £30,000 as we had an updated scheme created by Trundley Design in Spring 25 - quoted by Trundley Construction at £45,000, in May 2025. A formal RFQ will follow - due to time between cost indication and running RFQ, expect cost to have increased which is why £30,000 being requested in addition to the £20,000 already approved.							

Annual Revenue Cost of Scheme	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:								
Description of revenue costs:	No direct revenue costs from this project.							

Appraisal Criteria

Criteria	Evidence	Agreed/Not agreed (for completion by SLT)
Are there any legal, statutory and/or contractual obligations connected with this scheme?	No	

How does this scheme contribute to the delivery of the council's corporate objectives and priorities?	Support our communities - promote and maintain attractive public open spaces across the borough	
What financial benefit is the scheme expected to deliver?	Continued memorial revenue generation.	
How will the scheme be funded? Is there any external funding or grant available? Is there an earmarked reserve?	Use of cemetery repair reserve?? ER337	
What are the benefits to our customers and other key stakeholders?	Improved / Maintained access to the memorial gardens.	
Any other details in support of your capital bid (e.g. if scheme does not contribute directly to corporate priorities)	A number of complaints have already been received due to access issues caused by flooded paths. (See attached Photos)	
Approved (Y/N):		

Notes for Project Managers

1. Senior Leadership Team is reliant upon your specialist knowledge in appraising your bid and resources are limited. Please consider your bid carefully and ensure that all sections of the form are completed in as much detail as possible.
2. If SLT approve your bid then your scheme will be added to tier 3 of the capital programme. Before you can commence implementation of your scheme, you will need approval by Cabinet via the budget monitoring process. Please liaise with your accountant to ensure this is requested on the next report to cabinet.
3. Please note that you may be required to complete a post-completion project evaluation form.

Reviewed by:

(Assistant Director)

Date:

For Senior Leadership Team use only

Further information requested:

REQUEST TO PROCEED WITH CAPITAL PROJECT

Project or Scheme Title	Mintlyn Crematorium - Memorial Gardens - Drainage for paths	Financial Year:	25/26
Assistant Director	Martin Chisholm		
Project Manager	Chris Black		
Description of Scheme	Install drainage in primary pathways in gardens of remembrance to ensure memorials can be accessed as they currently flood when there is heavy or prolonged rain.		
Please confirm you have consulted with your Executive Director and Cabinet Portfolio Holder and have their support to commence this scheme	Martin Chisholm & Cllr Anota		

Confirm the cost of the scheme is still within the original estimated budget allocated to the scheme. Is this supported by a quote or tender?	£15,000 to £20,000 Subject to quotes/tender
If the costs are above the original estimated budget, please provide an explanation why the costs have increased and how it is proposed that this additional cost is met.	Updated scheme created by Trundley Design - quoted by Trundley Construction at £45,000. A formal RFQ will follow.

Please update the following tables for any changes to the budget profile and cost:

Total Capital Cost of Scheme (please do not include ongoing maintenance costs)	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:								
Description of capital costs:								

Annual Revenue Cost of Scheme	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:								
Description of revenue costs:								

Notes for Project Managers

1. This form will be used to request approval (via the budget monitoring report process) from Cabinet to commence the scheme subject to the cost being within the Capital Programme Framework. If this falls outside that Framework, then it will need approval from Full Council.

2. If your scheme is approved to progress, it will be added to tier 1 (major projects) or tier 2 (operational projects) of the capital programme (as determined by Cabinet).

3. Please note that you may be required to complete a post-completion project evaluation form.

Reviewed by:

(Assistant Director)

Date:

CAPITAL APPRAISAL FORM

Project or Scheme Title	Estates EV Van	Financial Year:	2024/2025
Assistant Director	Jason Birch		
Project Manager	Jason Birch		
Description of Scheme	The existing van is in a poor state and is reaching the end of its economic life. The van is also in a poor cosmetic state and has failed its MOT in previous years, requiring work to get through the MOT. The proposal is to replace it with a Maxus E Deliver 3 L1 Electric.		
Key Benefits/Outcomes (e.g. enhancement, end of life, spend to save, etc)	The present van will be incurring increased running and maintenance costs due to its age. The replacement EV will have lower costs going forward and will help the council meets its carbon and climate emergency targets. Procuring a new vehicle should also minimise the risks associated with running the current vehicle in terms of potential reliability going forward.		
Alternatives Considered	Replacement with a similar fossil fuel van will result in continued carbon emissions, opportunities have been looked at to share vans with other services, but these have not proved to be possible. The van selected has been decided on following advice on van types from internal colleagues with experience of fleet management. A check has been held with colleagues to check that the van is of a suitable size.		
What are the risks of not proceeding with this scheme? (e.g. financial implications, service implications, etc)	There will be increased running costs and there is an increasing risk of vehicle reliability.		
Please confirm you have consulted with your Executive Director and Cabinet Portfolio Holder and have their support for this scheme	This has been discussed internally and there is support from the Finance Portfolio holder.		

Total Capital Cost of Scheme (please <u>do not</u> include ongoing maintenance costs)	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:			£24,900.00					
Description of capital costs:	the cost of purchasing the van							

Annual Revenue Cost of Scheme	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:								
Description of revenue costs:	Funding for the EV point at Kings Court and thereon electric running costs.							

Appraisal Criteria

Criteria	Evidence	Agreed/Not agreed (for completion by SLT)
Are there any legal, statutory and/or contractual obligations connected with this scheme?	The van will have to comply with DVSA, insuring and BCKLWN operating environments.	
How does this scheme contribute to the delivery of the council's corporate objectives and priorities?	The van will support the delivery of the caretaking service across the properties managed by the estates team and will facilitate in the distribution of post. It will also produce a capacity of an electric van, based at Kings Court that can be used by other services if available.	
What financial benefit is the scheme expected to deliver?	It is anticipated there will be lower vehicle running and vehicle servicing costs.	
How will the scheme be funded? Is there any external funding or grant available? Is there an earmarked reserve?	The EV charging point is to be funded via existing revenue budgets. The Climate change reserve will fund 25% of the van £6250, the balance will come from internal borrowing.	
What are the benefits to our customers and other key stakeholders?	The new van will provide a reliable resource ensuring service continuity, the existing van has failed its MOT while	
Any other details in support of your capital bid (e.g. if scheme does not contribute directly to corporate priorities)		
Approved (Y/N):		Y

Notes for Project Managers

- Senior Leadership Team is reliant upon your specialist knowledge in appraising your bid and resources are limited. Please consider your bid carefully and ensure that all sections of the form are completed in as much detail as possible.
- If SLT approve your bid then your scheme will be added to tier 3 of the capital programme. Before you can commence implementation of your scheme, you will need approval by Cabinet via the budget monitoring process. Please liaise with your accountant to ensure this is requested on the next report to cabinet.
- Please note that you may be required to complete a post-completion project evaluation form.

REQUEST TO PROCEED WITH CAPITAL PROJECT

Project or Scheme Title	Estates EV Van	Financial Year:	2024/2025
Assistant Director	Jason Birch		
Project Manager	Jason Birch		
Description of Scheme	The existing van is in a poor state and is reaching the end of its economic life. The van is also in a poor cosmetic state and has failed its MOT in previous years, requiring work to get through the MOT. The proposal is to replace it with a Maxus E Deliver 3 L1 Electric.		
Please confirm you have consulted with your Executive Director and Cabinet Portfolio Holder and have their support to commence this scheme	This has been discussed internally and there is support from the Finance Portfolio holder.		

Confirm the cost of the scheme is still within the original estimated budget allocated to the scheme. Is this supported by a quote or tender?	Prices have been sourced from Crown Commercial services and reported on 8 September 2025.
If the costs are above the original estimated budget, please provide an explanation why the costs have increased and how it is proposed that this additional cost is met.	

Please update the following tables for any changes to the budget profile and cost:

Total Capital Cost of Scheme (please do not include ongoing maintenance costs)	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:			£24,900.00					
Description of capital costs:								

Annual Revenue Cost of Scheme	Year 1 Qtr1 £	Year 1 Qtr2 £	Year 1 Qtr3 £	Year 1 Qtr4 £	Year 2 Total £	Year 3 Total £	Year 4 Total £	Year 5 Total £
Phased as follows:								
Description of revenue costs:	Funding for the EV point at Kings Court and thereon electric running costs.							

Notes for Project Managers

1. This form will be used to request approval (via the budget monitoring report process) from Cabinet to commence the scheme subject to the cost being within the Capital Programme Framework. If this falls outside that Framework, then it will need approval from Full Council.
2. If your scheme is approved to progress, it will be added to tier 1 (major projects) or tier 2 (operational projects) of the capital programme (as determined by Cabinet).
3. Please note that you may be required to complete a post-completion project evaluation form.

Reviewed by:

(Assistant Director)

Date:

Document is Restricted

Document is Restricted