



Environment and Community Panel

Agenda

Monday, 20th October, 2025
at 4.30 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](#)**



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

Friday 10th October 2025

Dear Member

Environment and Community Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Monday, 20th October, 2025 at 4.30 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn, PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies for absence

To receive any apologies for absence.

2. Minutes (Pages 5 - 12)

To approve the minutes from the Environment and Community Panel held on 2nd September 2025.

3. Declarations of interest (Page 13)

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.

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

4. Urgent Business

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

5. Members Present Pursuant to Standing Order 34

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

6. Chair's Correspondence (if any)

7. Hunstanton Sea Defences Update (Pages 14 - 38)

8. Cabinet Report - King's Lynn Pride In Place Programme (Pages 39 - 86)

9. Cabinet Report - Review of Licensing Act 2003 Statement of Licensing Policy (Pages 87 - 113)

10. Cabinet Report - Adoption of Norfolk Local Nature Recovery Strategy (Pages 114 - 174)

11. Request from Cabinet - Cemeteries Provision (Pages 175 - 176)

12. Work Programme and Forward Decisions List (Pages 177 - 184)

13. Date of the next meeting

To note that the next meeting of the Environment and Community Panel is scheduled to take place on 6th January 2026 at 4.30pm in the Council Chamber, Town Hall.

To:

Environment and Community Panel: T Barclay, A Bullen, S Collop (Chair), R Colwell, S Dark, P Devulapalli, D Heneghan, A Kemp, P Kunes (Vice-Chair), B Long and A Ware

Portfolio Holders:

Councillor de Whalley – Portfolio Holder for Climate Change and Biodiversity
Councillor Moriarty – Portfolio Holder for Planning and Licensing
Councillor Ring – Deputy Leader and Portfolio Holder for Business

Officers:

Dave Robson – Environmental Health Manager

Jemma Curtis – Regeneration Programmes Manager
Nicola Cooper – Investment Programmes Officer
Marie Malt – Licensing Service Manager
Michael Burton – Principal Planner

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**ENVIRONMENT AND COMMUNITY PANEL**

**Minutes from the Meeting of the Environment and Community Panel held on
Tuesday, 2nd September, 2025 at 4.30 pm in the Council Chamber, Town
Hall, Saturday Market Place, King's Lynn PE30 5DQ**

PRESENT: Councillors S Collop (Chair)

A Bullen, R Colwell, P Devulapalli, D Heneghan, A Kemp, P Kunes
(Vice-Chair) and B Long

Portfolio Holders

Councillor P Bland - Parking and Open Spaces

Councillor S Ring - Business and Deputy Leader

Councillor M de Whalley – Climate Change and Biodiversity

Officers:

Richard Allan, Assistant Director for Leisure and Culture

Martin Chisholm, Assistant Director for Operations and Commercial

Chris Black, Cemeteries and Crematorium Manager

Mark Parkinson, Chief Operating Officer

External Attendees:

Representatives from CDS Group

Andrew Thornalley, Thornalley Funeral Services

UNDER STANDING ORDER 34:

Councillor T Barclay on Zoom.

EC23: APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor A Ware.

EC24: MINUTES

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

EC25: DECLARATIONS OF INTEREST

Councillor P Bland declared he was Vice-Chair of South Wootton Parish Council.

Councillor S Ring declared he was a Ward Member for South Wootton in relation to the Cabinet Report on Cemeteries.

Councillor B Long declared he was a Trustee of Marshland St James Village Hall Charity.

Councillor P Devulapalli declared she was a Trustee of King George V Playing Field in Shouldham.

EC26: **URGENT BUSINESS**

There was none.

EC27: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor T Barclays was present under Standing Order 34 on Zoom.

EC28: **CHAIR'S CORRESPONDENCE (IF ANY)**

There was none.

EC29: **CABINET REPORT - PLAYING PITCH AND SPORTS FACILITIES STRATEGY ADOPTION**

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

The Assistant Director for Leisure and Culture presented the report.

The Chair thanked the Assistant Director for Leisure and Culture and invited questions and comments from the Panel.

Councillor Long referred to the Pre-Screen EIA and suggested, health inequalities should be a positive rather than neutral. He also referred to discrepancies in the report as mentioned locations had been sold and no in longer public use. He urged that all members should consider the report and facilities within their areas.

The Assistant Director for Leisure and Culture explained the information included in the report was originally from 2023 and although it had been updated in 2025, welcomed Members input so that the information could be reviewed.

Councillor Long proposed an email be sent to all members to review the report and feedback to the Assistant Director for Leisure and Culture with correct information in their wards.

Councillor Kemp commented on the St James Swimming Pool facilities being relocated and the concerns of residents accessing a new location out of the town centre. She commented further on policies to promote the footfall in the town centre.

The Assistant Director for Leisure and Culture explained St James Swimming Pool was at 100% occupancy and locations were identified by consultants, however Lynnsport fulfilled the demographic of Sports England and Swim England. He added further, a traffic management plan would be considered to ensure accessibility for residents. He highlighted this was supported following the public consultation results.

In response to a further question from Councillor Kemp, the Assistant Director for Leisure and Culture explained the public consultation included Alive members, Active Norfolk, Ward Members, National Governing bodies, Sports England, Social media and groups affected.

Councillor Colwell referred to page 94 and commented his appreciation of the details on 5G pitches in the report. He commented on previous issues with 5G pitches and the impact on the surrounding local area and encouraged Officers to consult with local high schools. He highlighted on page 264, an issue in Fairstead Centre Point was limited capacity due to the lighting.

Councillor Heneghan supported Councillor Longs comments and asked if the report could be simplified before sending to members.

The Assistant Director for Operations and Commercial commented on Fairstead Centre Point and explained the flood lights were on timers and could be used by a button. He added, he would follow up to ensure there were no maintenance issues.

Councillor Bullen commented he had visited all Alive sites and recognised the commitment and professionalism of the Alive Leisure staff. He highlighted the award Lynnsport had been nominated for and the importance of engaging and supporting local sports clubs.

The Assistant Director for Leisure and Culture explained Lynnsport had applied for centre of the year award for the region and were shortlisted for the final five or six centres out of forty. He added the award ceremony was on 30th October.

In response to a question from the Chair, the Assistant Director for Leisure and Culture confirmed the current 3G pitches were owned by Alive Leisure and confirmed an alternative location had been identified which was to be announced in due course.

Councillor Devulapalli asked if there were any plans for additional indoor tennis courts or padel courts. In addition, she asked if there were any future plans for Downham Market facilities and it was explained there was currently no indoor tennis courts but there was an upcoming project next year. He added a report on Padel was on the Forward Decision List for November and this included Lynnsport and Hunstanton but there was no demand identified in Downham Market.

The Portfolio Holder, Councillor Ring commented on the importance in developing the strategies and focussing on ensuring all sports were catered for. He recognised the success of the public consultations with currently over 800 responses so far. In addition, he welcomed the knowledge of members and facilities within their ward. Councillor Ring acknowledged Downham Market was to become a sports and leisure hub for rural areas.

Councillor Long questioned if fouling of playing fields within the protection order included cricket pitches/fields and was advised the public protection order was on the dog control webpage but did not currently include recreational spaces including cricket grounds. He advised further the order was last reviewed 1st December 2024 and valid for three years. He explained the difficulties with enforcement and including sports clubs in the order would be considered at the next renewal.

Councillor Devulapalli commented on foot and cycle paths and walking was the primary exercise for residents but there was lack of routes for example there was no way of crossing the A10. The Assistant Director for Operations and Commercial provided assurance Officers were working with Norfolk County Council on Walking and Cycling.

Councillor Colwell agreed there was no safe way of crossing the A149. He commented active travel should be encouraged and suggested a potential route for the new development at Knights Hill.

Councillor Devulapalli asked for the report to include capacity for cycling and walking.

The Portfolio Holder, Councillor Ring explained the report was based on demand for sports such as padel etc. He recognised the importance of walking and cycling but advised the report reflected the demand from residents. He reiterated this was a Norfolk County Council issue.

Councillor Kemp additionally commented on the transport strategy and the importance of active travel.

Councillor Long commented the points raised were a transport issue. He referred to the additional proposed recommendation that an email was sent to all members to be made aware of the report and use their local knowledge to identify leisure facilities within their wards.

RESOLVED: The Panel supported the following recommendations to Cabinet and provided the additional recommendation:

All Members to be made aware of the report and notify of any corrections in the report on current leisure facilities within their wards to the Assistant Director for Leisure and Culture and Portfolio Holder.

Cabinet Resolves:

To recommend to Full Council the adoption of the playing pitch and sports facilities strategies.

Recommendations to Full Council:

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

EC30: **CABINET REPORT - CEMETERIES**

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

The Assistant Director for Operations and Commercial and Cemeteries and Crematorium Manager presented the report

Representatives from CDS Group gave a presentation to the Panel.

The Chair invited Andrew Thornalley, Local Funeral Director to speak on this item.

The Chair invited questions and comments from the Panel.

The Chair, Councillor Collop sought clarification on how many plots were taken at the cemetery last year. and was advised there was an average of 30 new burials each year.

The Vice-Chair, Councillor Kunes sought clarification on the groundwater level on Gaywood Allotment site and the CDS Representative confirmed at the beginning of the investigation it was 1.6 metres, and new burials were between 1.3 to 1.8 metres depending on single or double depth burials and 1 metre above groundwater level. He confirmed groundwater was needed to be a minimum of 2.4 metres.

Councillor Long commented the Environmental Agency needed to provide flexibility. He highlighted the significance of finding an interim solution due to the timescales of a new cemetery and although it was not a mandatory service the Council provided but was recognised by the public. He questioned if under draining the land was a solution.

The Chair, Councillor Collop asked if water could be drained has been carried out at Florence Fields.

The Assistant Director for Operations and Commercial explained the relationship with the Environment Agency was exemplar. He added the Environment Agency were the regulators and had to issue the permit for an extension or a new site. He explained they were flexible with considering each individual ground space. He provided assurance all plots and burials would be honoured as previously agreed.

The Cemeteries and Crematorium Manager highlighted the relationship with the Environment Agency was key to delivering the bereavement services and continuing to operate the site by delivering the committed burials.

Representatives of the CDS Group confirmed the Environment Agency had been consulted and had confirmed use of the existing site was not feasible. He explained dewatering required a discharge consent to the sewage system as surface water would be contaminated.

Councillor Long appreciated and understood the complexity of drainage and sewage. He commented it was Environmental Agency national policy he was referring to not local Officers.

Councillor Heneghan questioned the gap with the Gayton Road Cemetery being closed and a new cemetery not opening until May 2028. She sought clarification and assurance on where burials were to be made, she highlighted the report included Hunstanton and questioned the delay in this being resolved. She hoped local funeral directors were listened to and invited to future meetings as appropriate.

The Portfolio Holder, Councillor Ring commented on the long journey of the cemetery and highlighted South Wootton were allowing plots to be bought and there was space in Hunstanton which could be used. He highlighted to the Panel it would not be the current Borough Council that would be delivering the Cemetery due to LGR. He reminded the Panel this was not a statutory obligation, and he could not see another option than to close Gayton Road Cemetery. He asked for CDS Group to explain the changes in regulations of the Environmental Agency.

The representative from CDS Group explained there were updates to the Environment Agency regulations in 2022 and 2024, which meant the regulations for groundwater and buffer zones were more stringent. He reiterated that this was outside the geographical extent of the existing cemetery and therefore treated under the new regulations in which the Environmental Agency was to act as a consultee and perimeter. He commented there was no resolution for the site.

Councillor Kemp commented she understood a bespoke environmental permit was needed for dewatering. She sought clarification, on what criteria, other than flood risk, were all the sites were discounted. She asked if there was any disused or industrial land which could be used, and sites be revisited.

The representative from CDS Group explained the predominant reason a site had not been identified within the boundary was due to being urbanized and any open space were parks. He added further accessibility was considered for sites which were two or more miles out of the boundary.

In response to Councillor Kemp the representative from CDS Group explained usually cemetery sites accommodated around 800 burials per acre therefore sites over 3 acres were recommended.

Councillor Long was concerned with the second recommendation and proposed the following recommendation – to urgently review all potential sites within a suitable distance of King’s Lynn and explore opportunities for developing a burial cemetery within a quicker timescale as possible.

Councillor Kunes seconded the proposed recommendation. The Panel agreed the additional recommendation.

Councillor Colwell asked in terms of research, how many test pits were dug in the Gaywood allotment site.

and it was explained that tier two was trial pits and tier three included groundwater monitoring. He concluded all areas of the site were non-compliant. He added that the Defra map was considered around vulnerability and would circulate to the Panel.

The Chair, Councillor Collop questioned if the deadline for closure of the cemetery needed to be April 2026.

The Cemeteries and Crematorium Manager explained the right of burials included up to 2 burials which consequently meant 30 burials could become 60. He commented this was unlikely; however, capacity was dwindling. He added, it also allowed for capacity for commitments in other parts of the cemetery for non-compliant graves.

The Assistant Director for Operations and Commercial explained the 1st April 2026 provided clarity of expectation to members, funeral directors and others. He explained Hunstanton was a cemetery was operational and included in the report as an alternative. He understood the frustration in terms of timescales and acknowledged it was a difficult decision with no easy solution.

Andrew Thornalley, local funeral director summarised his comments to the Panel.

RESOLVED: The Panel did not support the following recommendation to Cabinet:

Cabinet Resolves:

- 1) Close Gayton Road Cemetery to new full body burials from 1st April 2026 unless operational circumstances require this date to be brought forward.

The Panel made amendments to the second recommendation;

- 2) To urgently review all potential sites within a suitable distance of King's Lynn and explore opportunities for developing a burial cemetery within a quicker timescale as possible.

EC31: **WORK PROGRAMME AND FORWARD DECISIONS LIST**

RESOLVED: The Panel's Work Programme was noted.

EC32: **DATE OF THE NEXT MEETING**

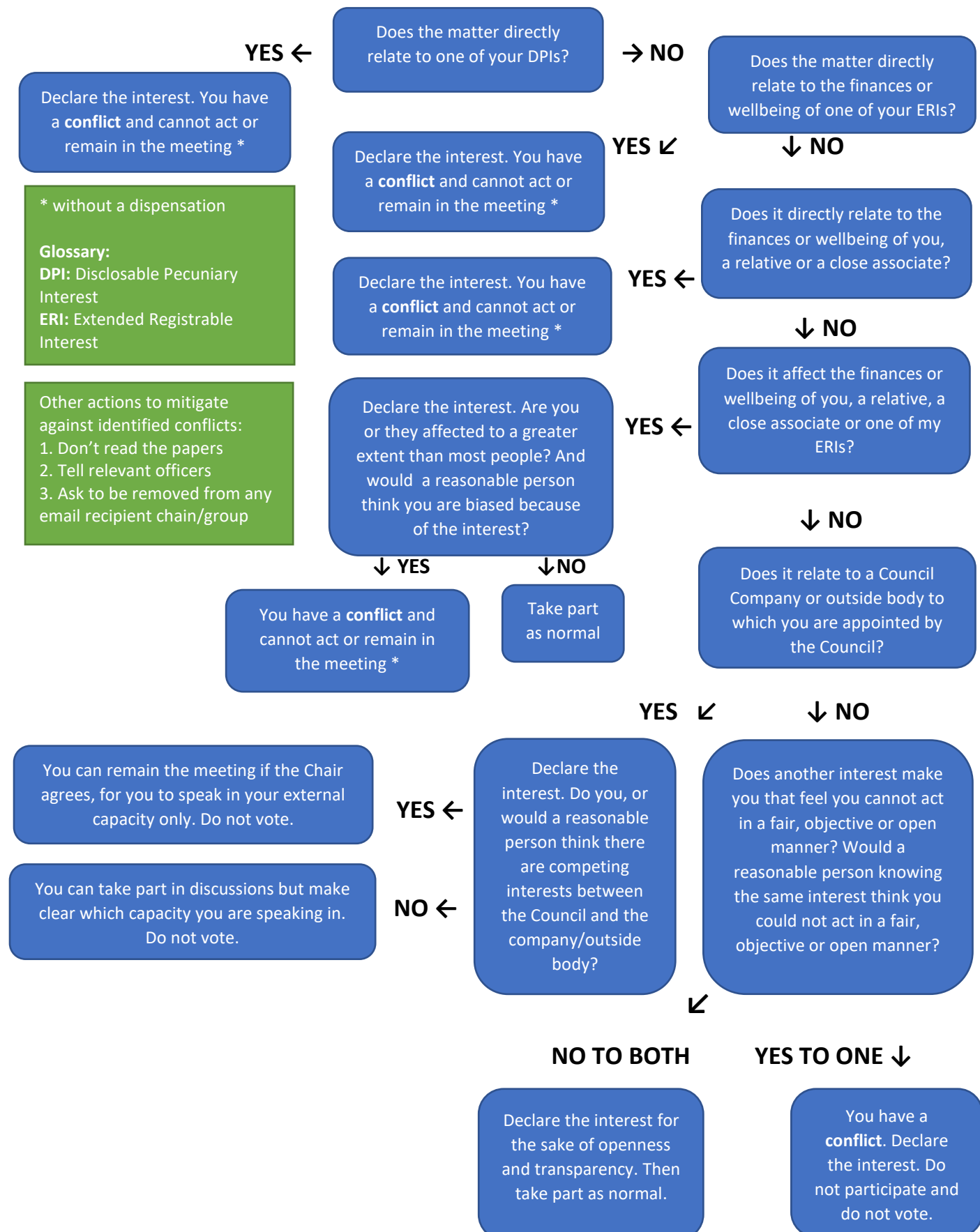
The next meeting of the Environment and Community Panel would be held on **7th October 2025 at 4:30pm** in the **Council Chamber**.

The meeting closed at 6.43 pm

DECLARING AN INTEREST AND MANAGING ANY CONFLICTS FLOWCHART



START



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

* without a dispensation

Glossary:

DPI: Disclosable Pecuniary Interest

ERI: Extended Registrable Interest

Other actions to mitigate against identified conflicts:

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

Hunstanton Coastal Defence Capital Works Briefing

Agenda Item 7

14

Monday 20th October 2025

Dave Robson

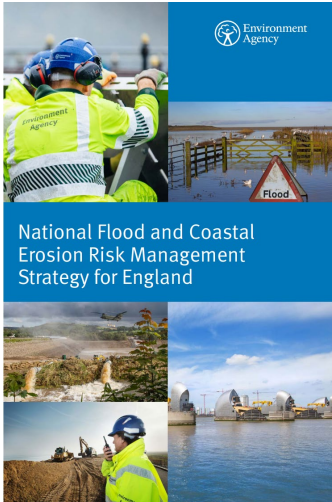
Borough Council of
**King's Lynn &
West Norfolk**



Background



Policy, Strategy and Plan Context



Managing the coast

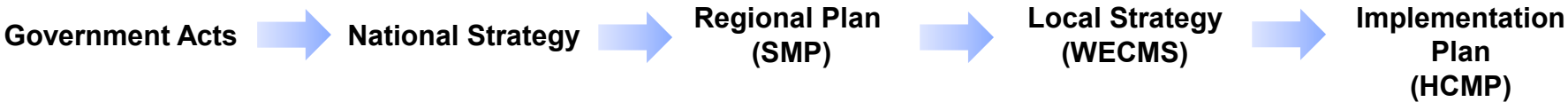
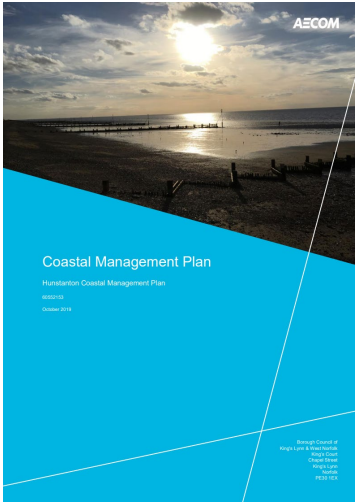


Summary: The Wash Shoreline Management Plan 2 Gibraltar Point to Old Hunstanton

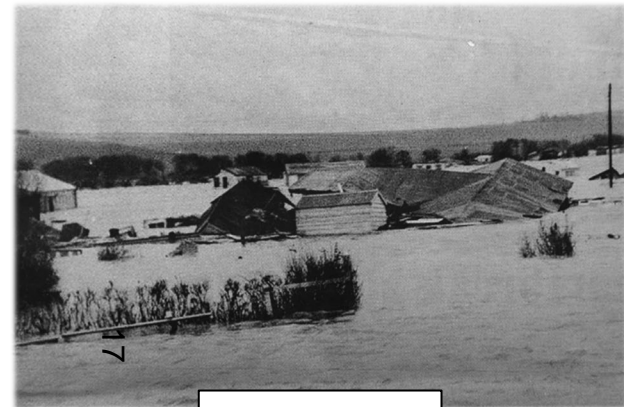
Managing our coastline



The Wash East Coastal Management Strategy



Why do we manage the West Norfolk coast?



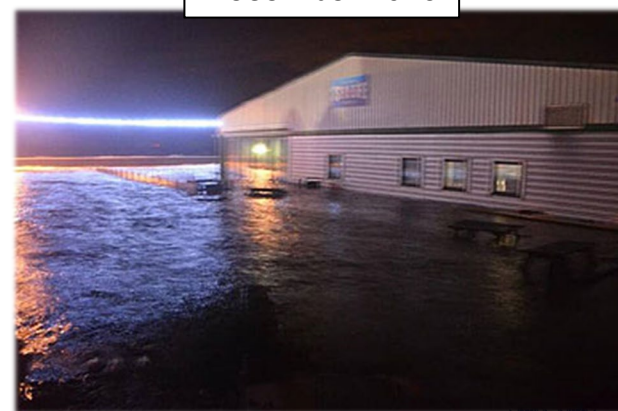
January 1953



January 1978



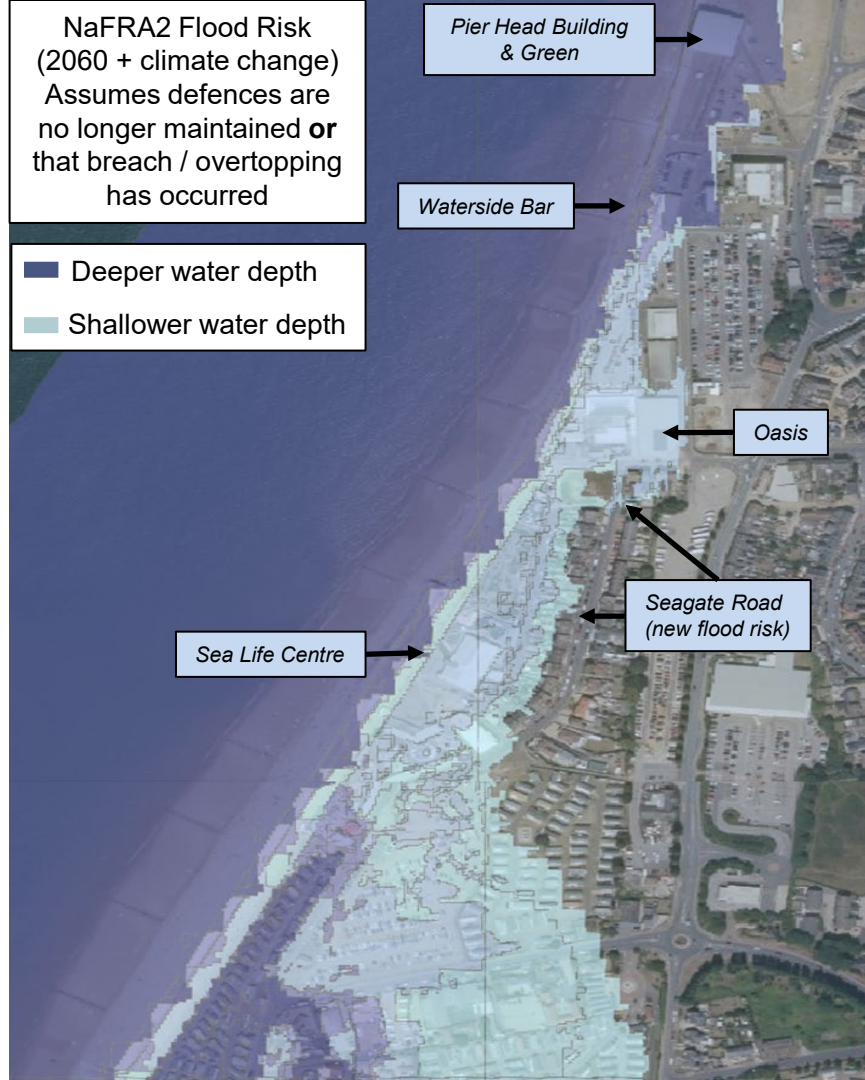
December 2013



NCERM2 Erosion Risk (2130) assuming defences no longer maintained
(80.71m to 109.93m of erosion could occur by 2310)

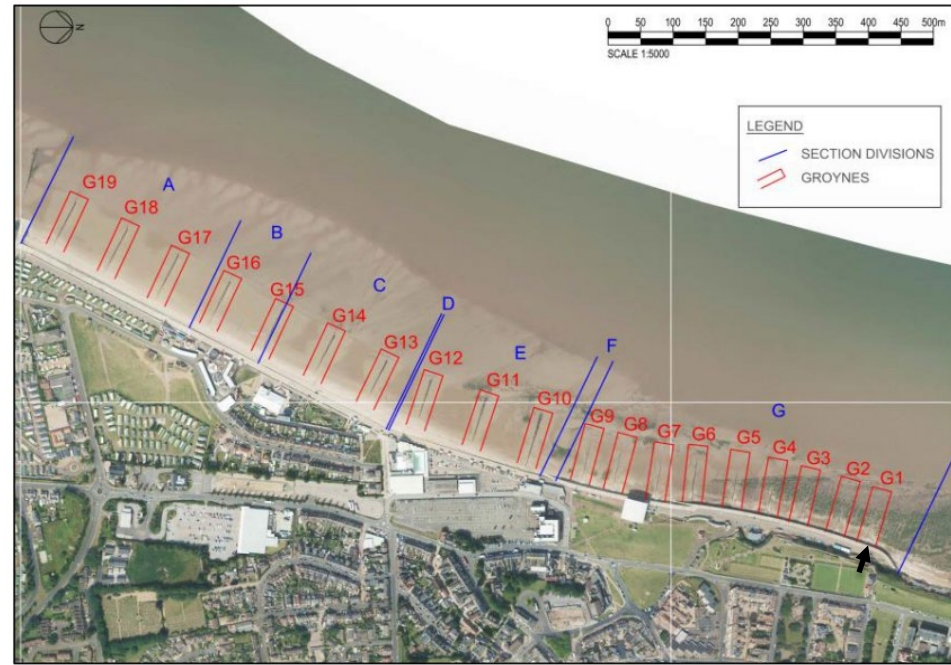


NaFRA2 Flood Risk (2060 + climate change)
Assumes defences are no longer maintained **or** that breach / overtopping has occurred

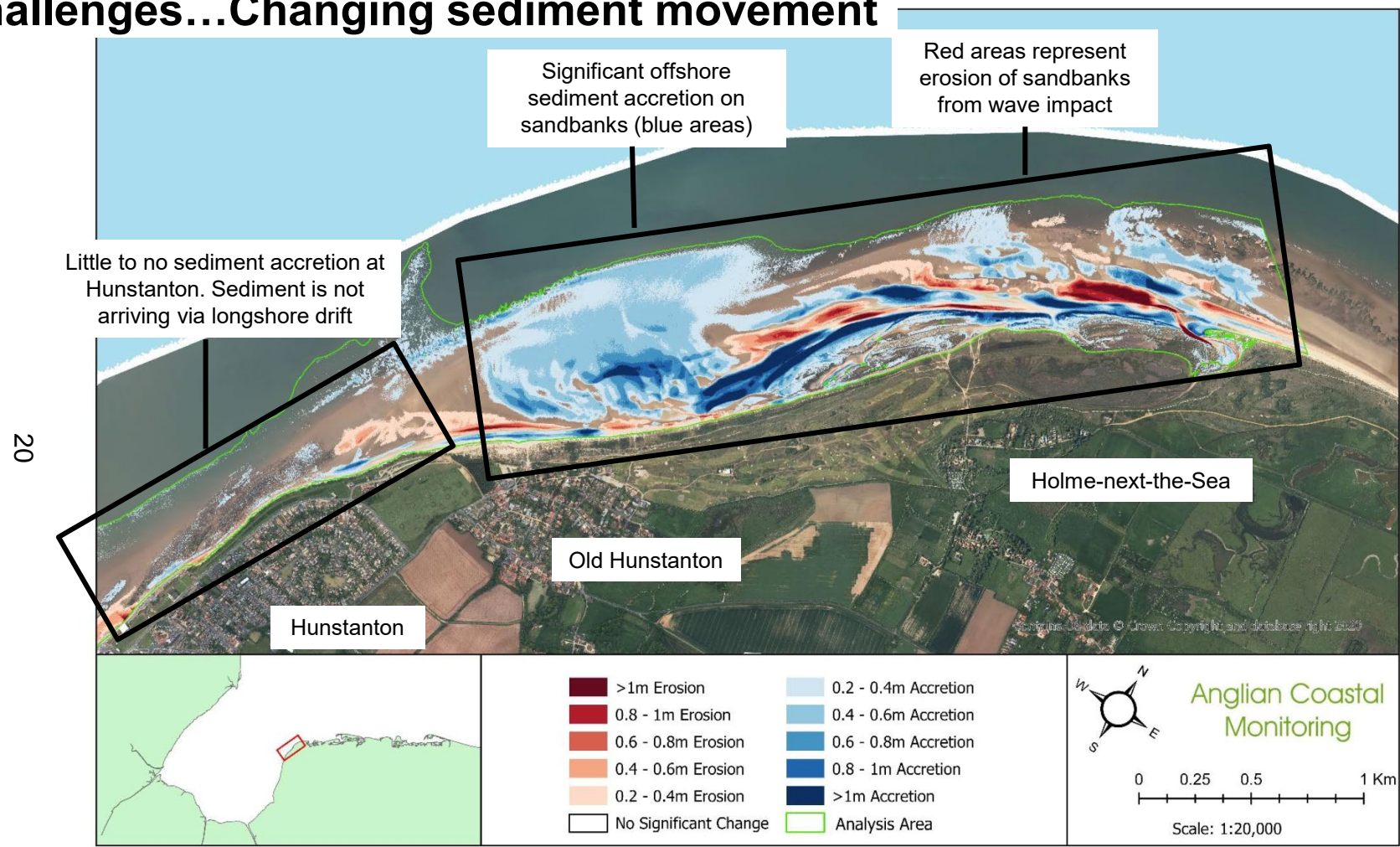


Hunstanton Town

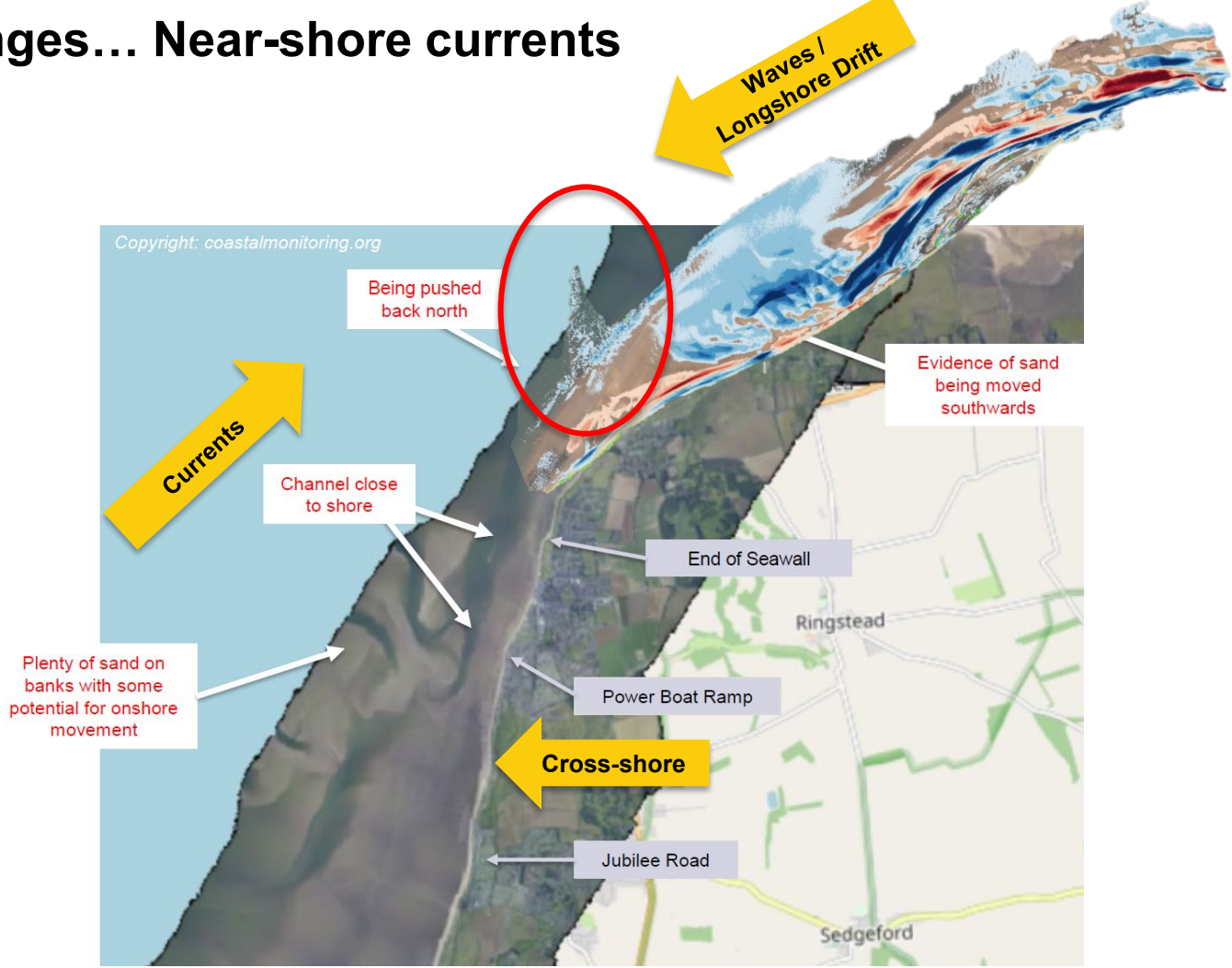
- 'Hold the Line' of defences policy for the next 100-years
- Actively managed by a 1.5km of traditional 'hard engineered' coastal defences
- Challenges...Changing coastal processes resulting in erosion of beach material



Challenges...Changing sediment movement



Challenges... Near-shore currents



2024 Data – Aerial LiDAR Data



Section G (2016 vs 2025)

December 2016



October 2025



Section F (2016 vs 2025)

September 2016



October 2025



Section E (2016 vs 2025)

February 2016



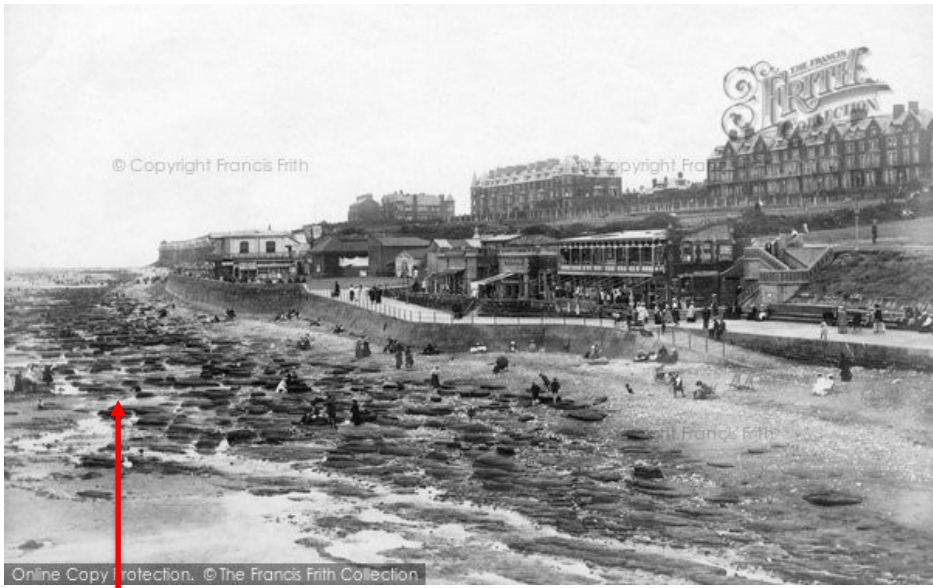
October 2025



Hunstanton in 1893 & 1907 – Similar beach conditions to today



Hunstanton in 1893



Hunstanton in 1907

Widespread Carstone exposure and limited beach cover is evident

Outcomes of Geotechnical Investigations



Geotechnical Investigation

- Excavation of 25 trial pits along the base of the seawall to expose the conditions seawall foundations which are normally buried beneath beach material.
- A ground penetrating radar survey to assess the internal condition of the promenade deck
- A falling weight deflectometer to test the material strength of the concrete promenade deck
- On site investigations were completed in Autumn 2024, and a final report of outcomes received in July 2025



Section A (Boat Ramp / Caravan Park)

Wave-return wall – No current works required

Promenade deck – Poor concrete condition and voids
– Window sampling required within next 12 months
– Potential replacement of prom deck required (up to 68 panels)

27

Stepped seawall – No refacing works required
– No toe protection works or sheet piling required

Monitoring – Regular monitoring of beach levels
– Structural stability monitoring every 5-years



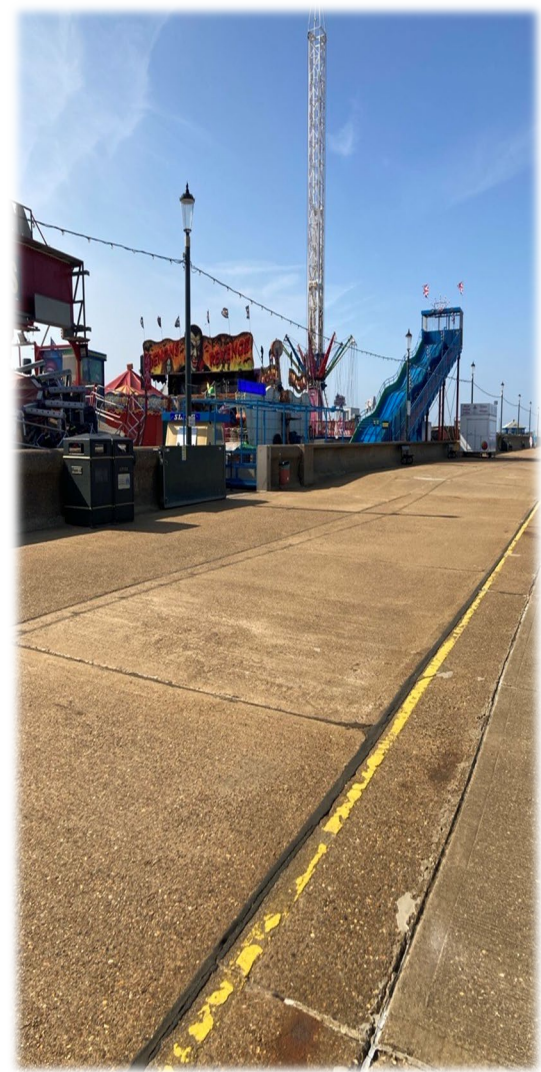
Section B (Fairground)

Wave-return wall – No current works required

Promenade deck – Poor concrete condition and voids
– Window sampling required within next 12 months
– Potential replacement of prom deck required (up to 20 panels)

Seawall – No refacing works required
– No toe protection works or sheet piling required

Monitoring – Regular monitoring of beach levels
– Structural stability monitoring every 5-years



Section C (Sealife Centre)

Wave-return wall – No current works required

Promenade deck – Poor concrete condition and voids
– Window sampling required within next 12 months
– Potential replacement of prom deck required
(up to 46 panels)

29

Seawall – No refacing works required
– No toe protection works or sheet piling required

Monitoring – Regular monitoring of beach levels
– Structural stability monitoring every 5-years



Section D (Kit Kat Ramp)

Wave-return wall – Review rear wave wall condition

Promenade deck – Poor concrete condition and voids
– Window sampling required within next 12 months
– Potential replacement of prom deck required (1 panel)

30 **Seawall** – Potential refacing works required
– No toe protection works or sheet piling required

Monitoring – Regular monitoring of beach levels
– Structural stability monitoring every 5-years



Section E (blockwork wall / Oasis)

Wave-return wall – No current works required

Promenade deck – Poor concrete condition and voids.
– Window sampling required within next 12 months.
– Potential replacement of prom deck required (up to 46 panels).

31

Seawall – At risk of undermining if beach levels lower further.
– Installation of toe protection (sheet piling) alongside a seawall reface required to mitigate risk of future seawall undermining.

Monitoring – Regular monitoring of beach levels
– Structural stability monitoring every 6 months



Section F (rock shop ramp)

Wave-return wall – No current works required

Promenade deck

- Poor concrete condition and voids
- Window sampling required within next 12 months
- Potential replacement of prom deck required (1 panel + ramp)

3 **Seawall** – Installation of toe protection and deeper sheet piles alongside a seawall reface required to mitigate risk of future structural failure occurring due to lower beach levels.

Monitoring

- Regular monitoring of beach levels
- Structural stability monitoring every 6 months



Section G (north prom)

- Promenade deck**
- Poor concrete condition and voids
 - Window sampling required within next 12 months
 - Potential replacement of prom deck required (up to 156 panels)

33

- Seawall**
- Installation of toe protection and new / deeper sheet piles alongside a seawall reface required to mitigate risk of future structural failure occurring due to lower beach levels

- Monitoring**
- Regular monitoring of beach levels
 - Structural stability monitoring every 6 months



Groynes

- Follow current health and safety repairs and removal over time.
- No additional works required.
- Some groyne removal works may be required as part of seawall refacing / sheet pile installation works.
- Groyne works will be completed as part of annual budget.



Next Steps



Comms Strategy / Stakeholder Engagement

- Briefings to local stakeholders
- Set up and regularly update new webpage
- Circulate letter and FAQs to prom businesses
- ☞ Media briefings
- Update to WECMS Stakeholder Forum (Sept)
- Update to E&C Panel (Oct)
- Updates to local businesses, prom traders, residents
- Local sea defences newsletter

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[Coastal](#) >
[Hunstanton Coastal Defence Capital Works](#)

Hunstanton Coastal Defence Capital Works

The Borough Council is starting a new capital works project for the Hunstanton Coastal Defences

Background

There are several policies and plans which link to how the Council undertakes its coastal management functions.

Policy, Strategy and Plan Context

Coast Protection Act 1949

National Flood and Coastal Defence for Management Strategy for England

Managing the coast

Managing our coastline

Coastal Management Plan 2015-2030

Flood and Water Management Act 2010

[Recently visited pages](#)

- Coastal
- Water management and flooding

[Related pages](#)

- Coastal flooding and erosion

... BBC

'Multiple millions' needed to fix sea defences in Hunstanton

"Multiple millions" of pounds will need to be spent to repair a coastal resort's sea defences to protect it from flooding, a council has...

8 Aug 2025

Lynn News

Work is needed to improve town's sea defences, report says

A recent sea defences report has identified future works that may need to be carried out along Hunstanton Promenade.

24 Jul 2025

EDP24

Millions needed to shore up prom to protect seaside town from flooding

Millions will need to be spent on shoring up a Hunstanton's Prom and sea defences to prevent the town from future flooding.

8 Aug 2025

Next Steps 1/2

- Implement a 10 tonne weight limit and 5 mph speed limit on the promenade to mitigate against further deterioration of the promenade until capital replacement is undertaken
- Sign up to SCAPE Framework (Balfour Beatty)
- Internal project team and project board established
- Complete window (core) sampling to assess conditions below prom deck
- Complete 6 monthly digital level surveys of defence Sections E, F and G
- Continue regular beach level monitoring



Next Steps 2/2

- Start feasibility study and then structural design for works (SCAPE / Balfour Beatty)
- Start pre-application work for flood defence GiA funding application
- Await structural design then consider whether planning permission is required
- Following structural design completion, submit a defence GiA funding bid
- Start application for Marine Management Organisation marine licence

Indicative Project Timeline →

Project Planning Phase = 12/18 months (tbc)

Build = 24 months + (tbc)



POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Environment and Community Panel		
DATE:	20 th October 2025		
TITLE:	King's Lynn Pride In Place Programme		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Business and Deputy Leader, Councillor Simon Ring		
REPORT AUTHOR:	Jemma Curtis and Nicola Cooper		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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

REPORT TO CABINET

Open		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.

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. PfN 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

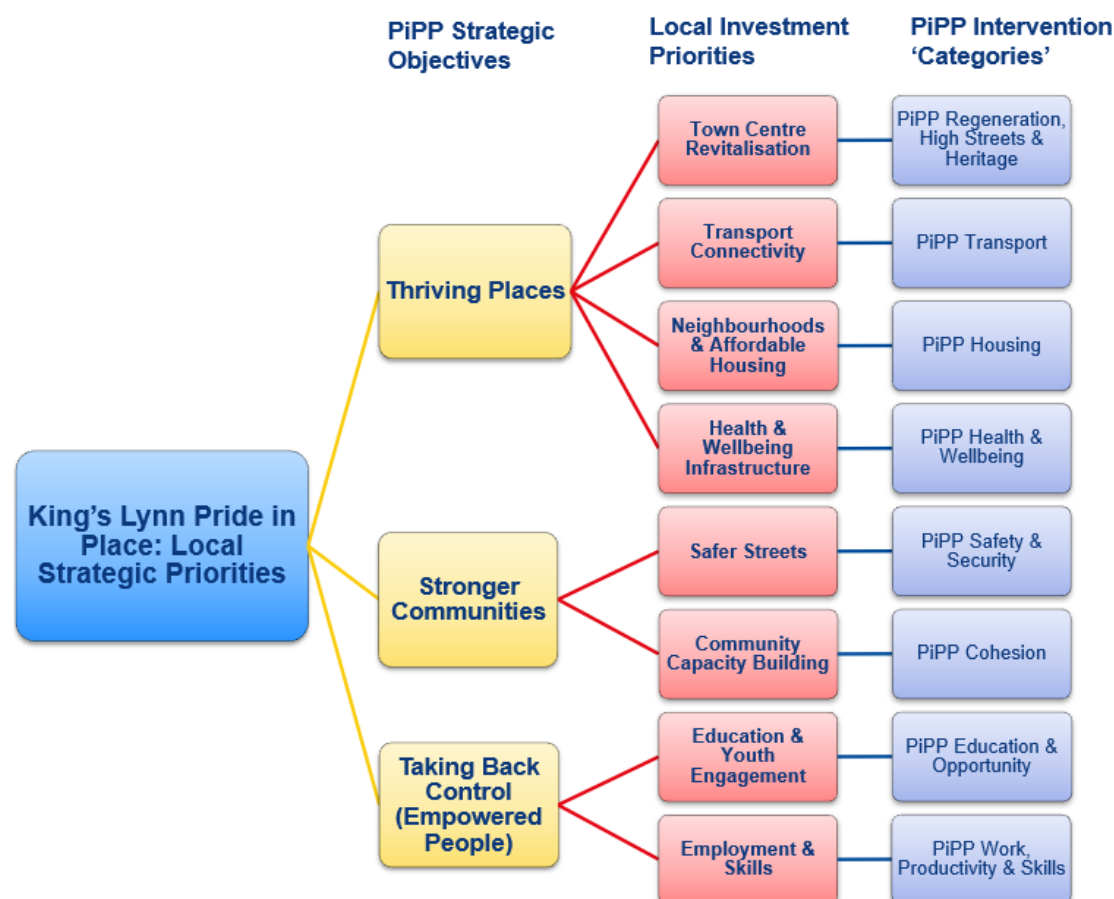
- 6.1 PiPP funding is guided by three strategic objectives: Thriving Places, Stronger Communities, and Taking Back Control. The KLN B has agreed that a local rewording of the taking back control objective would be preferred and therefore the third objective will be locally presented as Empowered People. 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 grassroot 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 The Ten Year Vision and Four Year Investment Plan are not approved by government on submission.</p> <p>Consequences/Mitigation Full PiPP allocation not secured to support delivery of the Four Year Investment Plan and Priority Projects.</p>	Low

	Ensure inclusion of a robust evidence base for the 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 (To follow)

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:	
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member:</p>			
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	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



King's Lynn Pride in Place Programme (PiPP): Four-Year Investment Plan (2026–2030)

Summary of key points for local reference

Strategic Objectives

Plan structured around the three PiPP objectives:

1. **Thriving Places**
2. **Stronger Communities**
3. **Taking Back Control (Empowered People)**

Community Engagement

- Over 500 residents engaged through surveys, workshops, youth sessions, and community conversations.
- Inclusive methods: translated materials, targeted youth outreach, walkabouts, feedback boards.
- Two major community conferences held in July and September 2025.
- Ongoing engagement planned via thematic groups, capacity building and input to area specific plans.

Challenges Identified:

Grouped under eight local investment priorities:

- **Town Centre Revitalisation:** Declining footfall, vacant buildings, lack of evening economy.
- **Transport Connectivity:** Poor public transport, congestion, disjointed cycling infrastructure.
- **Health & Wellbeing:** Ageing leisure facilities, health inequalities, rising homelessness.
- **Housing:** Low town centre housing density, poor housing quality, few affordable homes.
- **Safety & Security:** High crime rates, anti-social behaviour, nighttime safety concerns.
- **Community Capacity:** Lack of community spaces, declining volunteerism.
- **Education & Youth Engagement:** Low attainment, limited youth opportunities, high child poverty.
- **Employment & Skills:** Economic inactivity, low qualifications, funding gaps for successful programmes.

Opportunities for Investment

- Repurposing vacant town centre buildings (e.g. Debenhams).
- Enhancing active travel infrastructure.
- Improving leisure and health facilities.
- Supporting neighbourhood renewal.
- Expanding youth programmes and education outreach.
- Supporting community hubs and volunteering.

- Boosting employment pathways and skills development.

Key Projects

- **St George's Guildhall & Creative Hub** – £2.5m PiPP funding (£30.1m total)
- **Riverfront Regeneration Phase 2** – £2m PiPP funding
- **Community Action Grant Scheme** – £371.7k Capacity funding
- **Town Centre Repurposing Study** – £325k Capacity + PiPP funding
- **King's Lynn Masterplan** – £50k Capacity funding (£76.6k total)
- **Riverfront Feasibility (RIBA Stage 3)** – £73.2k capacity funding (£137.9k total)

Funding & Spend Forecast

- **Capacity Funding (2025–2030):** £600,000
- **Programme Delivery Costs (2026–2036):** £750,000 (approx. 4% of total)
- Funding allocated across all eight intervention categories.

Governance & Oversight

- **Accountable Body:** BCKLWN
- **Neighbourhood Board:** Strategic oversight and community-led decision making.
- **Action Group:** Multi-agency delivery coordination.
- **Assurance:** Financial governance, risk management, procurement compliance, and equality duties in place.

Environmental & Equality Considerations

- Environmental impacts considered in masterplanning and transport.
- Equality Impact Assessments required for funded projects.
- Inclusive engagement and monitoring of protected groups.

Milestones

- Community consultation: June–October 2025
- Feasibility studies: Oct 2025–April 2026
- Project selection: April 2026
- Delivery: Begins 2026/27



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 <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? 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 <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 be 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>50</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, late-night 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
<p>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.</p>	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



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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	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																
Capital	0	0	360,000	1,735,636	1,605,091	1,605,091	5,305,818									
Revenue	0	193,282	388,636	355,636	506,636	506,355	1,950,545									
Grand Total Inv Period 1	0	193,282	748,636	2,091,273	2,111,727	2,111,446	7,256,364									



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.

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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.

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.

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.

£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 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.



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£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	40,000				80,000
Community action grants	30,000	92,000	100,000	75,000	74,718.50	371,718.50
King's Lynn Masterplan	50,000					50,000
Riverfront Phase 2	73,281.50					73,281.50
Town Centre Repurposing study		25,000				25,000
	193,281.50	157,000	100,000	75,000	74,718.50	600,000

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 status
- name of delivery organisation
- type of organisation
- amount of funding allocated from the Pride in Place Programme

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

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



- other sources of project funding
- total project budget (sum of the funding allocated from the Pride in Place Programme and other funding sources)

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Project Name: Riverfront Regeneration

Description: Improvements to public realm and green spaces as second phase.

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: £2,000,000

Other sources of project funding: King's Lynn Town Deal (first phase)

Total project budget: £TBC

Project Name: Community action grant scheme

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

Type of organisation: Local Authority

Amount of funding allocated: £371,718.50 (capacity funding)

Other sources of project funding: None

Total project budget: £371,718.50

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: King's Lynn Masterplan

Description: Plan to guide future regeneration of King's Lynn over next 20 years.

Primary Intervention: Regeneration, High Streets and Heritage



	<p>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: £50,000 (capacity funding) Other sources of project funding: None Total project budget: £76,620 (capacity funding + 26,620 BCKLWN)</p> <p>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: 73,281.50 (capacity funding) Other sources of project funding: None Total project budget: £137,997.50 (capacity funding + £64,716.00 BRP)</p>
<ul style="list-style-type: none"> • Capacity funding <p>Tell us how you have used capacity funding since you submitted your Neighbourhood Board and place boundary form.</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</p>



	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.
<ul style="list-style-type: none"> Management costs <p>Do you plan to use any programme delivery funding to cover management costs in the first investment period?</p>	YES
<p>[If 'Yes'] Tell us how the funding will be used to cover management costs.</p> <p>77</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, 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.
<p>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.</p>	YES.
<ul style="list-style-type: none"> Milestones <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 	<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



<ul style="list-style-type: none"> • 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, where we will ask you for a brief description, summary and estimated start and completion dates.</p>	<ul style="list-style-type: none"> - 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. - 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</p> <p>Investment proposals are generated through:</p> <ul style="list-style-type: none"> • Thematic Working Groups (Thriving Places, Stronger Communities, Empowered People (Taking Back Control)), • 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</p> <p>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.

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.

Routes to market 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.

- Tell us how the accountable body, or any other parties, will carry out fund oversight functions in the first investment period.

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 PiPP Working Groups, 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:



<p>88</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 Management</u>: A comprehensive PiPP Risk Register 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>
<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 as the town is planned to grow we can ensure we minimise congestion and provide sustainable and active modes for resident to access the town while minimising the environmental impact.</p>
<p>[If 'No'] Tell us why you have not considered environmental impacts when designing your investment plan.</p>	<p>N/A</p>



<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>Implementation of the programme will adhere to the recommendations of the Borough Council of Kings Lynn and West Norfolk Climate Change Action Plan & Policy.</p>
<p>[If 'No'] Tell us when arrangements will be put in place.</p>	<p>N/A</p>
<p>81</p> <ul style="list-style-type: none"> Has the accountable body made appropriate arrangements to ensure that any funds awarded through the programme are done in compliance with the appropriate public contract regulations? 	<p>YES</p> <p>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.</p>
<p>[If 'No'] Tell us when arrangements will be put in place.</p>	<p>N/A</p>
<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 using a five-stage process of identification, analysis, evaluation, action and monitoring. 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 will oversee regular risk review meetings throughout programme delivery.</p>
<p>[If 'No'] Tell us when arrangements will be put in place.</p>	<p>N/A</p>
<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</p>



	<p>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>	N/A
<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>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. 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, 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 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>• Has the accountable body made appropriate arrangements to ensure that the requirements of the Subsidy Control Act will be followed when administering the funding?</p>	<p>YES</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 – NB this is effectively our policy. 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>• 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>



The Borough Council's S151 officer will be responsible for oversight of the programme on behalf of the Accountable Body.

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.

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.

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.



	<p>Additional resources which will be made available to the programme from the Borough Council are:</p> <ul style="list-style-type: none"> • 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. • 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 	<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



- | | |
|---|--|
| <ul style="list-style-type: none">• Other (please specify)• I am not interested in any further support | |
|---|--|

Declarations

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.

England or Wales

You must confirm that:

- 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

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Environment and Community Panel		
DATE:	20 th October 2025		
TITLE:	Review of Licensing Act 2003 Statement of Licensing Policy		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Planning and Licensing, Councillor Jim Moriarty		
REPORT AUTHOR:	Marie Malt		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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

REPORT TO CABINET

Open		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~~

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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)~~ 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 Policy 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.

<u>Responsible Authorities</u>	
<u>The Licensing Authority:</u> <u>Licensing</u> <u>Borough Council of King's Lynn & West</u> <u>Norfolk</u> <u>King's Court</u> <u>Chapel Street</u> <u>King's Lynn</u> <u>PE30 1EX</u> <u>Tel: 01553 616200</u> <u>E-mail: EHLicensing@west-norfolk.gov.uk</u>	<u>Norfolk Trading Standards:</u> <u>Consumer Operations Manager</u> <u>Norfolk County Council Trading Standards</u> <u>County Hall</u> <u>Martineau Lane</u> <u>Norwich</u> <u>NR1 2UG</u> <u>Tel: 0344 800 8020</u> <u>Email: trading.standards@norfolk.gov.uk</u>
<u>The Chief Officer of Police:</u> <u>Norfolk Constabulary Licensing Team</u> <u>Bethel Street</u> <u>Norwich</u> <u>Norfolk</u> <u>NR2 1NN</u> <u>Tel: 01603 275729</u> <u>Email:licensingteam@norfolk.pnn.police.uk</u>	<u>The Fire Authority:</u> <u>Fire Safety Office</u> <u>Norfolk Fire Service – Western Area</u> <u>Kilhams Way</u> <u>King's Lynn</u> <u>Norfolk</u> <u>PE30 2HY</u> <u>Tel: 01603 812261</u> <u>Email: westernfs@norfolk.gov.uk</u>
<u>Planning Authority:</u> <u>Development Services</u> <u>Borough Council of King's Lynn & West</u> <u>Norfolk</u> <u>King's Court</u> <u>Chapel Street</u> <u>King's Lynn</u> <u>PE30 1EX</u> <u>Tel: _____ 01</u> <u>553 616200</u> <u>Email: borough.planning@west-norfolk.gov.uk</u>	<u>Environmental Health:</u> <u>Health & Safety</u> <u>Borough Council of King's Lynn & West Norfolk</u> <u>King's Court</u> <u>Chapel Street</u> <u>King's Lynn</u> <u>PE30 1EX</u> <u>Tel: _____ 01553</u> <u>616200</u> <u>Email: eh.admin@west-norfolk.gov.uk</u>
<u>Norfolk Safeguarding Children</u> <u>Partnership:</u> <u>Room 60</u> <u>Lower Ground Floor</u> <u>County Hall</u> <u>Martineau Lane</u> <u>Norwich</u> <u>NR1 2UG</u>	<u>Environmental Health:</u> <u>Community Safety & Neighbourhood Nuisance</u> <u>Borough Council of King's Lynn & West Norfolk</u> <u>King's Court</u> <u>Chapel Street</u> <u>King's Lynn</u> <u>PE30 1EX</u>

<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>
<p><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></p> <p><u>Tel: 0344 800 8020</u> <u>Email: licensingapplications@norfolk.gov.uk</u></p>	<p><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></p> <p><u>Tel: 0300 123 7000</u> <u>Email: IE.licensing.applications@homeoffice.gov.uk</u></p>

Table of Delegations of Licensing Functions

Matter to be Dealt With	Licensing Sub-Committee	Officers
Application for personal licence	If a police or immigration enforcement objection	If no objection made
Application for personal licence,-with unspent convictions	All cases If a police objection	If no objection made
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>

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Environment and Community Panel		
DATE:	20 th October 2025		
TITLE:	Adoption of Norfolk Local Nature Recovery Strategy		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Climate Change and Biodiversity, Councillor Michael de Whalley		
REPORT AUTHOR:	Michael Burton		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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

REPORT TO CABINET

Open/Exempt		Would any decisions proposed :			
Any especially affected Wards	Mandatory/	Be entirely within Cabinet's powers to decide		YES /NO	
	Discretionary /	Need to be recommendations to Council		YES/ NO	
	Operational	Is it a Key Decision		YES /NO	
Lead Member: Cllr 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 (published) version will be published 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 [2025 Public Consultation Draft](#) highlights the overarching aims/ goals of the Norfolk and Suffolk LNRSs. 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 LNRS is available to view here:

- Norfolk Local Nature Recovery Strategy (published version, October 2025) [\[hyperlink to be added after 13 October 2025\]](#)

2 Options Considered

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

3 Policy Implications

The Norfolk LNRS will function as part of a national suite of 48 separate LNRSs, 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 LNRS 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 LNRS incentivises the delivery of the most significant habitat through a 15% multiplier for BNG through the statutory metric.

When adopted, the LNRS 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 LNRS 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 Public Consultation Draft 2025](#)
- [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:					

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.			
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	The LNRS, if effectively used and implemented, should deliver health and wellbeing benefits for all.	
3. Could this policy/service be perceived as impacting on communities differently?	Yes / No	The LNRS, if effectively used and implemented, should deliver health and wellbeing benefits for all.	
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: n/a – No negative impacts identified	
		Actions agreed by EWG member: N/A	
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>Decision agreed by EWG member: Claire Dorgan</p>			
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes / No	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.	
Assessment completed by: Name	Michael Burton		
Job title	Principal Planner (Planning Policy)		
Date completed	20/08/2025		
Reviewed by EWG member	Claire Dorgan	Date	17/08/2025

✓ 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 (published version, October 2025) [to be added when available, after 13 October 2025]



Norfolk's

Local Nature Recovery Strategy

Public consultation report

August 2025



More nature 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.

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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](https://www.nsnrp.org) (NSNRP <https://www.nsnrp.org>), 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:

- 116 comments in Breckland
- 18 comments in Broadland
- 10 comments in Great Yarmouth
- 89 comments in King's Lynn and West Norfolk
- 1 comments in Mid Suffolk
- 48 comments in North Norfolk
- 21 comments in Norwich
- 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.

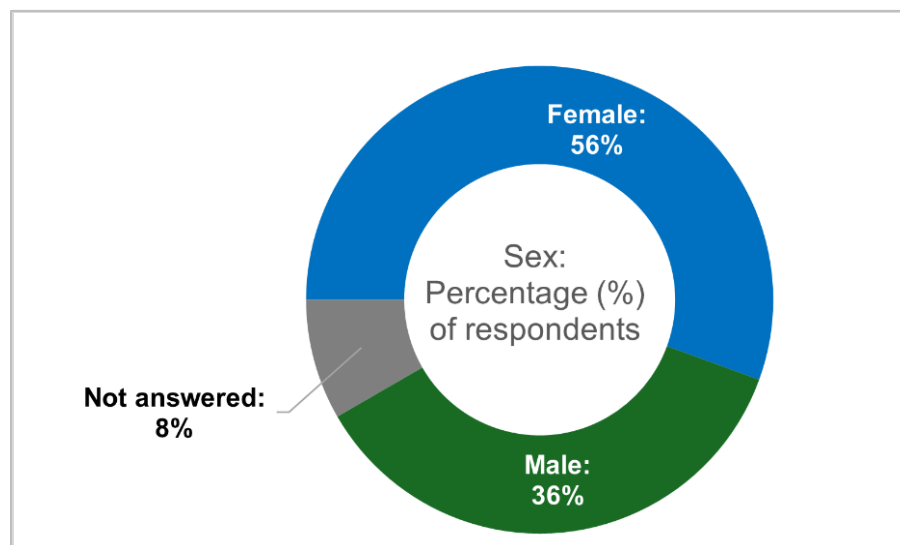
Further improvements to the mapping to make it more accessible will continue to be explored, including the development of a mapping 'toolkit' that will help users to interact with and understand the maps.

3.3. Online Public Consultation survey data:

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

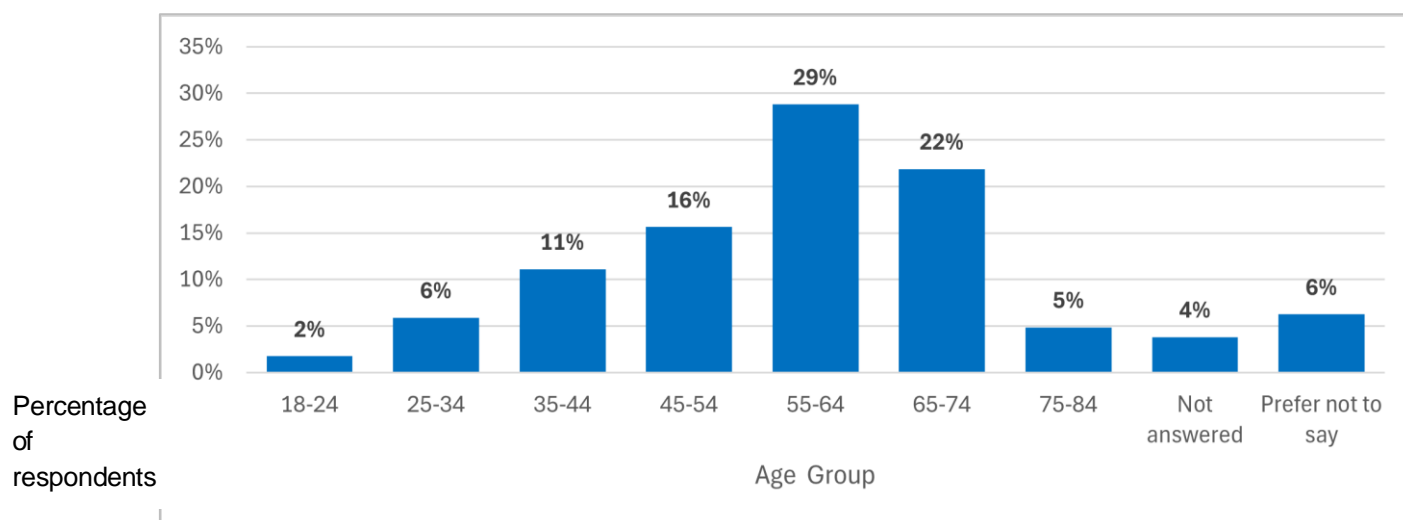
Who responded:

Figure 2. Proportion of respondents by sex



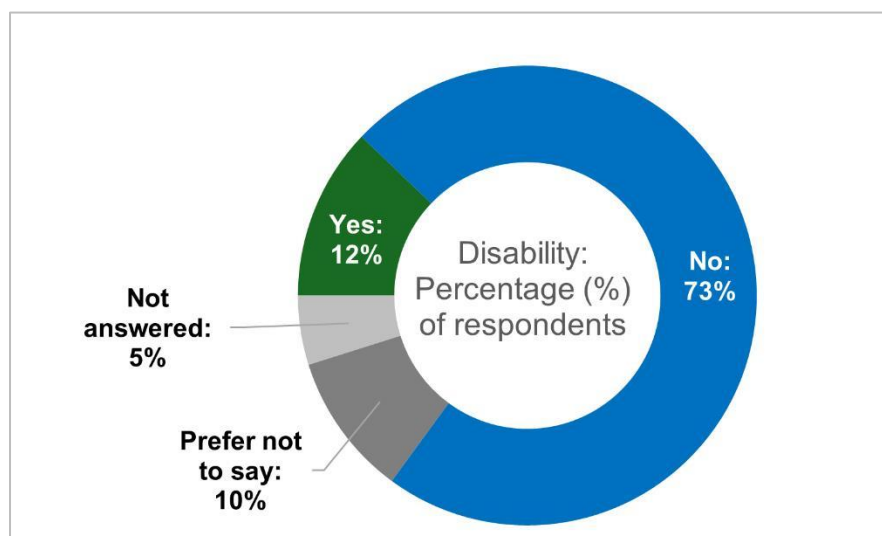
Over half of respondents were female which made up the majority, but it should be noted that this question was not mandatory and 8% of people did not respond.

Figure 3. Proportion of respondents by age group



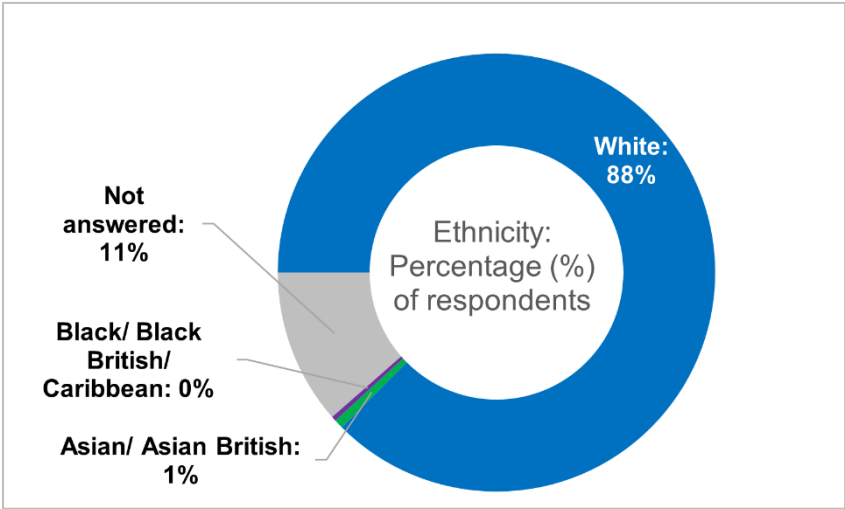
Adults of all ages took part in the consultation. Whilst around half of the respondents are aged between 55-74 years old, almost 10% of respondents were under 35. Around 10% of people chose not to disclose their age.

Figure 4. Proportion of respondents by disability status:



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

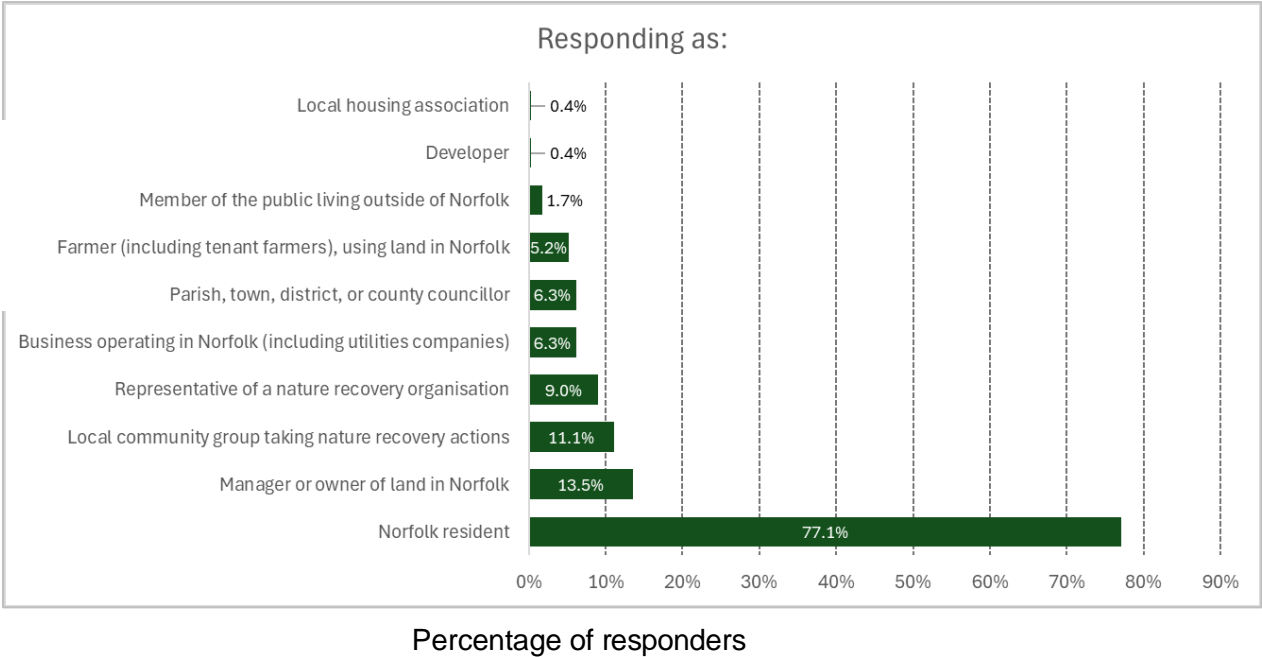
Figure 5. Proportion of respondents by ethnicity:



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:

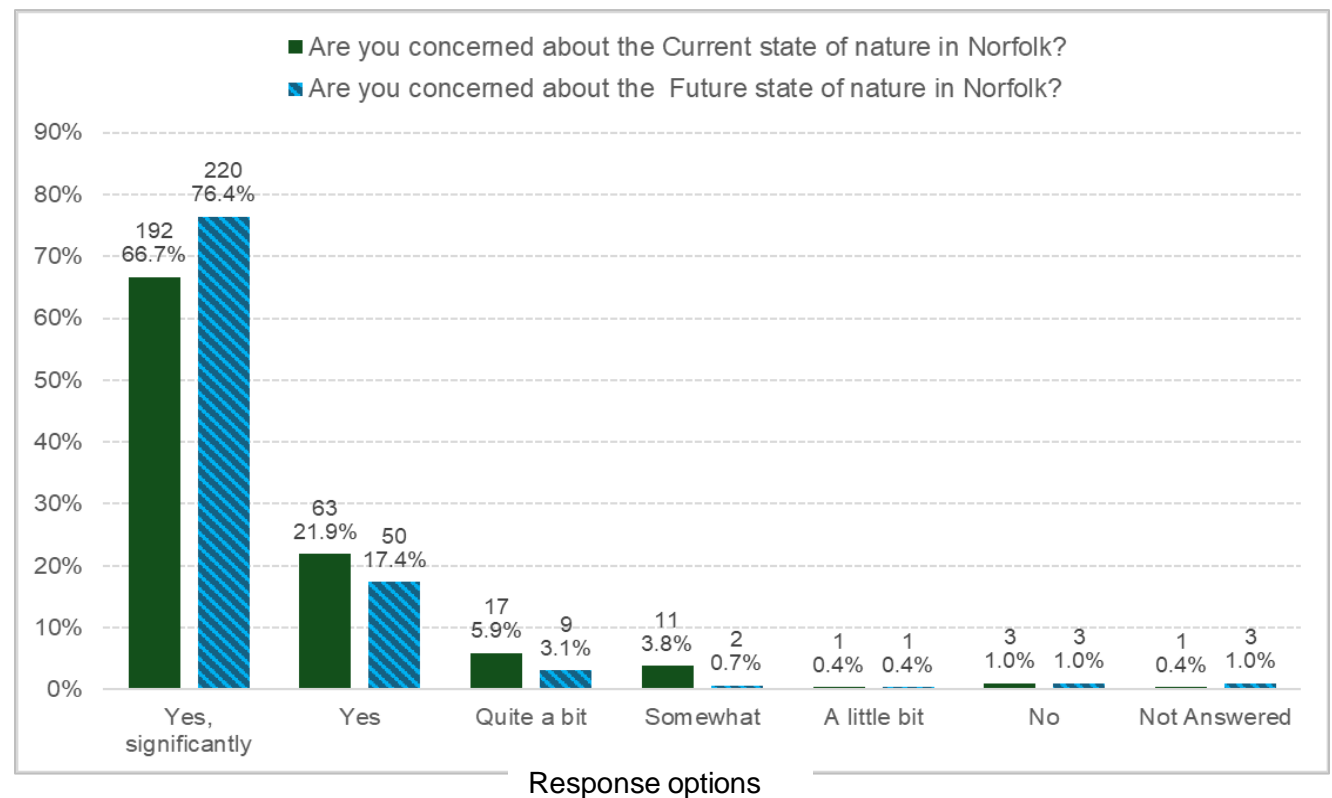
Options
provided
in the
question



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.

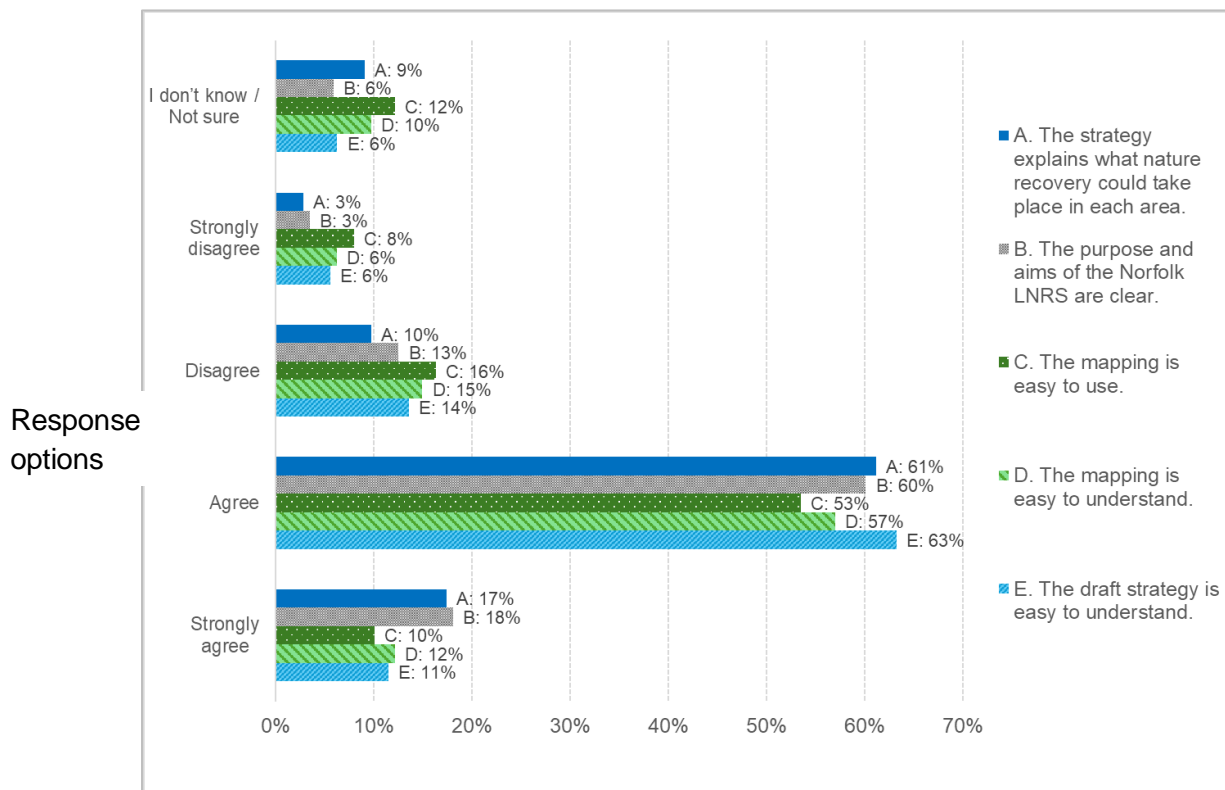
Figure 7. Concern of respondents about the current and future state of nature in Norfolk:



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:

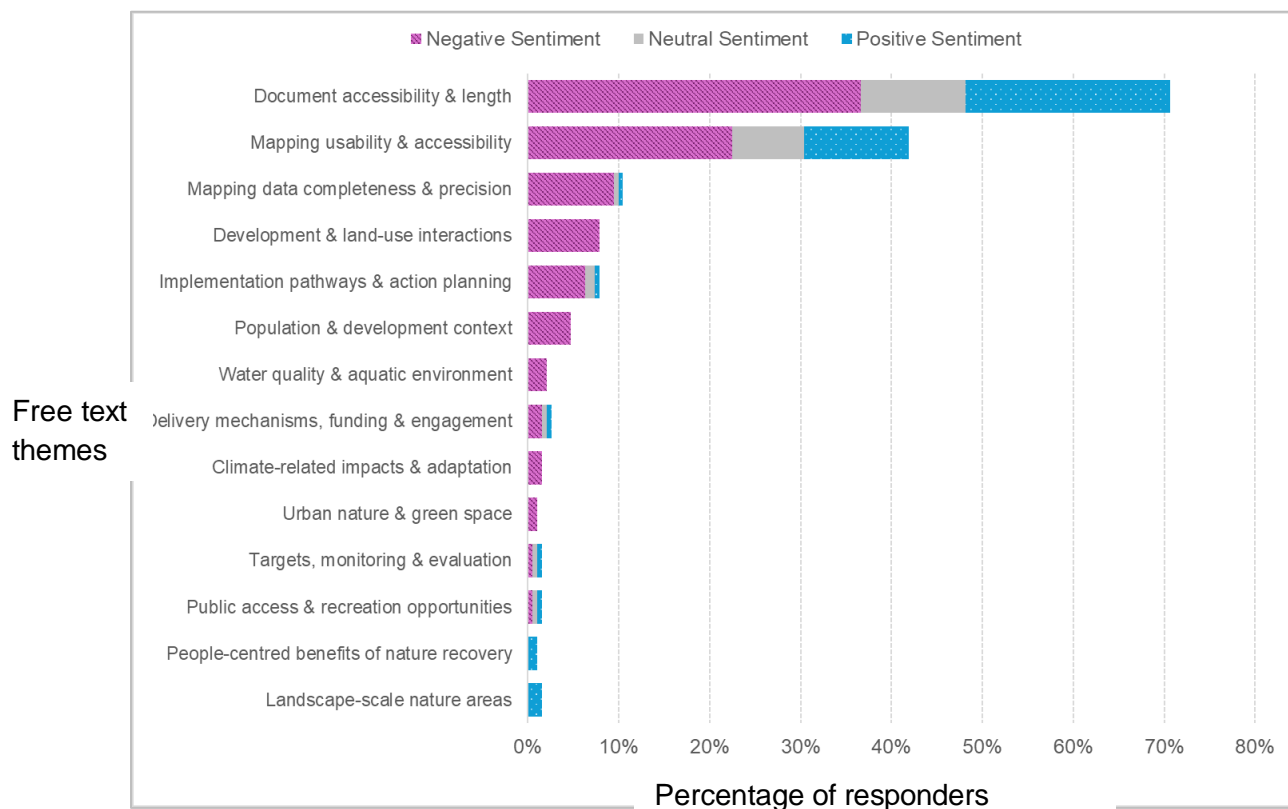
Figure 8. Respondent opinions on accessibility, understanding and purpose of the draft LNRS and the Local Habitat Map



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':

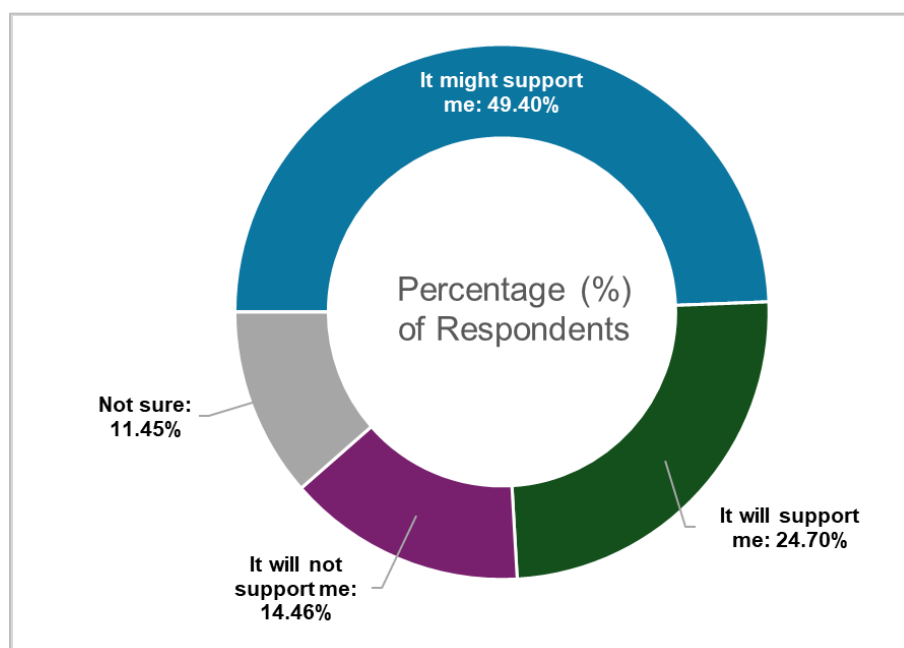


Almost 40% of the explanations with a negative sentiment centred around the length and accessibility of the LNRS document, a further 25% of people had issues with the usability of the map.

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

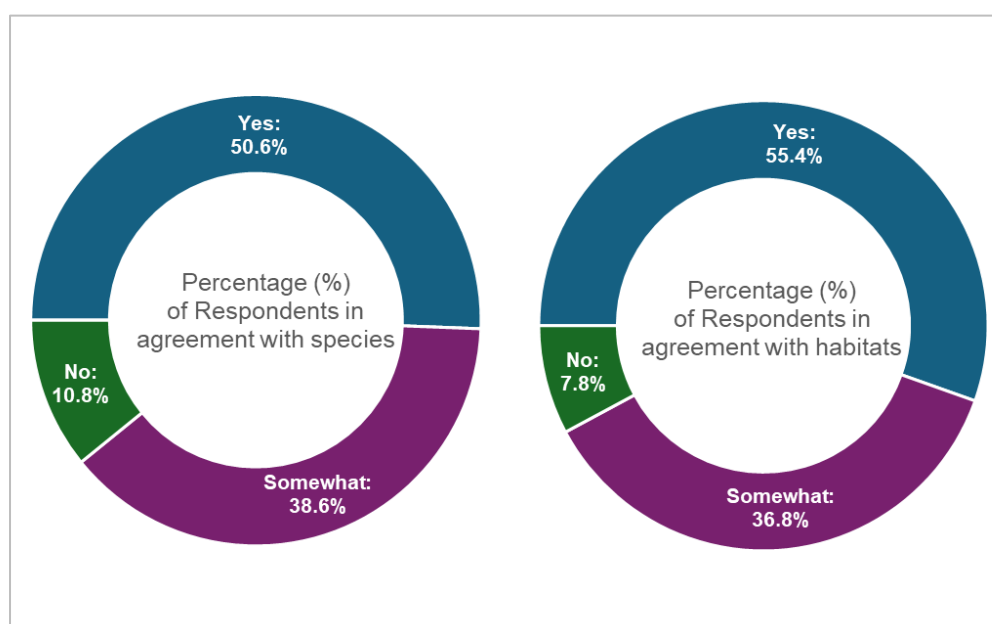
Strategy Impact Questions:

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?':



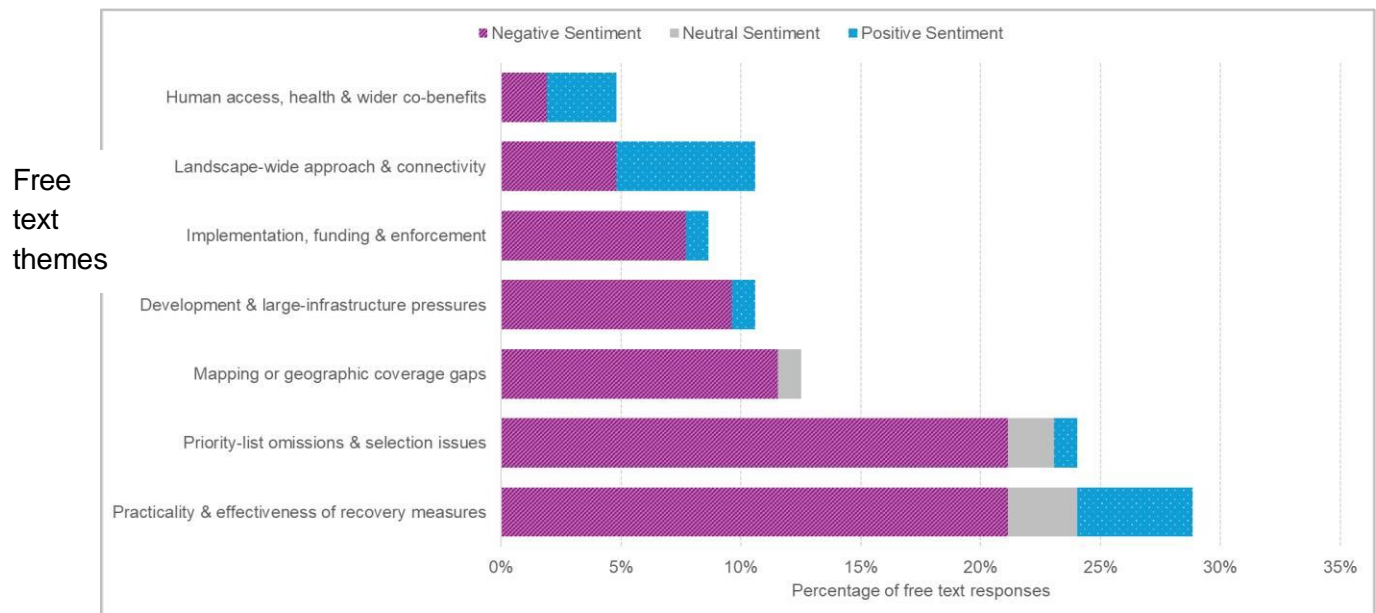
A quarter of respondents are sure the LNRS will support them to take more effective action for nature's recovery with nearly half of respondents thinking it might support them. 15% don't think the LNRS will support them and a further 11% were unsure.

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’:

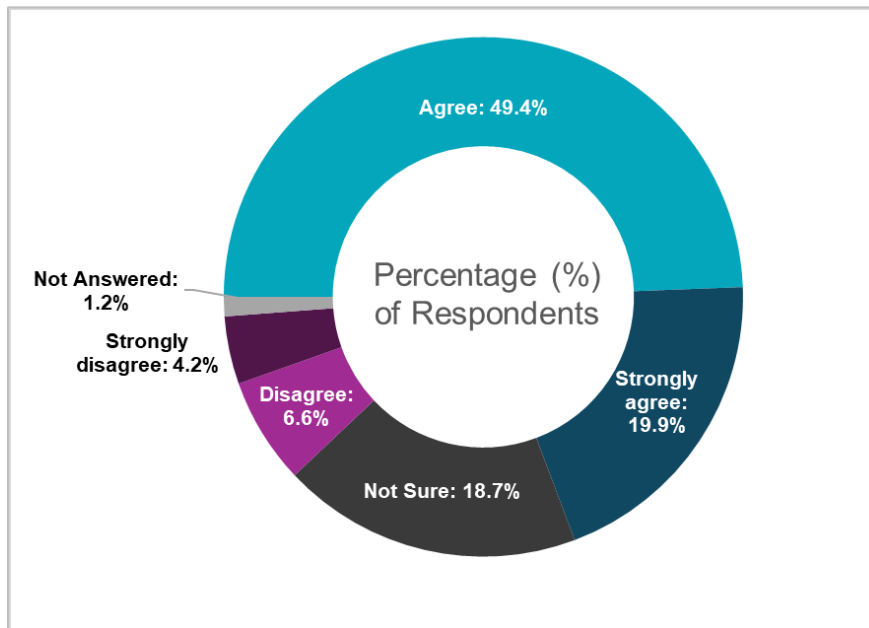


Where people only partially agreed or disagreed with the priority habitats and measures, many of the reasons given were around the practicality and effectiveness of the recovery measures identified or that there were key omissions (20% each).

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

Content Questions:

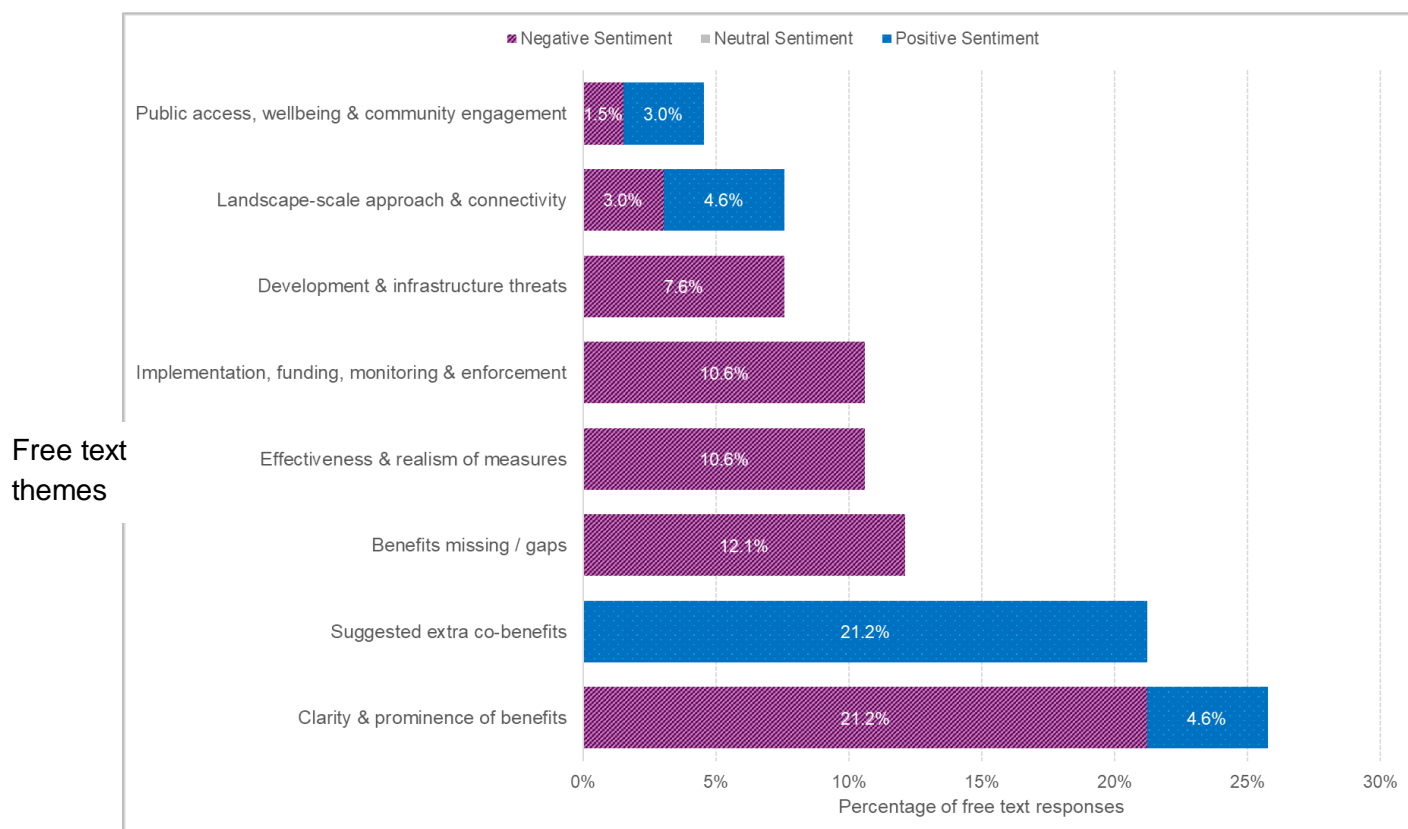
Figure 13. Responses to the question 'To what extent do you agree that the strategy includes other appropriate environmental benefits?':



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.

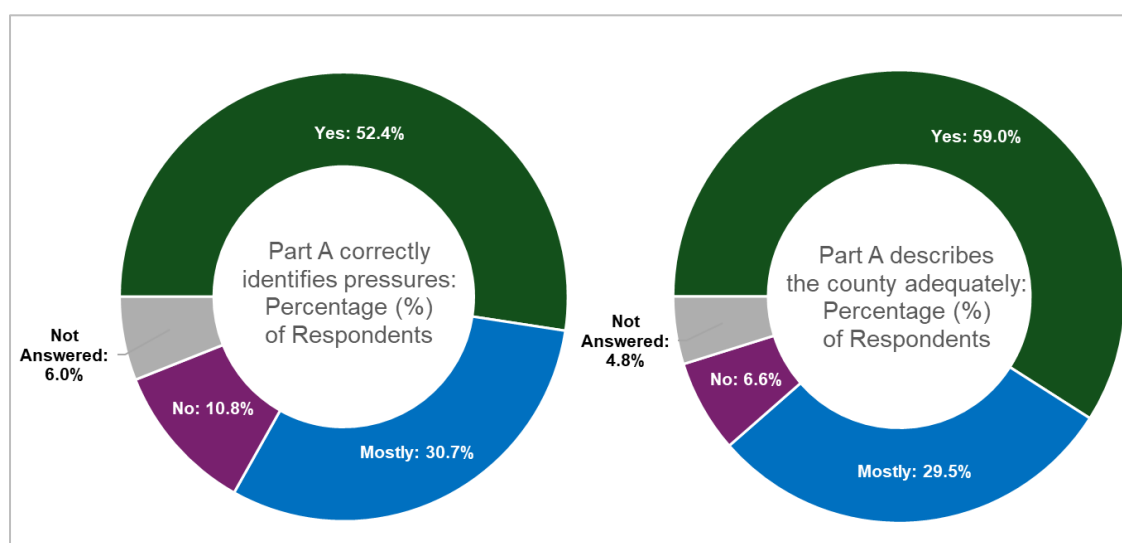
People were asked whether they had any further comments related to the environmental benefits and the answers are summarised below.

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



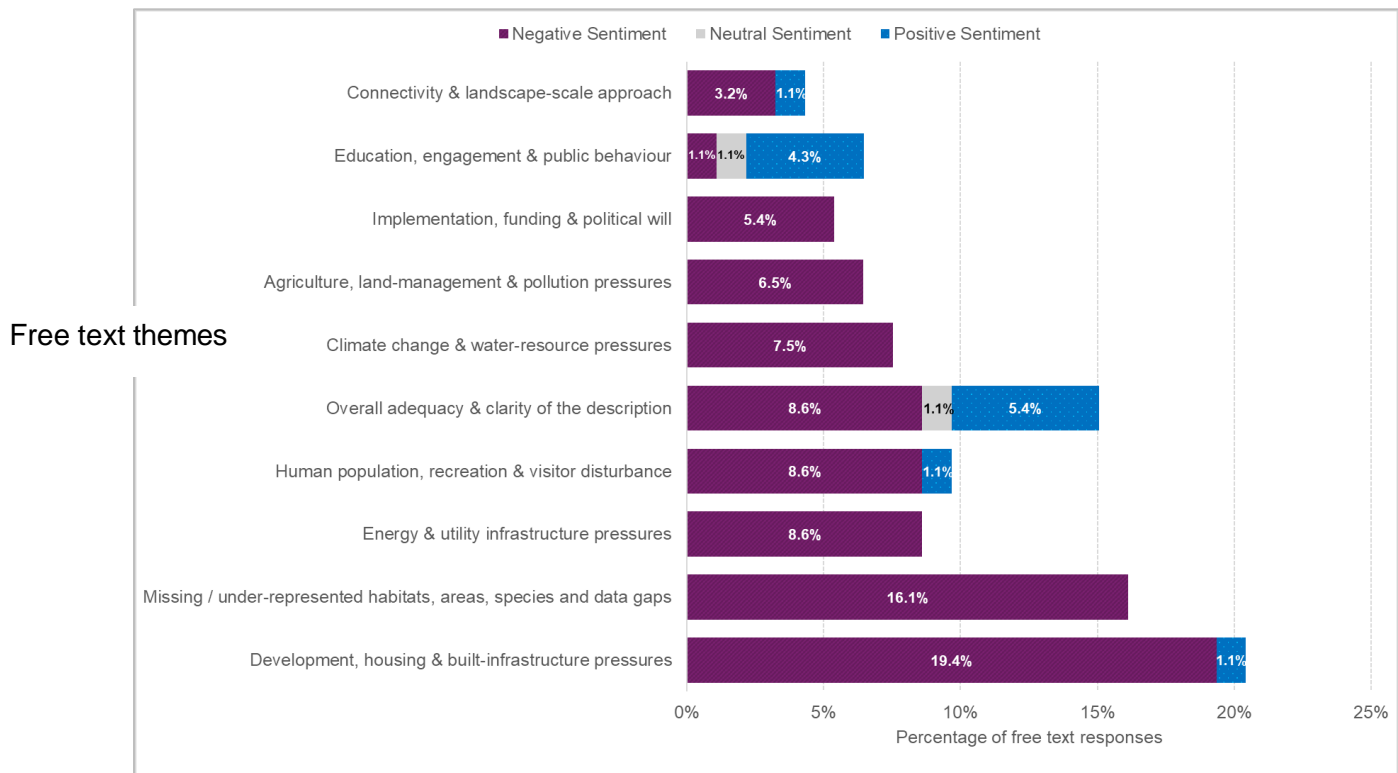
20% of respondents suggested extra co-benefits while a further 20% queried the clarity and prominence of the benefits. There were concerns around the effectiveness and realism of measures, the ability to implement, monitor and fund measures and the threat of development and infrastructure.

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.

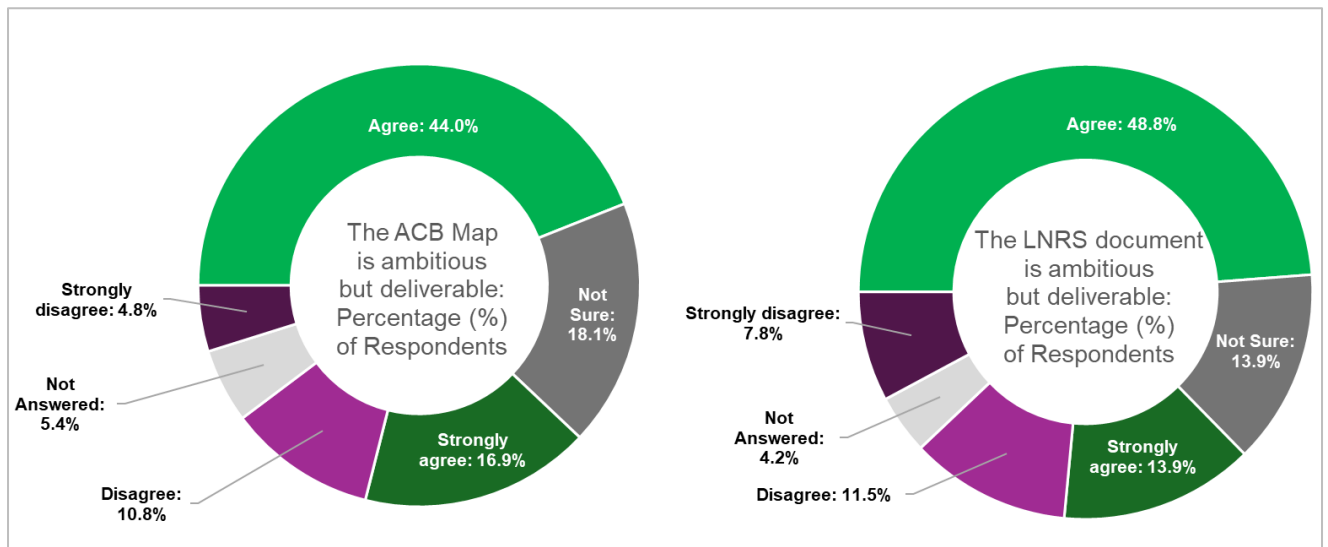
Figure 16. Themes and sentiment from free text comments for those who answered 'mostly' or 'no' to the previous questions:



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%).

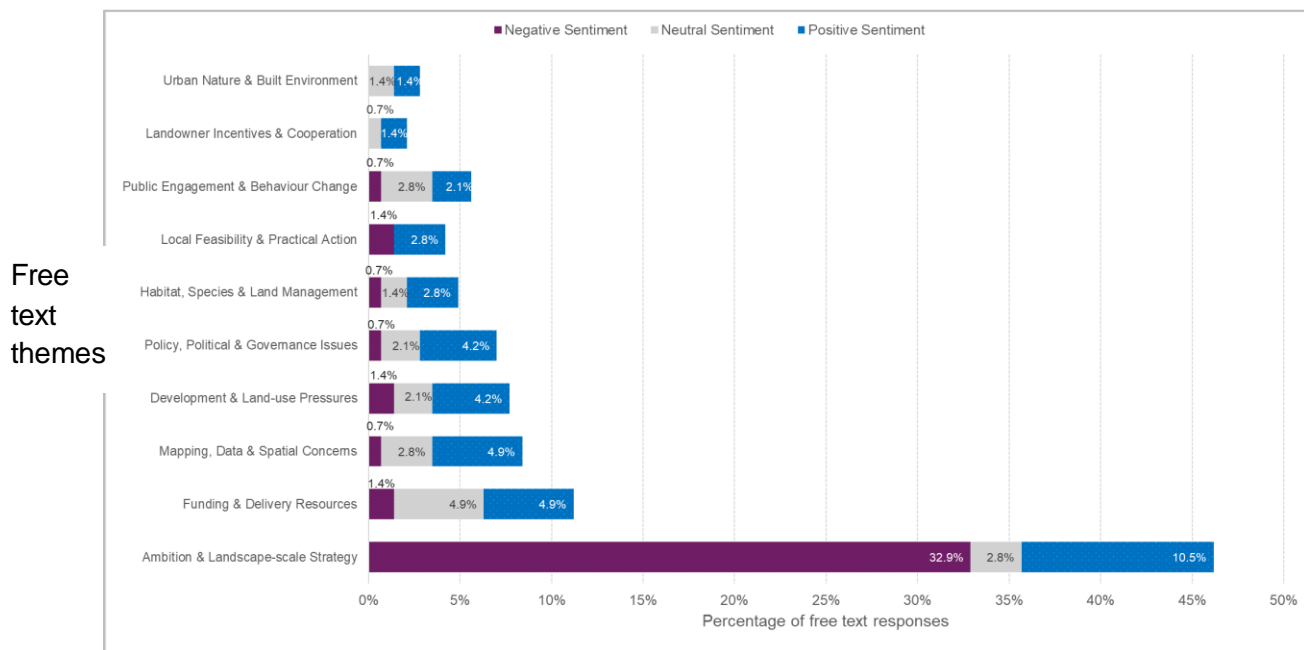
Figure 17. Responses to questions about ambition and deliverability of the ACB map and LNRS document:



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.

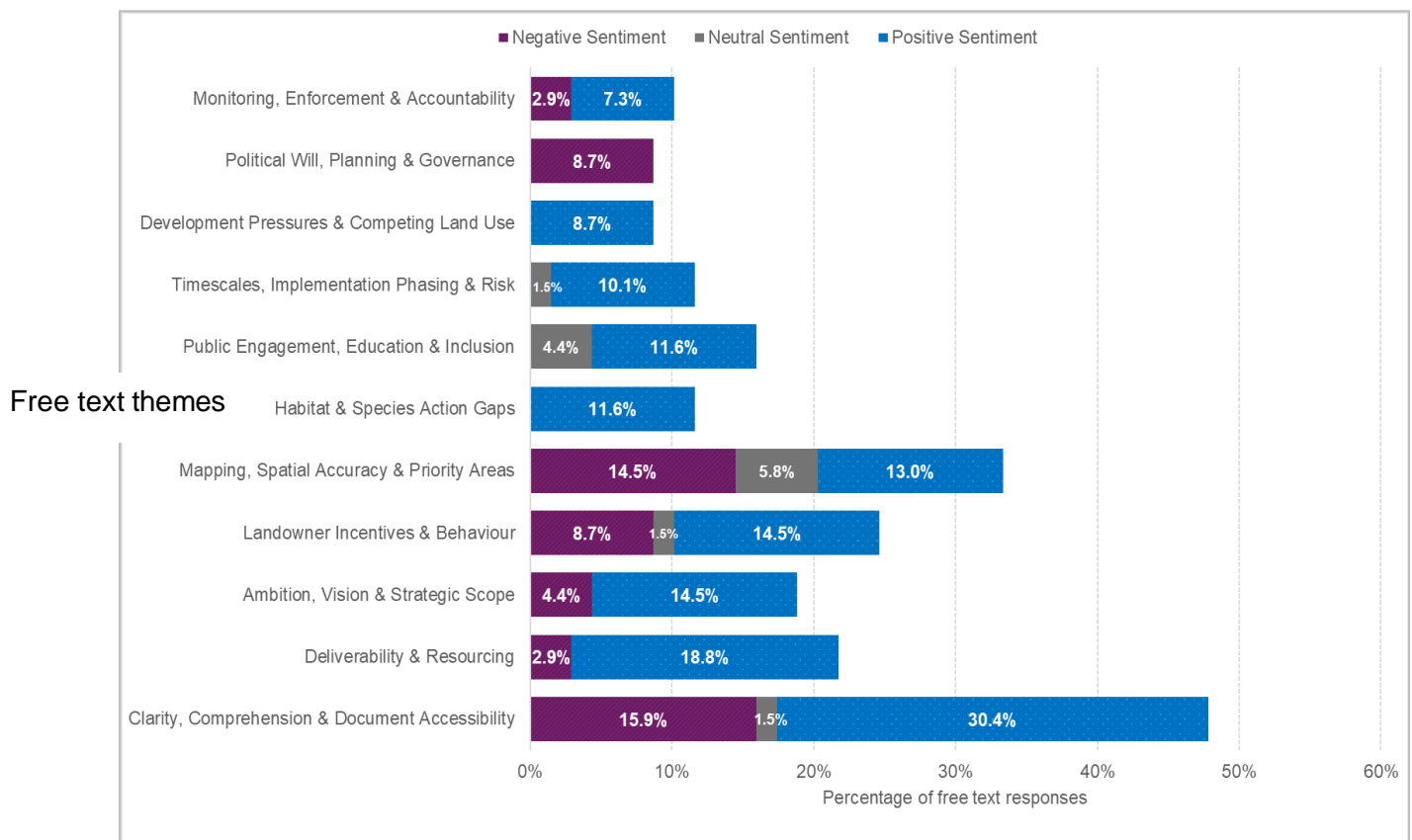
Figure 18. Themes and sentiment from free text responses regarding ACB map deliverability and ambition:



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:

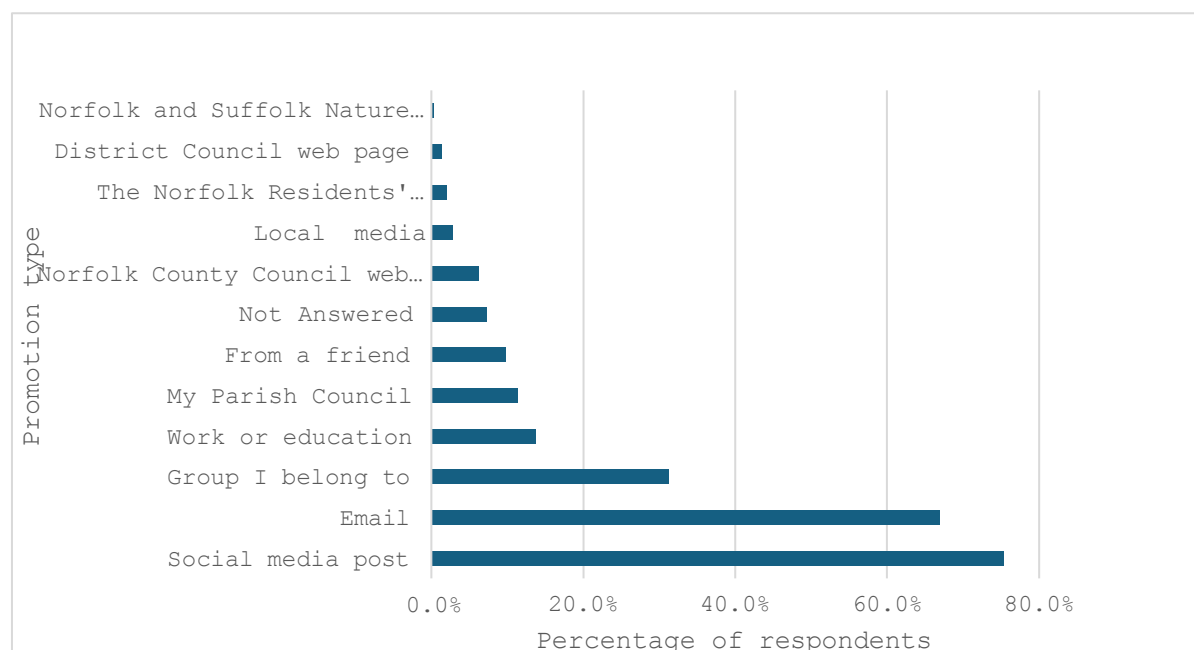


When asked to expand on their disagreement that the strategy document was deliverable and ambitious the majority of comments centred around three key themes. The clarity, comprehension and accessibility of the document (16%); concerns with the mapping, spatial accuracy and priority areas (15%); and a 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.

1. 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.

2. 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:

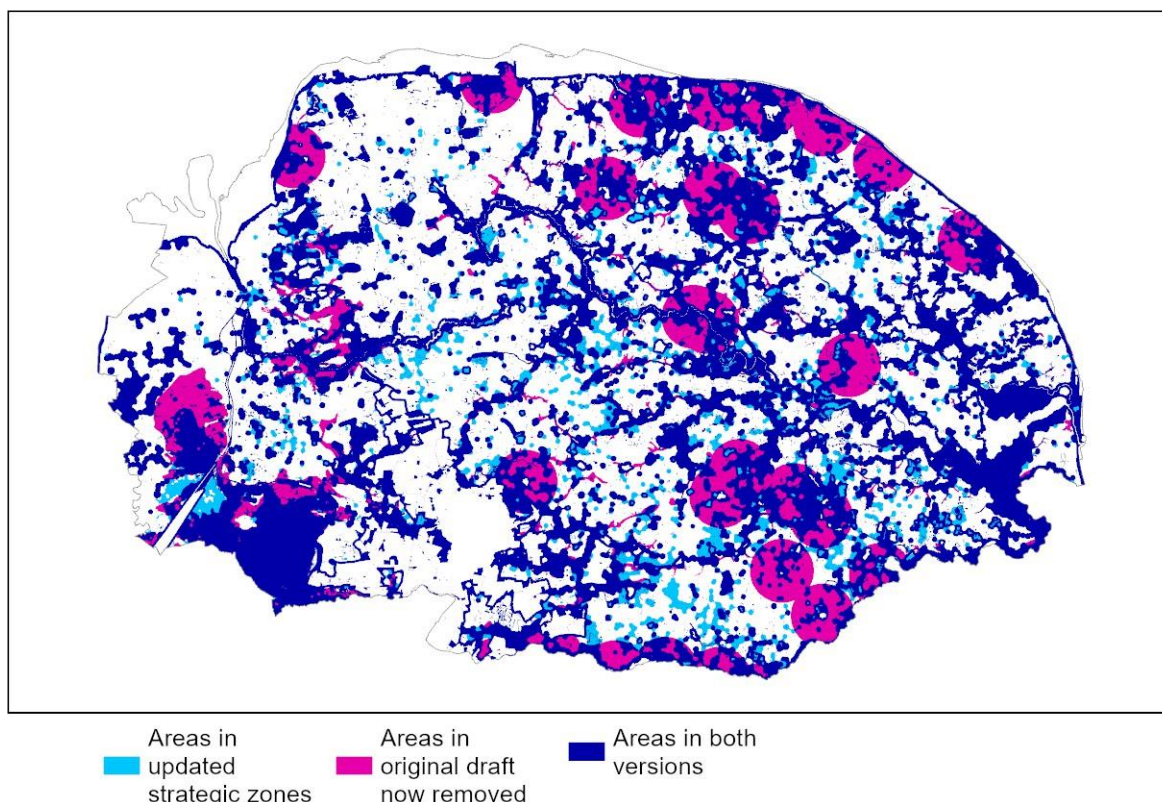
- For urban greenspaces such as allotments, sports grounds etc., inappropriate measures such as woodland/scrub creation will be excluded and appropriate caveats added for the other measures applied. The map will reflect inclusion of any appropriate landowner or manager measures that have been submitted 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.



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.

3. 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. [Landscape Recovery: round two - GOV.UK](https://www.gov.uk/government/publications/landscape-recovery-more-information-on-how-the-scheme-will-work/landscape-recovery-round-2)
(<https://www.gov.uk/government/publications/landscape-recovery-more-information-on-how-the-scheme-will-work/landscape-recovery-round-2>)

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.

4. 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.

5. 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.

6. 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.

7. 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.

8. 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.

9. 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

10. 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 at [Local Nature Recovery Strategy public consultation - Norfolk County Council](https://www.norfolk.gov.uk/article/68386/Local-Nature-Recovery-Strategy-public-consultation-Norfolk-County-Council)

(<https://www.norfolk.gov.uk/article/68386/Local-Nature-Recovery-Strategy-public-consultation>)

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).

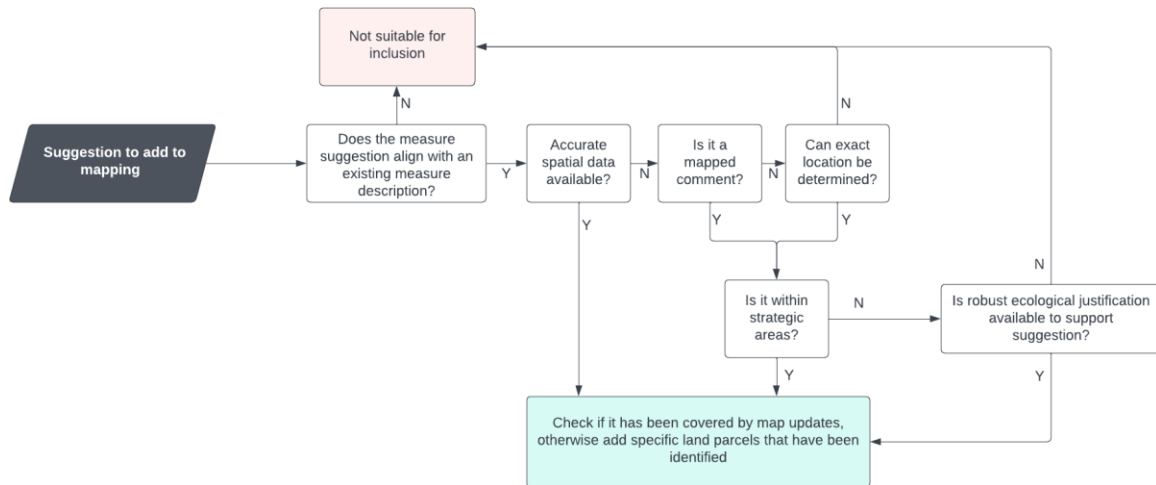


Figure 22: Site specific additions to the LHM triage process

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 <p>Open text to explain answer</p>
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 <p>Open text to explain answer, if answering 'somewhat' or 'no'.</p>

Question	Section	Question type
10. To what extent do you agree that the Strategy includes other appropriate environmental benefits?	Content questions	<p>Scale:</p> <ul style="list-style-type: none"> • Strongly agree • Agree • Disagree • Strongly disagree • I don't know / Not sure <p>Open text to comment</p>
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	<p>Scale:</p> <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	<p>Tick box:</p> <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	<p>Scale:</p> <ul style="list-style-type: none"> • Strongly agree • Agree • Disagree • Strongly disagree • I don't know / Not sure <p>Open text to comment</p>
14. To what extent do you agree with the following statement? "The LNRS document is ambitious but deliverable."	Content questions	<p>Scale:</p> <ul style="list-style-type: none"> • Strongly agree • Agree • Disagree • Strongly disagree • I don't know / Not sure <p>Open text to comment</p>

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 	<p>Equality and demographic questions</p>	<p>Select only one item (tick box)</p>
<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 	<p>Equality and demographic questions</p>	<p>Select only one item (tick box)</p>

Question	Section	Question type
<p>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>	

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Environment and Community Panel		
DATE:	20 th October 2025		
TITLE:	Cemeteries Provision		
TYPE OF REPORT:	Operational		
REPORT AUTHOR:	Lauren Steele - Democratic Services Officer		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes – recommendations from the Environment and Community Panel will need to be submitted to Cabinet

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
This report sets out options available to the Panel to deal with a request from Cabinet to formulate recommendations on the future cemetery provision for Cabinet to consider.
BACKGROUND:
<p>On 2nd September 2025, the Environment and Community Panel considered the original Cabinet Report on the Cemetery provision. The Panel's recommendations to Cabinet were that they did not support Recommendation 1 in the report, however the Panel did not formulate a counter recommendation for Cabinet to consider.</p> <p>At the Cabinet meeting on 23rd September 2025, the Cabinet deferred consideration of the report and referred the matter back to the Environment and Community Panel requesting that it undertake further scrutiny and formulate recommendations to be presented to a future Cabinet meeting.</p> <p>A copy of the Cabinet report is attached.</p>
KEY ISSUES:
Members are directed to the attached Cabinet Report for further detail of the key issues.
OPTIONS TO BE CONSIDERED:
<p>The Panel can deal with the request from Cabinet in the following ways:</p> <ol style="list-style-type: none"> 1. If the Panel considers the matter to be straightforward, it could formulate a counter recommendation at this meeting for onward submission to Cabinet. 2. The Panel could establish an Informal Working Group to consider the request from Cabinet. Arrangements for an Informal Working Group are suggested below: <ul style="list-style-type: none"> - Terms of Reference: "To consider the request from Cabinet to undertake further Scrutiny of the Cemeteries Provision Cabinet Report and formulate recommendations for Cabinet to consider." - Suggestion of approximately five Members to sit on the Informal Working Group, with Membership to be agreed by the Environment and Community Panel at this meeting.

- The Informal Working Group to hold meetings as follows:
- Meeting 1 – Receive evidence and information from the relevant officers and Portfolio Holder. The Informal Working Group can also bring in external organisations as required.
- Meeting 2 – The Informal Working Group to formulate their recommendations to present back to the Environment and Community Panel for onward submission to Cabinet.
- The Informal Working Group to present their findings to the Environment and Community Panel at their meeting on 6th January 2026 for onward submission to Cabinet.

RECOMMENDATIONS:

It is recommended that the Panel either:

1. Formulate a counter recommendation at this meeting to be submitted back to Cabinet
- or
1. Establish an Informal Working Group and agree its Terms of Reference and Membership.
 2. Task the Informal Working Group with undertaking further scrutiny, engaging with relevant officers, the Portfolio Holder and external stakeholders as appropriate.
 3. Require the Informal Working Group to report back to the Panel in January 2026 with draft recommendations for onward submission to Cabinet.

REASONS FOR RECOMMENDATIONS:

To allow sufficient time for detailed scrutiny of the issues, including input from officers, the Portfolio Holder and other relevant stakeholders and to ensure that Cabinet receives clear, evidence-based recommendations from the Panel.

ENVIRONMENT AND COMMUNITY PANEL WORK PROGRAMME 2025/2026

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
3rd June 2025	Membership of Task Groups and Informal Working Groups 2024/2025	Operational	Democratic Services Officer	To appoint Members to Task Groups and Informal Working Groups established by the Panel
	Nominations to Outside Bodies and Partnerships	Operational	Democratic Services Officer	To nominate representatives to outside bodies and partnerships
	Appointment of Vice Chair for the Municipal Year	Operational		
	Councillor Community Grant Scheme	Operational	Debbie Ess	For Information
8th July 2025	Changes to Social Housing Allocations Policy	Cabinet Report	Duncan Hall Andy King	Before going to Cabinet on 15 th July 2025
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Cabinet Report	Duncan Hall Andy King	Before going to Cabinet on 15 th July 2025

	MRF Extension Contract	Cabinet Report	Barry Brandford	Before going to Cabinet on 15 th July 2025
2nd September 2025	Cemetery Presentation & Report	Cabinet Report	Martin Chisholm	Before going to Cabinet on the 16 th September 2025
	Adoption of Playing pitch and Sports facilities strategy	Cabinet Report	Richard Allan	Before going to Cabinet on the 16 th September 2025
20th October 2025	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	King's Lynn Pride In Place Programme	Cabinet Report	Nicola Cooper Jemma Curtis	Before going to Cabinet on the 11 th November 2025
	Hunstanton Sea Defences	Update	Dave Robson	To receive an update on the Hunstanton Sea Defences
	Review of Licensing Act 2003 Statement of Licensing Policy	Cabinet Report	Marie Malt	Before going to Cabinet on 11 th November 2025
	Adoption of Norfolk Local Nature Recovery Strategy	Cabinet Report	Michael Burton	Before going to Cabinet on 11 th November 2025

6th January 2026	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	White Ribbon Campaign Accreditation - Yearly Progress Report	Operational	Charlotte Marriott	To receive an update on the White Ribbon Campaign Accreditation
	Housing Policies: Temporary Accommodation; Private Rented Sector	Cabinet Report	Andy King	Before going to Cabinet on 20 th January 2026
	Climate Change Strategy	Cabinet Report	Ged Greaves	Before going to Cabinet on 20 th January 2026
	Report from Climate Change Informal Working Group	Policy Development	Stuart Ashworth	To receive feedback and recommendations from the Climate Change Informal Working Group
	Serco Waste Update	Presentation	Martin Chisholm	For Information
	Domestic Energy Efficiency Update	Presentation	Jacob Medlock	For Information
24th February 2026	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			

14th April 2026	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			

To be scheduled

- Policy Development – Review of Tree and Woodland Strategy and update from the Arboricultural Officers
- Service Level Agreement for Council Approved testing Stations
- Informal Working Group – Wash Barrier
- Housing Standards Update – Current issues and quality of properties
- Fly Tipping – Providing awareness

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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
181	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

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
	Risk Strategy and Policy Report	Non	Cabinet	Leader Monitoring Officer		Public

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	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
	Property Disposal Policy	Key	Council	Business and Culture. Assistant Director – Property and Projects		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
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
	Capital Strategy	Key	Council	Leader S151 Officer Asst Dir Resource		Public

10-Oct-25

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

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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
	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
184	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 Response	Key	Council	Leader Chief Executive		Public
	Heacham Beach Huts	Key	Cabinet	Business Asst Dir – Property		Exempt