

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



Regeneration and Development Panel

Agenda

Tuesday, 2nd June, 2026
at 6.00 pm

in the

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



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

Friday 22nd May 2026

Dear Member

Regeneration and Development Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 2nd June, 2026 at 6.00 pm** in the **Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Appointment of Vice Chair for the Municipal Year

2. Apologies for absence

To receive any apologies for absence.

3. Minutes (Pages 4 - 11)

To approve the minutes from the Regeneration and Development Panel held on 31st March 2026.

4. Declarations of Interest (Page 12)

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

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

5. Urgent Business

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

6. 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.

7. Chair's Correspondence (if any)

8. Signing of the Scrutiny and Executive Protocol (Pages 13 - 20)

For the Chair to sign the Scrutiny and Executive Protocol.

9. Cabinet Report - CIL Strategic Project Funding (To follow)

**10. Cabinet Report - West Norfolk Economic Strategy and Action Plan
(Pages 21 - 90)**

11. Work Programme and Forward Decisions List (Pages 91 - 104)

12. Date of the next meeting

To note that the next meeting of the Regeneration and Development Panel is scheduled to take place on 15th July 2026 at 6.00pm in the Council Chamber, Town Hall.

To:

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

Portfolio Holders:

Councillor Moriarty – Portfolio Holder for Planning and Licensing
Councillor Ring – Deputy Leader and Portfolio Holder for Business

Officers

Amanda Driver – Community Infrastructure Levy (CIL) Senior Monitoring and Compliance Officer
Duncan Hall – Assistant Director for Regeneration, Housing and Place
Hannah Wood-Handy – Planning Control Manager
Jemma Curtis – Regeneration Programmes Manager
Walton Mabuto – Economic Growth Officer

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**REGENERATION AND DEVELOPMENT PANEL**

Minutes from the Meeting of the Regeneration and Development Panel held on Tuesday, 31st March, 2026 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

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

PORTFOLIO HOLDERS:

Councillor Beales – Leader of the Council
Councillor Lintern – Portfolio Holder for Culture and Events
Councillor Moriarty – Portfolio Holder for Planning and Licensing (remotely)
Councillor Ring – Deputy Leader and Portfolio Holder for Business
Councillor Rust – Portfolio Holder for People and Communities

OFFICERS:

James Arrandale – Principal Lawyer (remotely)
Duncan Hall – Assistant Director for Regeneration, Housing and Place
Mark Whitmore – Assistant Director for Health, Wellbeing and Public Protection
Michael Burton – Principal Planner
Jemma Curtis – Regeneration Programmes Manager
Robin Lewis – Project Officer
James Grant – Principal Project Manager
Michelle Drewery – Deputy Chief Executive and S151 Officer
Connor Smalls – Regeneration Programmes Officer (remotely)

RD90: APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Anota, Hodson and Ratcliffe.

RD91: MINUTES

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

RD92: DECLARATIONS OF INTEREST

There were no declarations of interest.

RD93: URGENT BUSINESS

There was none.

RD94: MEMBERS PRESENT PURSUANT TO STANDING ORDER 34

Councillor de Whalley was present under Standing Order 34.

RD95: **CHAIR'S CORRESPONDENCE**

The Chair reported that limited email correspondence had been shared with Panel Members.

RD96: **CABINET REPORT - LOCAL PLAN TASK GROUP - TERMS OF REFERENCE**

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

The Portfolio Holder for Planning and Licensing presented the report proposing updated terms of reference for the Local Plan Task Group, reflecting new government requirements, statutory changes, and the need for a more agile approach to plan-making.

The Chair thanked the Portfolio Holder for Planning and Licensing and officers for the report and invited questions and comments from the Panel as summarised below.

The Chair expressed concern that the Local Plan Task Group had not been consulted on the proposed changes to the terms of reference and sought confirmation that the plan remained the Council's plan. The Portfolio Holder for Planning and Licensing confirmed it was still the Council's plan but noted that statutory deadlines and the risk of government intervention limited councillors' influence, requiring more frequent meetings and quicker decision-making.

Councillor Crofts asked about the implications of removing the statutory duty to cooperate. The Principal Planner explained that although the legal requirement had been removed, practical cooperation with neighbouring authorities was still necessary, statutory consultees still had to be engaged, and the need to demonstrate compliance to a planning inspector was now less stringent.

In response to a question from Councillor Blunt, the Principal Planner explained the new terms of reference would be flexible and dynamic to accommodate future changes such as the introduction of the mayoral authority.

In response to a question from Councillor Ryves, the Principal Planner confirmed that the plan would take account of the Environment Agency's suggested policy on wastewater treatment.

The Portfolio Holder for Planning and Licensing clarified that the terms of reference had been drafted for the current circumstances and that

the new Local Plan would be adopted by the new Unitary Council, not the existing Council.

In response to a question from Councillor Bone, the Principal Planner confirmed that they would be working closely with Breckland and other neighbouring authorities throughout the process.

Councillor Bubb asked whether the new plan was expected to improve and enhance the existing plan. The Principal Planner confirmed that it would replace the current Local Plan.

In response to concerns raised by the Chair, the Principal Planner and the Portfolio Holder for Planning and Licensing explained they were constrained by statutory deadlines and clarified that Councillors' views should not be ignored but government intervention and national policies may override local preferences requiring councillors to work smarter and to act quickly to influence the plan.

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

Cabinet resolves:

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

RD97: **CABINET REPORT - HIGH STREET RENTAL AUCTION**

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

The Portfolio Holder for People and Communities presented the report on High Street rental auctions and empty property initiatives, outlining the links between tackling empty retail and residential properties, the funding arrangements, and the operational approach.

The Assistant Director for Health, Wellbeing and Public Protection advised the Panel that the report related specifically to the High Street Rental Auction scheme, and that the empty property post was already underway and would be advertised shortly.

The Chair thanked the Portfolio Holder for People and Communities and officers for the report and invited questions and comments from the Panel as summarised below.

Councillor Ryves asked why empty retail and residential property policies were linked. The Assistant Director for Health, Wellbeing and Public Protection, and the Regeneration Programmes Manager explained that both types of vacancies negatively affected the town's economic vitality and public perception, and that combining efforts

would achieve a broader impact, including opportunities to repurpose space above shops for residential use.

In response to a question from the Chair, the Regeneration and Programmes Manager confirmed that funding from the Pride in Place programme and other partners would be available.

Councillor Bone commented that converting some empty properties to residential use made sense and stated that he welcomed the scheme.

In response to comments from Councillor Crofts, the Portfolio Holder for People and Communities explained that making empty residential properties and flats above shops habitable would help bring more people into the town to support local businesses and highlighted how the two approaches complemented each other.

In response to a question from Councillor Colwell, the Regeneration and Programmes Manager advised that they would provide the most up-to-date figures on void retail properties in the designated High Street rental auction area, using the quarterly survey data, after the meeting.

Councillor Collingham commented that it was disappointing the Debenhams site was excluded from the auction process. The Regeneration and Programmes Manager explained that the site's condition exceeded the reasonable standard required by legislation and added that alternative master planning and grant funding options were being explored for the property.

In response to comments from Councillor Ryves, the Deputy Leader and Portfolio Holder for Business explained that the auction process allowed flexible rental rates, enabling new businesses to trial premises at low cost.

In response to a question from Councillor Bubb, the Assistant Director for Health, Wellbeing and Public Protection explained that several options existed for bringing empty domestic properties back into use, including Empty Dwelling Management Orders, which enabled the authority to take over management and recover costs through rent, and enforced sale where appropriate. It was explained that the Pride in Place programme would also explore the potential for a loan scheme to help landlords bring properties up to a standard where they can be let, subject to a future business case. The Assistant Director for Health, Wellbeing and Public Protection emphasised the need to understand why properties remained empty and to work with owners to address barriers or support the sale of properties to others able to bring them back into use.

In response to a question from the Chair, the Assistant Director for Health, Wellbeing and Public Protection clarified that while the current focus was on King's Lynn due to high need and funding alignment,

there was potential for the empty property officer's work to be extended across the borough as data on vacancies was available.

The Chair commented that it would be good to have the work extended for empty residential properties outside of King's Lynn.

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

Cabinet to note the content of the report and agree to implement a High Street Rental Auction Scheme subject to following the national guidance in implementing such a scheme, to initially be applied to the southern section of King's Lynn High Street (appendix 1).

RD98: **GUILDHALL UPDATE**

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

The Project Officer provided an update on the Guildhall project which covered construction progress, funding status, stakeholder engagement, fundraising efforts, business plan development and outreach activities.

The Chair thanked the Project Officer for the report and presentation and invited questions and comments from the Panel as summarised below.

In response to questions from the Chair, the Project Officer confirmed that Tim FitzHigham had overall responsibility for fundraising. The CIO played a key role in accessing specialist funding streams unavailable to the Borough. The Project Officer explained Tim FitzHigham led the mixed-model fundraising approach planned for the coming years, and that the fundraising consultant worked under his direction, with their time allocated according to agreed priorities. The Project Officer clarified that the strategy set out the CIO's ability to attract both capital funding for construction and revenue funding for long-term operations. They were key to accessing funding streams that the Borough could not apply to directly.

In response to a question from Councillor Colwell, the Project Officer explained operational risks such as water leaks and global events affecting materials and costs were being managed with insurance claims and built-in contingencies and the project team were tracking costs and risks closely, with no current impact on budget or timeline.

Councillor Bubb asked what plans were in place to promote that Shakespeare was in King's Lynn. The Project Officer confirmed efforts to promote the Guildhall's Shakespeare connection was ongoing, including partnerships with national Shakespeare organisations and outreach to schools and libraries. Officers were working to ensure the

message peaks at the right time and to book significant touring companies well in advance.

Councillor Ryves asked whether the business plan was being continuously kept under review. The Project Officer confirmed the business plan was under continuous review, led by the new Assistant Director for Culture and Leisure, and that their responsibility is to ensure the plan is fit for purpose and responsive to changing demographics and market conditions, with a focus on multiple income streams and operational durability.

The Deputy Leader and Portfolio Holder for Business commented that this was a major project managed by several officers and highlighted that, although a fundraising team was now in place, Tim FitzHigham had undertaken significant work promoting the project internationally. The Deputy Leader and Portfolio Holder for Business emphasised that raising substantial funds was a long-term process.

The Portfolio Holder for Culture and Events reminded the Panel that outreach and education work had continued across the borough during the construction period, including activity in schools and libraries to maintain engagement with young people. The Panel were also reminded that the project covered the wider Guildhall complex, including galleries, the café and the restaurant, and that significant ongoing outreach activity supported the overall programme.

The Chair proposed that the panel receive updates every six months, focusing on financing, technical issues, and preparations for the opening, to ensure ongoing transparency and oversight.

RESOLVED: That the Regeneration and Development Panel acknowledge the update and receive updates every six months focusing on financing, technical issues, and preparations for the opening.

RD99: **WORK PROGRAMME AND FORWARD DECISION LIST**

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

RD100: **DATE OF THE NEXT MEETING**

The next meeting of the Regeneration and Development Panel was scheduled to take place on 2nd June 2026 at 6.00pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

RD101: **CABINET REPORT - CUSTOM HOUSE REFURBISHMENT**

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

The Assistant Director for Regeneration, Housing and Place presented the report on Custom House refurbishment as included in the Agenda.

The Chair thanked the Assistant Director for Regeneration, Housing and Place for the report and invited questions and comments from the Panel as summarised below.

Councillor Colwell raised concerns about the condition of Hanse House, noting that the Grade I listed building was affected by UPVC banners and bins. Councillor Colwell felt this was inappropriate and suggested that the owners should be engaged to ensure the area supported the wider ambitions for an improved waterfront. The Assistant Director for Regeneration, Housing and Place confirmed he would speak with Councillor Colwell outside the meeting regarding the points raised.

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

RD102: **EXCLUSION OF THE PRESS AND PUBLIC**

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

RD103: **EXEMPT - CABINET REPORT - CUSTOM HOUSE REFURBISHMENT**

The Assistant Director for Regeneration, Housing and Place responded to questions from Members relating to the exempt information contained within the report.

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

Cabinet resolves:

1. To proceed with the Custom House element of the Riverfront Regeneration project based on the RIBA Stage 4 design.
2. Delegate authority to the Assistant Director for Regeneration, Housing and Place to award the contract to deliver the Custom House Project ("the Main Contract") to the successful tenderer, as identified through the completed procurement process within the approved budget as authorised.
3. Delegate authority to the Assistant Director for Regeneration, Housing and Place in consultation with the Portfolio Holder to

approve material changes to the scope of the project and/or variations to the Main Contract that are within the approved budget and in accordance with the Local Assurance Framework for this project.

Councillor Crofts left the meeting.

RD104: **EXEMPT - SOUTHEND ROAD - POST PROJECT EVALUATION**

The Principal Project Manager presented the report as included in the Agenda.

The Principal Project Manager gave a presentation on Southend Road Post Project Evaluation as included in the Agenda.

The Panel asked questions to which the Principal Project Manager responded.

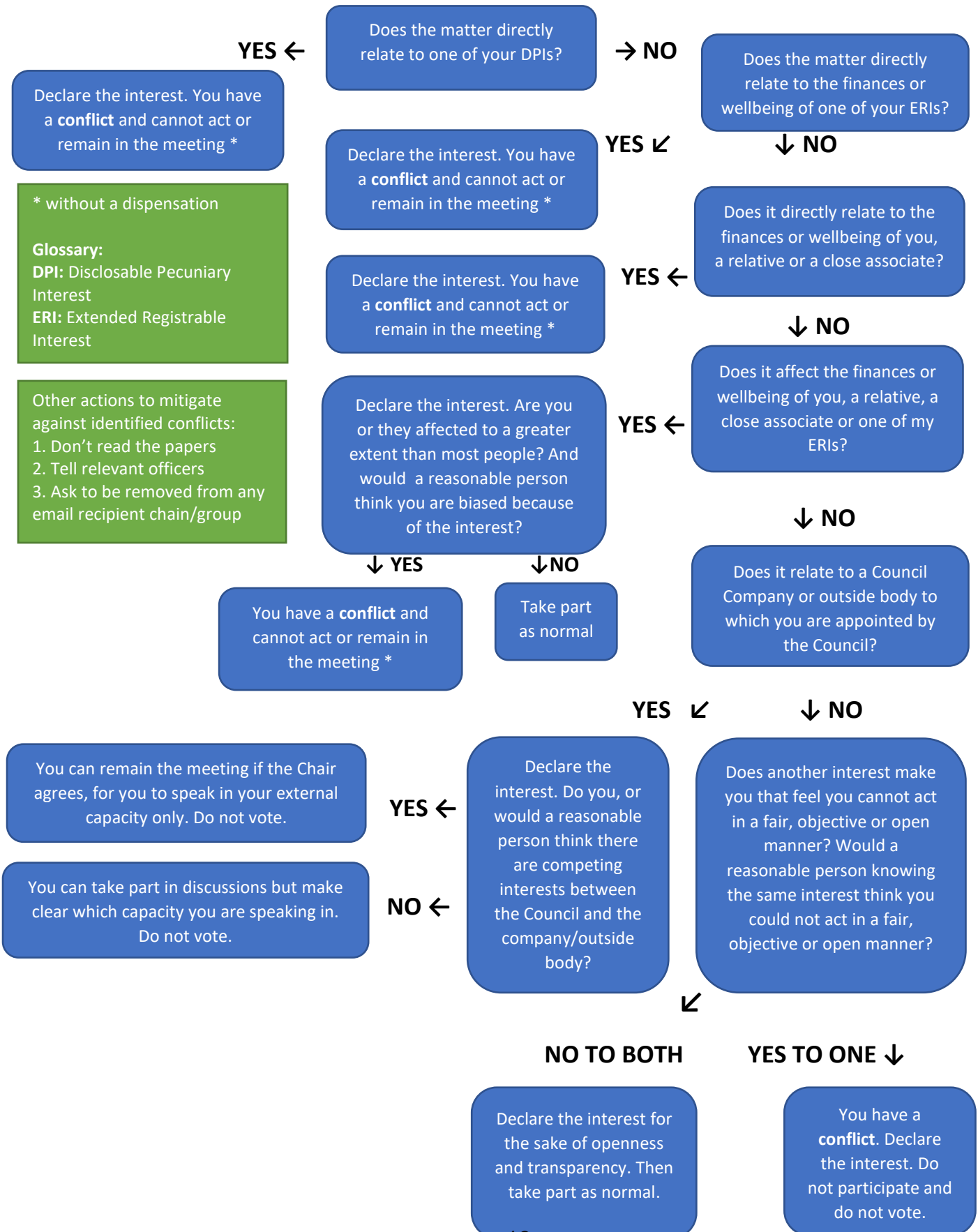
RESOLVED: That the Regeneration and Development Panel formally promotes the findings of this review and ensures the institutional knowledge gained from the Southend Road project is systematically embedded into all future project management processes.

The meeting closed at 8.18 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

Scrutiny and Audit Relationship Protocol

Borough Council of
King's Lynn &
West Norfolk



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1. Introduction

The Scrutiny and Audit Relationship Protocol sets out a clear framework for how oversight, assurance, and accountability functions will work together in a constructive, transparent, and coordinated way. Its purpose is to strengthen governance by defining roles, promoting effective communication, and ensuring that scrutiny and audit activity is both independent and complementary. By establishing shared expectations and principles, the protocol supports a culture of openness, continuous improvement, and collective responsibility for high-quality decision-making across the organisation.

The Protocol is not a formal part of the Council's governance arrangements, and it is not specified in the Council's Constitution.

2. Purpose of the Protocol

The general purpose of this protocol is to set out how the Chairs of the Policy Review and Development Panels and the Audit Committee will work together to complement the functions of their respective Committees.

In more specific terms, the protocol seeks to: -

- 2.1 Work in cooperation with the Scrutiny and Executive Protocol.
- 2.2 Establish a positive framework for audit and scrutiny to work effectively.
- 2.3 Maximise collaboration of Chairs of both Scrutiny and Audit.
- 2.4 Promote and uphold mutual respect and trust between Scrutiny Members, Audit Committee Members, and officers, creating an open environment that supports constructive and challenging debate.
- 2.5 Support the respective roles of scrutiny and audit in enhancing the governance framework and holding the Executive to account through proportionate and focused performance and policy review
- 2.6 Ensure that scrutiny and audit committees add value and impact in the implementation of the corporate objectives, risk management and other areas of mutual interest.
- 2.7 Outline the clear parameters of cooperation between the Committees.

3. Audit Function

The Audit Committee terms of reference, functions, roles and responsibilities are set out in the [Council's Constitution](#).

The Audit Committee's function is financial assurance, risk oversight, internal control evaluation. The Audit Committee's core purpose is to provide independent assurance and a strong strategic focus on the effectiveness of the Council's governance framework for, risk management, and internal control arrangements. This oversight supports effective internal challenge and reinforces public accountability by ensuring that appropriate systems and controls are in place.

3.1 The Audit Committee's function include;

- 3.1.1 Providing independent assurance on the governance framework for risk management, internal control, internal and external audit, wholly owned companies and significant partnerships/collaborations, arrangements for audit and assurances, and financial reporting.
- 3.1.2 Overseeing the internal audit function and monitoring implementation of audit recommendations.

- 3.1.3 Reviewing, approving and signing the annual governance statement and financial statements including statement of accounts.
- 3.1.4 Supporting ethical standards and counter-fraud arrangements
- 3.1.5 Members of the Committee shall show unbiased attitudes fostering a constructive relationship with auditors, the executive and management to provide effective challenge where appropriate.
- 3.1.6 Audit Committee considers the adequacy of the Council's risk management framework to seek assurance that the Council can manage its key risks, exposure and mitigations effectively.

3.2 Audit Committee's function **does not** include;

- 3.2.1 Direct management or approval of budgets, recommending to the executive considerations of those related to the internal audit function.
- 3.2.2 Oversee operational activities or performance of specific service delivery areas, which remain the responsibility of the Cabinet, boards, or panels, except where that activity is a function of the governance framework.
- 3.2.3 Review of operational complaints or performance specific to services which falls into the remit of the Scrutiny function.

4. Scrutiny Function

Scrutiny Panels terms of reference, functions, roles and responsibilities are set out in the [Council's Constitution](#).

The Scrutiny's function is to act as a critical-friend to the executive, influencing policy review and development, performance monitoring and decision-making through evidence based recommendations and transparency; including holding the executive to account for policy decisions and service performance. The Scrutiny Panels examine the potential impact of decisions on outcomes, value for money, and stakeholders. The responsibility of the Scrutiny Panel is to make recommendations to Cabinet or Council.

4.1 Scrutiny Panel's function include;

- 4.1.1 Scrutinise matters affecting the Borough or Local People
- 4.1.2 Review the performance of the Council specifically in relation to its policy objectives, performance targets or services
- 4.1.3 Post implementation reviews of major projects and significant policy changes and the introduction of new policies.

- 4.1.4 Undertake in-year monitoring of the Medium-Term Financial Plan, including identification of risks and challenge of key assumptions
 - 4.1.5 Support setting of the medium-term financial strategy through critical examination of assumptions and ensuring alignment to corporate objectives and priorities.
 - 4.1.6 Question members of the Cabinet and senior officers about their decisions and performance
 - 4.1.7 Review the performance of other public bodies in the area
 - 4.1.8 Make reports and/or recommendations to the full Council and/or the Cabinet in connection with the discharge of any of their functions.
 - 4.1.9 Where a Scrutiny identifies a potential risk this will be communicated to the Council's Risk Management Team and recorded in the Scrutiny Action Log. The potential risk will be considered and a response provided to the relevant Scrutiny Panel. Cabinet will be kept informed of risks identified by Scrutiny Panels.
- 4.2 Scrutiny's function **does not** include;
- 4.2.1 Internal audit activity or revisit assurance work already undertaken by the Audit Committee.
 - 4.2.2 Scrutiny does not assess the adequacy or effectiveness of internal control, governance, or risk management arrangements.
 - 4.2.3 does not monitor audit recommendations, direct audit work, or review audit plans.
 - 4.2.4 Does not approve the Annual Governance Statement, Statement of Accounts, or other statutory financial reporting.
 - 4.2.5 Reviews and challenges budget does not hold responsibility for budget approval or financial management but reviews and challenges budget assumptions.
 - 4.2.6 Investigating fraud, whistleblowing, or counter-fraud matters as these areas fall within the remit of the Audit Committee and the Council's governance framework.
 - 4.2.7 Scrutiny must not influence or direct the work of internal or external auditors.
 - 4.2.8 Overlap with the Audit Committee, Cabinet, or other Panels unless a formal referral is made, and can raise Governance Framework issues to the Audit Committee through recommendations (see section 7)

5. Difference in Scrutiny and Audit Functions

Audit focuses on systems and controls, while scrutiny focuses on policy and outcomes

5.1 The different roles of the Audit Committee and the Scrutiny Panels can be summarised as:

<u>Audit Committee Function</u>	<u>Scrutiny Panels Function</u>
The Audit Committee has consideration of:	The Scrutiny Panels has consideration of:
<ul style="list-style-type: none"> • Audit provides assurance on the robustness of the underlying financial systems, controls, and reporting • Internal Controls • Risk Management • Fraud and Whistleblowing • Internal and External Audit Reports • Annual Governance Statement • Financial Statements • Reviewing and considering if the Council have the correct procedures in place and are following those procedures 	<ul style="list-style-type: none"> • Scrutiny provides challenge on financial assumptions and policy choices • Scrutiny of Executive Decisions. • Monitoring and Scrutinising Service Performance • Monitoring Complaints Performance Data • Scrutiny of Budget assumptions and proposals • Policy Development and Review • Considers improvements and scrutinises Council's Policies to ensure the best outcome for the Borough

5.1.5 The Audit Committee's work programme is driven largely by statute, and the governance and financial reporting cycle. The Scrutiny work programme is driven by Policy development and review and a regular reflect on performance towards statutory obligations and corporate objectives. Where clarity is required then advice on the interpretation and application of this protocol will be given by the Monitoring Officer.

5.1.6 This Scrutiny and Audit Relationship Protocol capture the working arrangements relating to work programme planning, meetings for the Chairs of the Scrutiny Panels and Audit Committee, risk management, opportunities for joint working,

5.1.7 The Protocol should be read in conjunction with [other sections of the Constitution](#) of the Borough Council of King's Lynn and West Norfolk.

6. Principles for Effective Working

6.1 Mutual Respect and Independence

- Both bodies operate independently but complement each other.
- Neither body should duplicate the other's work or undermine its statutory purpose.
- The Audit Committee must remain non-political, as emphasised by CIPFA.
- The Chair of the Audit Committee and the Chair of the Scrutiny Panels shall meet sixth monthly of the municipal year to discuss matters of mutual interest.
- At each Joint Chair's and Vice – Chair meeting there shall be a standing agenda item entitled "Items for referral Scrutiny / Audit"

6.2 Transparency and Information Sharing

- Relevant reports (e.g., internal audit reports, risk registers, governance updates) will be shared with Scrutiny where they support policy or performance review.
- Scrutiny review findings relevant to governance or risk will be shared with the Audit Committee.
- The Chair of the Audit Committee may invite comment(s) from the Chairs of the Scrutiny Panels on the external auditor's findings on value for money.
- The Chair of the Scrutiny Panel may also invite comments from Audit on certain aspects of financial scrutiny and the budget implementation.

6.3 Avoiding Duplication

- Work programmes will be coordinated annually to avoid overlap.
- Scrutiny will not re-perform assurance work already undertaken by internal audit or the Audit Committee.
- The Audit Committee will not scrutinise policy decisions or service performance unless they relate to governance or risk.

7. Operational Arrangements

7.1 Work Programme Alignment

- Chairs (or vice-chairs) of both bodies will meet at least twice yearly to discuss:
 - Forward plans

- Emerging risks
- Areas of potential overlap
- Opportunities for joint work

7.2 Sharing of Reports

- Internal audit annual plans, progress reports, and the annual opinion will be made available to the Chair of Scrutiny through Modern.gov along with reports which the Deputy Section 151 Officer and Monitoring Officer deem appropriate.
- Scrutiny review reports will be shared with the Chair of Audit Committee where they highlight governance, risk, or control issues through Modern.gov along with reports which the Deputy Section 151 Officer and Monitoring Officer deem appropriate.

7.3 Referral Mechanisms

7.3.1 Scrutiny may refer to the Audit Committee when:

- A review identifies systemic governance weaknesses.
- There is evidence of risk management failure.
- Concerns arise about the adequacy of internal controls.

7.3.2 The Audit Committee may refer to Scrutiny when:

- Audit findings indicate poor performance or policy implementation.
- A service area requires deeper policy or operational review.
- Value-for-money concerns relate to service delivery rather than governance.

7.3.3

In the event of the Audit Committee identifying an issue to refer to a Scrutiny Panel, or a Scrutiny Panel identifying an issue to refer to Audit Committee, the issue, the reasons for referral and the purpose must be clearly understood and specified in the minutes. The referral will be considered by the Chair of the relevant Committee/Panel for inclusion in the work programme. All referrals will include a clear rationale and desired outcome. Acceptance or rejection of referrals, with reasons, will be formally recorded.

8 Joint Working Opportunities

Where appropriate, the two bodies may collaborate on:

- Risk-based thematic reviews
- Governance-related performance issues
- Pre-decision scrutiny of major governance changes
- Training and development sessions

9 Review

The Scrutiny and Audit Relation Protocol will be reviewed annually and signed off by the Audit Chair and Panel Chairs at the beginning of each Municipal Year.

9.1 Monitoring

- The Audit Committee will monitor implementation of internal and external audit recommendations.
- Scrutiny may request updates where recommendations relate to service performance or policy outcomes.

9.2 Accountability

- Directors and service leads remain accountable to both bodies for responding to recommendations within their respective remits including sharing or reports.
- Democratic Services Officers are responsible for administering the Scrutiny and Audits Chair’s meetings along with joint working arrangements, training and development sessions and joint working arrangements.

Signed <DATE>

Chair of the Audit Committee.....

Chair of the Corporate Performance Panel.....

Chair of the Environment and Community Panel.....

Chair of the Regeneration and Development Panel.....

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Regeneration and Development Panel		
DATE:	2 nd June 2026		
TITLE:	West Norfolk Economic Strategy and Action Plan		
TYPE OF REPORT:	Cabinet Report		
PORTFOLIO(S):	Councillor Ring, Business and Deputy Leader		
REPORT AUTHOR:	Jemma Curtis		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

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



REPORT TO CABINET

DATE OF MEETING	9 TH June 2026
REPORT TITLE	West Norfolk Economic Strategy – Action Plan 2026-2028
LEAD MEMBER	Cllr Simon Ring E-mail: cllr.Simon.Ring@West-Norfolk.gov.uk
LEAD OFFICER	Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk
CONSULTEES	Internal departments including: <ul style="list-style-type: none"> • Economic Development and Regeneration • Planning and Housing • Climate Change and Environment • Public Health and Community Services
WARDS AFFECTED	ALL WARDS

KEY DECISION	NO
DECISION MAKER	Cabinet
IS THE REPORT OPEN OR EXEMPT	OPEN

FINANCIAL IMPLICATIONS	NO
HR IMPLICATIONS	NO
POLICY IMPLICATIONS	YES
STATUTORY IMPLICATIONS	NO
RISK MANAGEMENT IMPLICATIONS	YES
ENVIRONMENTAL IMPLICATIONS	YES
EQUALITY IMPACT ASSESSMENT COMPLETED	PRE-SCREEN HAS BEEN COMPLETED.

SUMMARY OF REPORT

The West Norfolk Economic Strategy (WNES) Action Plan 2026 -2028 sets out a focused programme of activity to deliver the priorities of the adopted West Norfolk Economic Strategy. The Action Plan translates the long-term economic vision approved by Cabinet in 2026, into a practical, time-bound set of interventions that can be delivered over the next two years, whilst laying the foundations for continued delivery beyond 2028 as part of Local Government Reorganisation.

The Action Plan is structured around the five strategic priorities from the WNES:

1. Thriving Towns
2. Access to Education & Good Work
3. Productive Jobs and Businesses
4. Managed Natural Resources

5. Healthy, Inclusive Communities

Together, these priorities respond to national policy changes, emerging local government reorganisation and devolved governance arrangements and local challenges and opportunities including productivity, skills, health inequalities town centre regeneration, climate resilience and inclusive economic growth.

The Action Plan is designed to be dynamic and will be reviewed annually. Importantly, the Action Plan also provides a shared framework for engagement with key public, private and third-sector stakeholders. It sets out a clear, place-based set of priorities and pipelines of activity that partners can align with when developing projects, seeking investment and bidding for external funding. By clearly articulating West Norfolk's economic priorities and delivery approach, the Action Plan supports coordinated partnership working and strengthens the Borough's collective ability to attract funding from government, devolved bodies and other external sources. It aligns closely with the Council's Corporate Strategy and Corporate Action Plan and supports delivery of wider place-based programmes including Pride in Place, devolution readiness, the Marmot programme and the Climate Change Strategy.

Importantly, the Action Plan delivers borough-wide benefits across both urban and rural communities. It recognises that West Norfolk's economy is highly dispersed, with a significant proportion of residents and businesses located in rural and coastal areas. Through improved transport connectivity, digital infrastructure, access to skills and training, and investment in local services and visitor economy assets, the Action Plan supports rural residents and businesses to access employment, education and leisure opportunities. This ensures that economic growth is inclusive and felt across villages, market towns and coastal communities, not solely within King's Lynn.

RECOMMENDATIONS

Recommendation to Cabinet

That Cabinet approve the West Norfolk Economic Strategy Action Plan 2026 – 2028.

REASON FOR DECISION

To provide a clear, coordinated and deliverable framework for implementing the West Norfolk Economic Strategy, informing the Council's resources and service plans alongside that of external partner to ensure that we deliver against the economic growth vision and priorities previously approved, that aligns with corporate, local and national priorities.

CORPORATE STRATEGY

How does this proposal support our Corporate Priorities [Our priorities | Corporate Strategy 2023 - 2027 | Borough Council of King's Lynn & West Norfolk](#)

Promote growth and prosperity to benefit West Norfolk

The Action Plan provides a clear, deliverable framework to drive inclusive economic growth across borough through town-centre regeneration, business growth skills

	development and inward investment. It aligns local priorities with national policy and devolution opportunities, helping to ensure that economic growth supports residents, businesses and places across West Norfolk.
Protect our Environment	The Action Plan supports environmentally sustainable growth through its Managed Natural Resources priority and alignment with the Climate Change Strategy. It promotes low-carbon infrastructure, climate resilience, sustainable transport and responsible use of natural assets, ensuring that economic growth is balanced with long-term environmental protection.
Efficient and effective delivery of our services	The Action Plan provides a coordinated approach that aligns activity across Council services and with external partners, helping to maximise value for money and avoid duplication. Clear priorities, delivery arrangements and monitoring support effective decision-making and efficient use of resources, including readiness for future governance and funding changes.
Support our communities	The Action Plan places communities at the centre of economic growth, with a strong focus on inclusive growth, reducing inequalities and improving health and wellbeing. It is closely aligned with the Council's Marmot programme, addressing the wider social determinants of health such as employment, skills, housing, transport and access to services. By embedding Marmot principles across delivery, the Action Plan seeks to improve life chances, reduce health inequalities and support stronger, healthier and more resilient communities across West Norfolk.

REPORT DETAIL

1. Introduction

During 2024, the Council developed the WNES to set out a 20-year vision for supporting economic growth of the borough, to identify the priorities and investment required ahead of planned devolution. This strategy was adopted by Cabinet in early 2025 with a view to bring back a detailed action plan to provide a clear way forward for delivery of the strategy.

2. Background

The WNES was designed to provide a long-term vision for growth and prosperity across the borough. The Action Plan for the period 2026-8 supports this vision by identifying priority actions that can be delivered in the short to medium term, responding to changing economic circumstances, policy reforms and funding opportunities.

Since adoption of the Economic Strategy, there have been significant changes in the national policy landscape, including a change in national government, planned reforms to local government, devolution, planning, skills and industrial policy. The Action Plan responds to these changes and positions the Borough Council to

maximise emerging opportunities, particularly in advance of the creation of the West Norfolk Council as part of Local Government Reorganisation.

The Action Plan has been developed in collaboration with internal services and external stakeholders and integrates existing programmes where there are shared aims and objectives, for example the Marmot programme.

3. Proposal

The proposal is for Cabinet to approve the West Norfolk Economic Strategy Action Plan 2026–2028. The Action Plan provides a focused, time limited framework for delivering the priorities of the adopted Economic Strategy, translating long-term ambitions into a practical programme of actions that can be delivered over the next two years. It brings together activity across regeneration, skills, business growth, environment and healthy communities, and prepares West Norfolk for anticipated Local Government Reorganisation in 2028 by putting key priorities, partnerships and investment pipelines in place ahead of structural change. It identifies the specific projects and workstreams that relevant council services and resources will prioritise for delivery to support the achievement of WNES aims and objectives.

The Action Plan has been intentionally scoped to be achievable within the two-year period, focusing on a prioritised and deliverable set of actions rather than an exhaustive programme. It builds on existing programmes, committed resources and established partnerships, ensuring that activity can be progressed at pace without requiring significant new infrastructure or capacity. The emphasis over the 2026–2028 period is on progressing priority interventions, developing investable project pipelines and securing external funding, rather than completing all long-term outcomes within this timeframe. This approach ensures that the Action Plan is realistic, deliverable and capable of demonstrating early progress while laying the foundations for longer-term impact.

The Action Plan recognises that the Council cannot deliver these ambitions in isolation and that success will depend on strong collaboration with a wide range of public, private and voluntary sector stakeholders. This includes partners such as education and skills providers, health partners, community and voluntary organisations, landowners and developers, business representative bodies and infrastructure providers.

The Action Plan has therefore been developed in consultation with key stakeholders who have a pivotal role in delivering many of the interventions identified under each strategic priority. By clearly setting out agreed priorities, geographies and intended outcomes, the Action Plan provides confidence to partners that their activity aligns with the Council's strategic direction and investment focus.

Crucially, the Action Plan also acts as an enabling tool for stakeholders to explore, shape and unlock further funding opportunities. It provides a robust strategic framework that can be referenced within funding bids, business cases and partnership proposals, helping stakeholders demonstrate strategic fit with local priorities, corporate objectives and national policy. This shared framework

strengthens the quality and credibility of funding submissions and supports a coordinated approach to securing investment into West Norfolk.

3.1 Stakeholder and Funding Context

The Action Plan has been intentionally designed to support investment readiness and funding mobilisation across West Norfolk. It provides a clear articulation of economic challenges, priorities and proposed interventions that stakeholders can use as a strategic foundation when developing projects and seeking funding.

For external partners, the Action Plan offers:

- A clear statement of place-based economic priorities across towns and communities;
- A pipeline of priority themes and interventions aligned to national policy objectives such as productivity, skills, inclusive growth, health and climate resilience;
- Strategic alignment with the Council's Corporate Strategy, Marmot programme and Climate Change Strategy, which are increasingly required within funding assessment criteria.

This enables stakeholders to use the Action Plan as supporting evidence when bidding for government funding, devolved funding, charitable or private investment. It also allows the Council and its partners to present a coherent and coordinated narrative to funders, demonstrating that individual projects form part of a wider, agreed programme of economic renewal.

As funding opportunities emerge through devolution, Local Government Reorganisation and future national programmes, the Action Plan will provide a flexible framework through which projects can be prioritised, developed and brought forward with clear strategic rationale and partnership backing.

It is expected that many of the projects and partnerships initiated through this Action Plan will extend beyond 2028 and inform early delivery under new unitary arrangements.

3.1 Rural and Coastal Economy

West Norfolk has a large and diverse rural economy, including agri-food, tourism, small businesses and home-based enterprises, alongside dispersed communities with differing levels of access to services and employment. The Action Plan recognises that economic participation in rural areas is often shaped by connectivity, transport, digital access and proximity to services.

As such, the Action Plan includes targeted interventions to:

- Improve physical connectivity to employment, training and services
- Expand digital infrastructure, particularly in rural not-spots
- Support rural enterprise and micro-business growth, including home-based and agricultural diversification
- Strengthen the visitor economy across coastal and countryside locations
- Improve access to skills, education and lifelong learning for residents outside main urban centres

This ensures that rural areas are not only supported but act as active contributors to the borough's overall economic growth.

4. Options Considered

Option 1 – Approve the Economic Strategy Action Plan 2026–2028 (Preferred option)

This option provides clarity, direction and momentum for economic delivery during a period of change. It enables the Council and its partners to progress priority actions now, ensures alignment with corporate priorities and the Marmot programme, and positions West Norfolk strongly ahead of Local Government Reorganisation. The Action Plan is flexible, proportionate and capable of being adapted by successor authorities.

Option 2 – Do nothing / delay approval

Under this option, no Action Plan would be in place. This would risk a loss of momentum, reduced coordination across services and partners, and missed opportunities to prepare West Norfolk for future governance and funding arrangements. It would also weaken the Council's ability to clearly articulate local economic priorities during a critical transition period.

Option 3 – Develop a longer-term or more detailed strategy instead

Producing a new long-term strategy or more detailed plan at this stage would require additional time and resources and may quickly become outdated due to Local Government Reorganisation. This approach would risk delaying delivery and would not provide the practical, near-term focus required to support current programmes and investment readiness.

5. Financial Implications

The Action Plan will be delivered through a combination of:

- Existing Council budgets and officer resources
- External grant funding (including Pride in Place and other government programmes).
- Partner investment and private sector funding

Individual projects and initiatives will be subject to separate governance, business cases and financial approvals in line with the Borough Council's financial procedures.

6. HR Implications

Delivery will be supported by existing officer capacity, with additional requirements addressed through external funding, programme specific bids or partnership arrangements where necessary.

7. Policy Implications

The Action Plan directly supports delivery of the Council's Corporate Strategy, Corporate Action Plan and wider policy commitments, including inclusive growth, economic resilience, climate action and place-based regeneration.

It provides a clear economic framework to support decision-making across planning, regeneration, skills, housing transport and environmental initiatives.

8. Climate Change and Environmental Implications and considerations

The Action Plan supports environmentally sustainable growth, particularly through the Managed Natural Resource strategic priority, alignment with the Climate Change Strategy and the promotion of low-carbon, resilient infrastructure and development.

9. Statutory and Legal Implications

None. There is no statutory requirement to produce an Economic Strategy Action Plan. However, the Action Plan supports delivery statutory responsibilities across planning, economic development, housing and environmental management.

10. Local Government Reorganisation Implications

The Action Plan has been developed in the context of anticipated Local Government Reorganisation in Norfolk from 2028. It is intentionally time limited to prepare West Norfolk for this transition by putting key economic priorities, partnerships and investment pipelines in place ahead of structural change. This approach helps maintain delivery momentum, ensures West Norfolk's priorities are clearly defined and investment-ready, and supports continuity as new unitary arrangements are established.

The Action Plan has been developed in the context of anticipated Local Government Reorganisation in Norfolk from 2028. It is intentionally time limited to the period 2026–2028 to provide clarity, focus and deliverability during a period of transition.

This approach enables the Council and its partners to establish clear economic priorities, strengthen partnerships and develop a robust pipeline of investable projects ahead of structural change. These elements are critical in ensuring that West Norfolk is well positioned to influence and shape the economic agenda of the future unitary authority.

Whilst the Action Plan does not formally extend beyond 2028, it is designed to provide a strong evidence base and delivery framework that can inform the first phase of the successor authority. The projects, partnerships and investment pipelines developed through this Action Plan are expected to continue into the early

years of the new unitary arrangements, providing continuity and supporting a seamless transition in economic delivery.

11. Health and Safety Implications

None. Where required, appropriate health and safety assessments will be undertaken at project level prior to implementation.

12. Consultees

The Action Plan has been developed through close collaboration and informal consultations across Council services, including:

- Economic Development and Regeneration
- Planning and Housing
- Climate Change and Environment
- Public Health and Community Services

Any Statutory Consultees

There are no statutory consultation requirements associated with the approval of an Economic Strategy Action Plan. Statutory consultation will be undertaken where required for individual projects, planning processes or funding programmes arising from the Action Plan.

Other departments of the Council

The Action Plan has been developed through close collaboration across Council services, including:

- Economic Development and Regeneration
- Planning and Housing
- Climate Change and Environment
- Public Health and Community Services

Internal consultation has ensured that actions are deliverable, aligned with existing programmes and resources, and consistent with corporate governance, financial and risk management frameworks.

13. Equality Impact Assessment

The Economic Strategy Action Plan is expected to have positive equalities impacts by promoting inclusive growth, improving access to education, skills and employment, and supporting regeneration and investment in communities facing the greatest socio-economic challenges.

Delivery of the Action Plan is closely aligned with the Council's Marmot programme and its focus on addressing the wider social determinants of health, including employment, skills, housing, transport and access to services. By embedding

Marmot principles across the Healthy, Inclusive Communities priority and other strategic priorities, the Action Plan seeks to reduce health and economic inequalities and improve outcomes for disadvantaged groups and neighbourhoods.

Equality considerations will continue to be embedded in the design and delivery of individual projects, with more detailed Equality Impact Assessments undertaken where required as part of specific programme or funding approvals.

14. Risk Management Implications

Key risks include funding availability, delivery capacity, and changes to national policy or governance arrangements.

These risks will be managed through phased delivery, partnership working, annual review of the Action Plan and integration with the Council's corporate risk management framework.

The risk of over commitment within the two-year timeframe is mitigated through prioritisation, phased delivery and alignment with existing programmes and resources.

15. Conclusion

The Economic Strategy Action Plan 2026–2028 sets out a clear and deliverable framework to implement the Council's economic priorities over the next two years, bringing together regeneration, skills, productivity, environmental sustainability and health and wellbeing into a coordinated programme of action. It supports inclusive growth through alignment with the Corporate Strategy, the Marmot programme and the Climate Change Strategy. The Action Plan is intentionally time-limited to maintain momentum while preparing West Norfolk for anticipated Local Government Reorganisation in 2028. Cabinet approval will provide clarity and continuity, ensuring West Norfolk is well positioned ahead of future structural and governance changes.

Crucially, the Action Plan ensures that economic growth is balanced across the borough, with targeted actions that address the specific challenges and opportunities of rural and coastal communities alongside those of King's Lynn.

The two-year timeframe is intentionally focused to ensure deliverability and momentum, with an emphasis on progressing priority actions and establishing a strong pipeline for continued delivery beyond 2028.

LIST OF APPENDICES

West Norfolk Economic Strategy 2024

LIST OF BACKGROUND PAPERS

West Norfolk Economic Strategy 2024. Link here: West Norfolk economic strategy West Norfolk economic strategy Borough Council of King's Lynn & West Norfolk

PRE SCREENING EQUALITY IMPACT ASSESSMENT

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

Name of policy/service/function: West Norfolk Economic Strategy Action Plan 2026–2028.

Is this a new or existing policy/ service/function? (tick as appropriate)

New		Existing	<input checked="" type="checkbox"/>
-----	--	----------	-------------------------------------

Brief summary/description of the main aims of the policy/service/function being screened.
Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.

The Economic Strategy Action Plan 2026–2028 sets out the Council’s priority actions to deliver inclusive, sustainable economic growth across West Norfolk. It focuses on town-centre regeneration, skills and employment pathways, business growth and productivity, managed natural resources, and healthy, inclusive communities. The Action Plan translates the adopted Economic Strategy into a time limited, delivery-focused programme aligned with corporate priorities, the Marmot programme, climate objectives and the upcoming Local Government Reorganisation in 2028.

Who has been consulted as part of the development of the policy/service/function? – new only (identify stakeholders consulted with)

There is no statutory requirement to produce an Economic Strategy Action Plan. However, the Action Plan supports delivery of statutory functions across planning, economic development, housing, environmental management and public health, and operates within relevant legislative frameworks.

Question Answer

1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service? Please tick the relevant box for each group.	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			

<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>	<p>Other (eg low income, caring responsibilities)</p>													
<p>Please provide a brief explanation of the answers above:</p> <p>The Economic Strategy Action Plan is expected to have overall positive equality impacts, particularly for groups experiencing disadvantage or poorer outcomes.</p> <p>Positive impacts are anticipated for:</p> <p>Age: Through skills pathways, employment access for young people and opportunities for older workers to remain economically active.</p> <p>Disability: Via inclusive employment initiatives, accessible town-centre regeneration and improved access to services and opportunities.</p> <p>Race and low-income groups: Through targeted regeneration, skills and employment support in areas of higher deprivation.</p> <p>Armed forces community and care leavers: By improving access to skills, employment pathways and support services.</p> <p>Health inequalities: The Action Plan is closely aligned with the Council's Marmot programme, addressing the wider social determinants of health such as employment, skills, housing, transport and access to services. This is expected to contribute to reducing health inequalities and improving life chances across the borough.</p> <p>No negative impacts have been identified here.</p>														
<table border="1"> <thead> <tr> <th data-bbox="193 1496 794 1556">Question</th> <th data-bbox="794 1496 984 1556">Answer</th> <th data-bbox="984 1496 1564 1556">Comments</th> </tr> </thead> <tbody> <tr> <td data-bbox="193 1556 794 1854"> <p>2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p> </td> <td data-bbox="794 1556 984 1854">No</td> <td data-bbox="984 1556 1564 1854">N/A</td> </tr> <tr> <td data-bbox="193 1854 794 1984"> <p>3. Could this policy/service be perceived as impacting on communities differently?</p> </td> <td data-bbox="794 1854 984 1984">No</td> <td data-bbox="984 1854 1564 1984">N/A</td> </tr> </tbody> </table>						Question	Answer	Comments	<p>2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?</p>	No	N/A	<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	No	N/A
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<p>3. Could this policy/service be perceived as impacting on communities differently?</p>	No	N/A												

If 'yes' to questions 2 - 3 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:

Decision agreed by EWG member:N/A.....

<p>4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section</p>	No	<p>Actions: N/A</p>		
<p>5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?</p>		No	<p>Please provide brief summary: N/A</p>	
<p>Assessment completed by:</p>	Walton Mabuto			
<p>Job title</p>	Economic Growth Officer			
<p>Date completed</p>	29/04/2026/			
<p>Reviewed by EWG member</p>	Ashley Easter, Louise Gayton & Allison Bingham	<p>Date</p>	28/04/2026/	
<p>✓ Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy (corporate.policy@west-norfolk.gov.uk)</p>				

Revision 7



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West Norfolk Economic Strategy

ACTION PLAN 2026-28

Borough Council of
King's Lynn &
West Norfolk



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FOREWORD

Delivery of West Norfolk's economic growth strategy is focused on a short-term action plan linked to the strategic priorities identified within the West Norfolk Economic Strategy. In alignment with the strategy, this action plan is intended to be dynamic to react to changing economic circumstances and flexible to capitalise on emerging opportunities. To track progress, impact monitoring and evaluation will be undertaken using both overarching economic metric key performance indicators (which have been developed with strategic partners).

The economic monitoring metrics have been identified will use data to track the direction of travel and performance versus comparators. These metrics will be reviewed and updated when and where required. Progress updates will be reported back to stakeholders annually via reports, presentations, info graphics and case studies where appropriate.

Executive Summary

The Action Plan 2026-28 towards delivery of the West Norfolk Economic Strategy (WNES) is focused on the strategic priorities we have immediate opportunity to progress and implement during this period, laying the groundworks towards further actions and delivery from 2028 onwards. The action plan is intended to be dynamic in order to react to changing political and economic circumstances and flexible enough to capitalise on emerging opportunities. The action plan will be reviewed annually and amended as appropriate, both in terms of composition and delivery timescales. The actions build on existing activity, whilst at the same time introducing new interventions that can be levers to capitalise on opportunities and challenges that were identified in the original WNES. This action plan encompasses the priorities and actions for the Borough Council, partners, private sector and other government agencies to apply resources to collectively achieve the wider outcomes set out in the strategy.

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

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



Thriving, connected towns that are destinations for both residents and tourists



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



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



Proactive, efficient and sustainable management of our natural resources



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

Context Driving Action

The national, regional and local policy context forms the backdrop for the decisions that have been made in developing the West Norfolk Economic Strategy (WNES) Action Plan. These factors significantly influence how deliverable the strategic priorities identified in the Economic Strategy locally and require a continued focus on partnership working to ensure that this strategy is aligned to King's Lynn and West Norfolk priorities and maximises funding opportunities that arise.

National and regional drivers

Since the creation of the WNES during 2024, there has been a significant change in national policy frameworks following the change in government; this provides an opportunity to align the local priorities in the WNES with national policy as a route to reinforce delivery. This includes the;

English Devolution and Community Empowerment Bill¹ Through devolution deals, simplified funding settlements and control of some existing budgets are being passed down to areas adopting mayoral governance structures. This will see the creation of the Norfolk & Suffolk Mayoral Combined Authority (NSMCA) from May 2028. For West Norfolk specifically, the NSMCA framework strengthens the strategic landscape by enabling more coherent, cross-county decision-making and a unified approach to economic development and regeneration, which the WNES is best placed to respond effectively to. Local priorities including unlocking employment and housing sites, improving transport connectivity, and scaling skills provision are all identified as target areas for devolved investment and powers. The devolution agenda represents a major shift in how national funds flow into Norfolk and Suffolk, with the potential for enhanced investment certainty and improved alignment between local government structures and economic planning. This creates an enabling environment for the delivery of the West Norfolk Economic Strategy. And as a result, the Action Plan focuses on aligning our priorities with the opportunities that will emerge through the first investment plan phase of the NSMCA when created, to ensure we are well positioned to maximise investment and long-term economic impact.

The **Industrial Strategy's²** focus on long term productivity, frontier sectors and place-based growth creates a natural environment in which West Norfolk can position its priority sectors clean energy, agri-food and advanced manufacturing, among others within wider national missions improving access to investment and support.

¹ [English Devolution and Community Empowerment Bill - Parliamentary Bills - UK Parliament](#)

² [The UK's Modern Industrial Strategy – local authority policy announcements | Local Government Association](#)

Meanwhile, LSIPs strengthen the local supply of skills by aligning post-16 education and training with employer demand, ensuring the workforce is better matched to the needs of local industries and growth-enhancing sectors. LSIPs enable greater collaboration between national and local authorities to address skills shortages and economic development priorities. This sits alongside the UK Government's wider Post-16 Skills policy, which focuses on improving technical education, expanding apprenticeships, and ensuring colleges and training providers work more closely with employers to deliver the skills needed for modern industries³. Together, these frameworks ensure local actions sit within a coherent national economic storyline.

NHS 10 Year Plan & New Hospital Programme

The Fit for the Future: 10-Year Health Plan for England⁴ acts as a major national driver for West Norfolk's Healthy & Inclusive Communities priority by setting a clear mandate for a shift from hospital-centric care to neighbourhood-based, preventative, digitally enabled health systems. The Plan directly targets the kinds of rural, coastal and deprived communities found in West Norfolk, prioritising areas with low healthy life expectancy, expanding community health infrastructure, and tackling inequalities through integrated neighbourhood teams, expanded prevention support, and personalised care planning. Its focus on prevention, early intervention, digital inclusion and collaboration between NHS, local government and employers strongly aligns with local goals to reduce long-term health conditions, improve access, and strengthen community wellbeing. Crucially, the Plan frames health as an economic mission, linking improved population health to reduced economic inactivity, higher productivity and stronger labour market participation directly reinforcing West Norfolk's strategy to build healthier, more resilient and economically active communities.

Pride in Place⁵

The Pride in Place Programme provides up to £20 million over ten years for King's Lynn, with a strong focus on creating thriving town centres, stronger communities, and better local opportunities beginning in 2026. Early investment priorities include Riverfront Regeneration Phase II and the St George's Guildhall & Creative Hub; both identified in the approved Ten-Year Vision and four-year Investment Plan as cornerstone projects for revitalising the town. These schemes are intended to strengthen King's Lynn's cultural offer, unlock more activity along the historic waterfront, and improve the town's attractiveness for residents, visitors, and businesses. Given that 75% of Pride in Place funding must be spent on capital projects, these two major place-making interventions sit firmly at the heart of the programme's aims to create a more vibrant, prosperous, and inclusive town.

³ [Post-16 education and skills white paper - GOV.UK](#)

⁴ [NHS England » Fit for the Future: 10 Year Health Plan for England](#)

⁵ [Pride in Place Strategy - GOV.UK](#)

Local drivers

Locally, three key policy contexts drive this Economic Strategy Action Plan. Firstly, the BCKLWN Corporate Strategy (2023 – 2027)⁶. This provides the strategic framework for action by the BCKLWN to deliver the ambition of making King’s Lynn & West Norfolk a thriving borough and improving the lives of local people. It focuses on where the council can make a real difference in accelerating economic growth and ensuring places, people and businesses benefit from the new economic opportunities which are created. Secondly, the Borough Council’s Corporate Action Plan 2025 – 2027 which prioritises making King’s Lynn and West Norfolk a thriving borough, improving the quality of life for local people and building a more resilient council⁷. This West Norfolk Economic Strategy Action Plan provides the roadmap for delivering these local priorities through a portfolio of activities that include apprenticeships, local labour clauses, reducing youth unemployment and enabling local businesses and employees to access a wide range of skills and education opportunities.

Local Government Reorganisation could accelerate delivery of the West Norfolk Economic Strategy by simplifying decision making, consolidating economic development functions, and creating a clearer strategic mandate for investment and growth. A three-unitary arrangement was chosen as the best way forward for Norfolk County. The decision taken is the most likely to preserve the most local autonomy. Overall, no matter the government’s decision, the more consolidation, the better and greater the potential for strategic clarity, investment readiness and faster implementation of the West Norfolk Economic Strategy over the next two years.

Local Plan

The Borough Council adopted its Local Plan in March 2025⁸. However, it is now required to prepare a new local plan within the new plan-making system. This has been introduced by Government through both legislation and policy, which includes Levelling Up and the Regeneration Act (LURA) 2023 and the National Planning Policy Framework (NPPF)^{9, 10}. This new system is a substantial change the previous one and sets out how a local plan must be prepared and the content that can be included.

⁶ [Foreword by the Leader of the Council | Corporate Strategy 2023 - 2027 | BCKLWN](#)

⁷ [Foreword by the Leader and Chief Executive Officer of the Council | Action Plan 2025 - 2027 | BCKLWN](#)

⁸ [Local Plan 2021-2040 \(adopted March 2025\) | Local Plan 2021-2040 \(adopted March 2025\) | BCKLWN](#)

⁹ [Levelling Up and Regeneration Act 2023: progress on implementing build out measures - GOV.UK](#)

¹⁰ [National Planning Policy Framework](#)

The legislation requires local plans to be prepared within the 30-month period. Within this, key milestones will need to be met, including preparing a new evidence base, consultation with relevant bodies, the movement through various Gateways before the final examination, and then hopefully a new local plan can be adopted. Final notice of intent to prepare a new local plan will be given by the 30th of June 2026.

A local plan provides the framework for guiding how decisions on land use, including for new housing, employment and infrastructure, it acts as an important driver for the economy of West Norfolk. Through providing clarity on when and how key spatial planning decisions should be made.

Currently, it is anticipated that the likely date for the adoption of a new local plan for King's Lynn & West Norfolk is May 2029. A timetable for preparation will be published and kept up to date.

Climate Change Strategy

The BCKLWN declared a climate emergency in 2021, setting a target to reach net-zero carbon emissions by 2035, with a potential review for 2030¹¹. The strategy focuses on decarbonising council operations, improving energy efficiency, promoting sustainable transport and enhancing the local environment.

Housing Delivery Strategy

The BCKLWN maintains a strong housing delivery strategy, boasting a 7.9-year housing land supply (2025 -2030) and a Local Plan adopted in March 2025 that shapes development through 2040. The approach focuses on meeting housing needs, supporting sustainable growth and ensuring affordable housing, guided by the Housing Delivery Test (HDT) Action Plan 2024 -2025.

As well as having adopted a new Local Plan recently (March 2025), the Borough Council is currently (2025/26) able to demonstrate a healthy 5-year housing land supply position of 7.9 years' worth against the minimum requirement of 5 years' worth¹². The latest (2023) Housing Delivery Test (HDT) result for the Borough Council is 87% and accordingly a HDT Action Plan has been published.

The BCKLWN are currently drafting a Housing Delivery Strategy that will set out the role that the Council will play in delivering housing of all tenures across the borough. This has been informed by consultation with external partners from across the sector including developers of all sizes and registered providers of social housing.

¹¹ [Climate change | Borough Council of King's Lynn & West Norfolk](#)

¹² [5-year housing land supply position and Housing Delivery Test \(HDT\) | BCKLWN](#)

Marmot Place

King's Lynn has officially been designated as a "Marmot Place" from 2024, partnering with the Institute of Health Equity (IHE) to tackle health inequalities. Led by the Borough Council, Norfolk Public Health, and the ICB, the initiative focuses on social determinants like housing, education and employment to improve life quality across the region¹³. With year 2 of the programme focussing on employment and skills.

King's Lynn Transport Strategy

The King's Lynn Transport Strategy led by the BCKLWN and Norfolk County Council, aims to support economic growth, improve air quality and enhance travel choices through to 2036. Key priorities include active travel, public transport improvements and reducing congestion to support housing development, such as the £109m West Winch Housing Access Road ¹⁴.

Inclusive growth

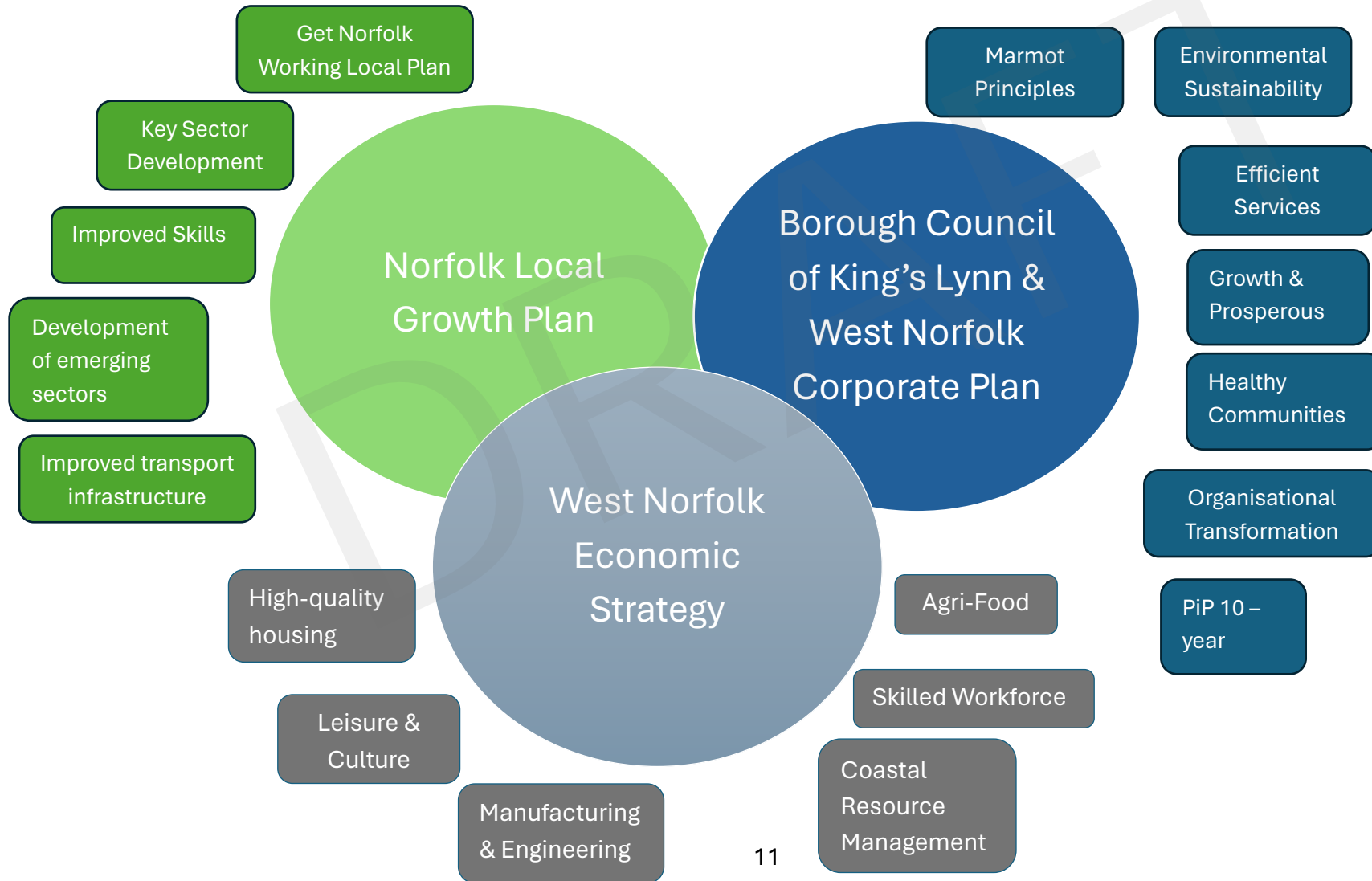
This Action Plan is designed to support the West Norfolk Economic Strategy vision to make King's Lynn & West Norfolk a thriving borough, delivering environmentally sustainable and inclusive growth that benefits local people, places and businesses. This plan has been built with the principle of inclusive growth at the forefront, and all interventions will be designed and delivered that help us achieve that important inspiration. Inclusive growth in West Norfolk means an economy where rural communities, coastal towns, older workers, young people, and disadvantaged neighbourhoods all share in the benefits of investment, skills, jobs, and regeneration not just a select few.

¹³ [King's Lynn becoming a Marmot place | Borough Council of King's Lynn & West Norfolk](#)

¹⁴ [King's Lynn Transport Study and Strategy | Borough Council of King's Lynn & West Norfolk](#)

Strategic Linkages

Figure 1 - Local and Regional drivers of the WNES Action Plan



Strategic Priority 1: THRIVING TOWNS

Why this priority?

Transforming our towns into vibrant day-and-night destinations directly aligns with the Investment, Enterprise, Transport Connectivity, and Innovation levers set out on page 14 of the West Norfolk Economic Strategy. These levers support increased footfall, stronger business activity and greater investor confidence helping to grow the local economy by attracting more residents, visitors and businesses into our town centres.

Vision 2045

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

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Priorities for 2026 – 2028

Over the next two years, the Borough Council will advance a focused set of interventions that apply the growth levers set out in the Economic Vision and Strategy. This will include strengthening the day-to-night offer in our town centres through coordinated use of the Transport Connectivity, Enterprise and Innovation levers, working with the Business Improvement District (BID), cultural partners, transport operators and the Local Visitor Economy Partnership (LVEP) to broaden the hospitality and leisure offer and increase activity throughout the week.

We will also utilise the Housing / Employment Land lever to support the delivery of additional town centre housing, collaborating with developers, registered providers and planning stakeholders to expand the year-round customer base and reinforce local Labour Supply. This will be set out in the masterplans for King's Lynn and Hunstanton.

In parallel, we will strengthen links between our towns, coastline, countryside and heritage assets by applying the Transport Connectivity, Trade, and Innovation levers to improve access, visitor routes and coordinated destination marketing, working closely with tourism bodies, Norfolk County Council and environmental partners.

Through these coordinated, partner-led actions and by embedding the Health and Wellbeing lever across delivery that embeds recommendations from the Marmot programme, we will help grow a more resilient visitor economy and ensure benefits are shared across communities throughout the borough.

Approach

Programmes, Initiatives, Projects	What is happening?	2026 – 2028 Actions	Desired Outcomes	Resourcing / Funding requirement(s)	Lead External Partner(s)
Pride in Place programme 10-year vision	Enhancing local neighbourhoods including the town centre, involving residents from the ground up in identifying and prioritising deliverable improvements to local provision and the creation of vibrant community focused spaces.	<ul style="list-style-type: none"> • Delivery of town-centre improvement projects (2026–2028) St George’s Guildhall & Creative Hub and Riverfront Phase II • Investment in Community development by existing community leaders to establish independent charitable organisation to lead programme & legacy. • Neighbourhood Area Action Plans to inform PiP investment. 	<p>Enhanced heritage assets to drive town centre viability and vibrancy.</p> <p>Visible uplift in town centre and neighbourhood quality.</p> <p>Higher footfall and dwell time, boosting local spend and SME resilience.</p> <p>Improved community involvement in shaping funding decisions to meet local need.</p>	<p>Resource: BCKLWN Officer time / KLNb strategic oversight. Creation of community development team.</p> <p>Funding: £20 million secured through UK government funded Pride in Place programme. Additional Match Funding to be secured.</p>	King’s Lynn Neighbourhood Board, Vision King’s Lynn Operational Group
Town Centre Repurposing & High Street Rental Auctions	<p>Progress scheme to repurpose the KL town centre, converting underutilised land/vacant premises for new uses in line with 10 Year Vision.</p> <p>Utilise new legal direct powers to activate empty units in KL through High Street Rental</p>	<ul style="list-style-type: none"> • Recruitment of Empty Properties Officer and create a digital register of all high street vacancies by Q4 2026 [NEW]. • Devise funding strategy, priorities and business 	<p>Visible reduction in vacated commercial units and increased activation in underutilised town centre spaces.</p> <p>A shift from incentives to proactive vacancy</p>	<p>Resource: BCKLWN Empty Properties Officer time.</p> <p>Funding: Potential funding opportunities from PiP programme</p>	Property Owners, BID, Private Landlords, NCC High Street Matters, Historic England, Neighbourhood Board, Housing Associations

	<p>Auctions legislation in association with the Empty Properties Officer.</p> <p>Engagement and education measures with landlords / shop owners operators to support new Conservation Area Appraisal and Shop Front Guide developed with Conservation alongside King's Lynn Masterplan.</p>	<p>case ready for review by KLN B [NEW].</p> <ul style="list-style-type: none"> • Designation of HSRA Area (Southern High Street) [NEW]. 	<p>management, empowered by statutory HSRA powers.</p> <p>Shop front improvements. Improvements to public realm in target areas.</p>	<p>and Historic England.</p>	
West Norfolk Festivals and Events programmes	<p>Year round programme of festivals and events to increase footfall, vibrancy and spend in the local economy. Supports wider health and well being agenda to reduce social isolation. Programme for WN promoted through Visit West Norfolk and Discover King's Lynn, brings together and promote collectively events held and organised by the Borough Council, Local VCS and estates.</p>	<ul style="list-style-type: none"> • Deliver a coordinated annual programme of at least 25 festivals and events across West Norfolk (2026–2028), ensuring a balanced mix of cultural, community, seasonal and town-centre activity. • Increase event participation and footfall by 10% by 2028, through enhanced marketing via Visit West Norfolk and Discover King's Lynn, and stronger coordination with partners, including BID, VCS and local businesses. 	<p>Enhanced vibrancy and attractiveness of West Norfolk as a destination.</p> <p>Reduced social isolation through accessible, community-led events and activities.</p> <p>Stronger partnership working between BCKLWN, VCS organisations, BID and the private sector.</p>	<p>Resource: BCKLWN Officer time and voluntary support.</p> <p>Funding: BCKLWN, Local estates and VCS organisations and local business sponsorship.</p>	BCKLWN, VCS, BID and private sector

International Hanse	<p>Engagement through the Hanse Commissioner for England and the English modern Hanse link to celebrate and utilise Hanse business and cultural network links to support initiatives that align with corporate priorities</p>	<p>Send a King's Lynn delegation to the International Hanse Day annually to strengthen trade, cultural and tourism links.</p>	<p>A stronger national identity of England's leading Hanseatic town.</p> <p>Stronger international partnerships across the Hanse network supporting culture and economic exchange.</p>		<p>Local cultural organisations, schools, maritime</p>
King's Lynn Masterplan	<p>The BCKLWN is preparing a 20-year masterplan to guide investment and regeneration to improve the viability of the town centre, support housing delivery, increase the visibility of the town's cultural offer, led with the King's Lynn Neighbourhood Board and a multidisciplinary team (BDP with Urban Flow, Aspinall Verdi and Mikhail Riches).</p>	<ul style="list-style-type: none"> • Deliver "Quick-Wins" and public-realm upgrades by Q4 2027. Plus, begin work to establish delivery plans and business cases for priority sites such as Debenhams [NEW]. • Work with the Planning Policy Team to integrate those elements which are able and required to be from King's Lynn Masterplan into the new local plan by Q4 2026 / Q1 2027 [NEW]. • Prepare sites for future development including developing business cases and funding routes. Support early 'de risking' 	<p>Begin to deliver masterplan outcomes and projects to provide certainty for delivery.</p> <p>Brownfield activation: 1 landmark building (e.g., former Debenhams) re-opened or under contract.</p> <p>Town centre vitality supported by activation / events. Supported by Town Centre Repurposing Action.</p>	<p>Resource: BCKLWN Officer time / Consultancy support.</p> <p>Funding: Pride in Place, Historic England, Homes England, Devolution to be determined</p>	<p>King's Lynn Neighbourhood Board, Norfolk County Council, Historic England, Homes England & Heritage Partners, Private Landowners / Developers</p>

		works to Sommerfeld and Thomas [NEW] .			
Hunstanton Masterplan	The BCKLWN is preparing a new Hunstanton Masterplan to guide regeneration and development over the next 10–20 years, replacing and consolidating the 2008 masterplan.	<ul style="list-style-type: none"> • Complete and adopt the final masterplan by Q4 2026. • Produce Investment Prospectus (Qtr 2 2026) and host Investors Day (Qtr 3 2026) to determine [NEW]. • Coordinate and develop public realm design to integrate with and guide the Sea Defence / Promenade capital project. 	<p>Improved town-centre vitality, increase in tourism value, and stronger local business pipeline.</p> <p>Visible improvements at key nodes: town–seafront link, Northern Gateway / Oasis Area site, southern gateway, Promenade Park, and key public spaces.</p>	<p>Resource: Officer time / Consultancy Support.</p> <p>Funding: To be determined (potential for private sector investments through Investment Prospectus).</p>	Hunstanton Town Council, Norfolk County Council, Greyfriars Project Management, Local SMEs, Tourism Operators, Coastal, Heritage & Environmental bodies
The King’s Lynn Library	Completion of vacant site for new library to expand cultural, learning and community use. Programming to ensure delivery of the original business case outcomes including business start up support, skills and training and community hub activities.	<ul style="list-style-type: none"> • Opened March 2026 to public with new facilities available to residents, businesses and local organisations to provide a hub learning, education, co working and community engagement. Programming with partners to achieve business case outcomes 	Higher community and business use of a town centre asset and improved access to learning opportunities.	<p>Resource: Norfolk County Council Library staff time / External partner delivery capacity.</p> <p>Funding: £17.3 million secured and partly funded through King’s Lynn Town Deal Board.</p>	Norfolk County Council in partnership with Adult Learning, College of West Anglia, BPIC

Inner Purfleet	Enhancing connectivity and public realm in a key waterfront area.	<ul style="list-style-type: none"> • Develop full business case for RIBA stage 2 and secure funding by 2027 [NEW]. 	Better connectivity, safer walking routes and a higher-quality public realm.	<p>Resource: BCKLWN Officer time / Consultancy support.</p> <p>Funding: To Be Determined.</p>	Norfolk County Council
Gyratory and Baxters Plain Study (STARS)	Upgrading infrastructure and public realm improvements in a key gateway area to the one-way system (Gyratory) and Baxter's Plain public realm scheme.	<ul style="list-style-type: none"> • Deliver active travel, safety and public-realm improvements by late 2028. • Begin public consultation in King's Lynn by Q3 2026. 	Safer, more attractive gateway environment supporting movement and local activity.	<p>Resource: NCC Officer time supported by BCKLWN Officers</p> <p>Funding: £20.81 million secured (Levelling Up Fund).</p>	Norfolk County Council
King's Lynn Riverfront Phase I, II & III	<p>Long-term regeneration of the riverfront into a mixed-use, accessible destination.</p> <p>Phase I – completed Towns Fund project to Custom House and dryside facilities, business planning and benefits realisation planning</p> <p>Phase II – onwards delivery of public realm projects emerging from the Riverfront Regeneration Area emerging from the King's Lynn Masterplan.</p>	<ul style="list-style-type: none"> • Restoration & refurbishment of Custom House & Dryside facilities during Qtr 2 2026-Qtr 1 2027. • Progress community led delivery of Phase II at South Quay/Devils Alley starting Qtr 3 2026. • Develop a Riverfront Delivery Framework by 2027 for Phase II & III aligning investment, 	Enhanced riverfront experience, increased visitor activity, and new mixed-use development.	<p>Resource: BCKLWN Officer time.</p> <p>Funding: Phase I – primarily funded by the Towns Fund with co-funding through the BCKLWN's Business Rates Pool and capital programme commitments.</p>	Developers, Community representatives, Local businesses, Environment Agency, Historic England, Homes England Norfolk County Council, Homes England

	Phase III – Boal Quay from the King’s Lynn Masterplan at South Quay.	heritage and flood-risk considerations [NEW] .		Phase II - £2m funding pot to be made available from the Pride in Place programme. Match funding opportunities to be progressed.	
The Old Library	Converting the former King’s Lynn Library for community use with the Garage Trust selected the new custodian with site acquired and initial opening Qtr 1 2026	<ul style="list-style-type: none"> • Relocation of The Workshop to the old Library and meanwhile use activities Qtr 1 2026. • Secure initial capital funding by Q4 2026 to support early refurbishment [NEW]. 	<p>Preservation and revitalisation of a key heritage asset whilst enabling modern community uses.</p> <p>Economic uplift to South Lynn / London Road gateway by creating new opportunities for performance, arts and cultural activities for young people. .</p>	<p>Resource: The Garage Trust.</p> <p>Funding: Architectural Heritage Fund, NLHF & Arts Council</p>	<p>Garage Trust, Culture & Heritage Steering Group, Creative Arts East, Community groups and Local Residents</p>
Southgates Regeneration Area	Planning and design to unlock a major gateway regeneration scheme to King’s Lynn.	<ul style="list-style-type: none"> • Finalise planning and site clearance strategy by Q2 2026/7 [NEW]. • Secure partner commitments and funding by mid-2027 [NEW]. • Progress planning application for the scheme Mid 2027 	<p>Improved health and wellbeing through placemaking led approach including new homes, active travel infrastructure and landscaping.</p> <p>Improved town centre perception, pride of place</p>	<p>Resource: BCKLWN Officer time / Consultancy support.</p> <p>Funding: Homes England, National</p>	<p>BCKLWN, Norfolk County Council, Homes England, Historic England.</p>

				Highways To be determined.	
West Norfolk Tourism Development Plan	<p>The West Norfolk Tourism Development Plan is the borough's strategic framework for tourism centred six strategic aims:</p> <p>Tourism Ambassadors Course.</p> <p>Out of season tourism campaigns: "Norfolk Coast, Myths & Legends".</p> <p>Environmental and Responsible Tourism Campaigns: "Visit West Norfolk...Naturally"</p>	<ul style="list-style-type: none"> • Refresh and adopt the West Norfolk Tourism Development Plan by Q4 2026, aligning priorities with Visit East Anglia LVEP, Norfolk County Council and local place-promotion partners. • Introduce a light-touch annual monitoring framework from 2026, reporting on visitor numbers, footfall trends, business engagement and estimated economic impact [NEW]. 	<p>A stronger, more consistent West Norfolk destination identity, supported by high-quality place promotions marketing.</p> <p>Increased visitor numbers, dwell-time and spend, improving local economic resilience.</p>	<p>Resource: BCKWLN Officer time.</p> <p>Funding: To Be Determined.</p>	West Norfolk Tourism Forum, Heritage sites, Local museums, Local SMEs in tourism & hospitality sectors
Business Improvement District Ballot	<p>The Discover King's Lynn BID Ballot is the formal process through which town centre businesses vote on whether to renew the Discover King's Lynn Business Improvement District for a new five-year term.</p>	<ul style="list-style-type: none"> • Approve and launch a new five-year BID Business Plan by 2026, aligned with Pride in Place and Thriving Towns objectives [NEW]. 	<p>A renewed business-led investment stream supporting King's Lynn town centre.</p>	<p>Resource: BID personnel time and support. Revenues team to support the ballot process.</p> <p>Funding: Revenues funding from BID.</p>	BID, BCKLWN
King's Lynn Visitor	<p>A new dry side facility is under development converting an annex into toilets,</p>	<ul style="list-style-type: none"> • Bring the new dry side facilities into full operation by Q2 2027, 	<p>Increased leisure sailing -related visitor numbers</p>	<p>Resource: BCKWLN Officer time.</p>	Sail the Wash, promotional platform

<p>Mooring Pontoons</p>	<p>map-reading space and visitor information for mariner.</p> <p>Relaunch of visitor pontoons and facilities.</p> <p>Relaunch of visitor pontoons and facilities.</p>	<p>including showers, laundry, toilets and visitor information services.</p> <ul style="list-style-type: none"> • Renewed marketing campaign to promote the facilities of King’s Lynn [NEW]. 	<p>and spend in the town centre.</p> <p>Contribution to a wider riverfront regeneration vision of a connected, attractive riverfront offering.</p>	<p>Funding: Towns Fund.</p>	
<p>Lynnsport / Valentine Park Housing Development</p>	<p>Delivery of a strategic housing development of 96 housing units at Lynnsport / Valentine Park, providing new homes alongside green space, leisure access and community infrastructure.</p>	<ul style="list-style-type: none"> • Monitor delivery annually (2026-2028) against housing numbers, tenure mix, affordability and infrastructure commitments. • Ensure strong integration with Lynnsport and Valentine Park including safe walking and cycling links and access to leisure facilities. 	<p>High-quality, well-connected neighbourhood(s) supporting healthy lifestyles.</p> <p>Increased housing supply aligned with local Brough needs.</p>	<p>Resource: BCKLWN Officer time / Developer investment and delivery capacity.</p> <p>Funding: £23.5 million secured.</p>	<p>Lovells, Alive West Norfolk (Leisure integration)</p>
<p>Parkway (Gaywood) Housing Development</p>	<p>Residential development providing 226 new homes, associated infrastructure and green spaces.</p>	<ul style="list-style-type: none"> • Achieve 50% delivery of the overall housing mix including affordable and low-carbon home by the end of 2028 	<p>Delivery of high-quality homes meeting local needs, improving local infrastructure and stronger neighbourhood cohesion.</p>	<p>Resource: BCKLWN Officer time.</p> <p>Funding: Due to inflation and rising costs, the estimated budget for this project has risen from £48 – £54 million.</p>	<p>Lovell Partnerships, Homes England</p>

Hunstanton and Downham Market historic area enhancements	The Historic Area Enhancements initiative focuses on improving the public realm, heritage assets and townscape quality in Hunstanton and Downham Market, enhancing the character and setting of their historic cores.	<ul style="list-style-type: none"> • Identify and prioritise key historic streets and spaces by 2026, working with town councils, conservation officers and local stakeholders. • Deliver phased public-realm improvements by 2027–28, focusing on high-footfall historic areas and gateways. 	<p>More attractive, legible and welcoming historic town centres.</p> <p>Enhanced visitor experience, supporting local businesses and tourism.</p>	<p>Resource: BCKLWN Officer time / Consultancy support.</p> <p>Funding: delivered through a blend of capital regeneration funding, heritage-linked grants and BCKLWN investment.</p>	Historic England

Key economic monitoring indicators (KPI's)

Outcome	Data Source(s)	Functionality	Why it matters?
Housing Units	ONS Housing Building, MCHLG Net Additional Dwellings, MCHLCG Open Data, Homes England Housing Statistics, ONS Local Area Stats	Tracks supply (starts/completions), conversions, demolition, and overall net change.	Shows whether enough new homes are being delivered and helps monitor regeneration and population growth.
Footfall	King's Lynn Neighbourhood Data Pack, Center for Cities transaction – based activity data	Measures town centre activity and spending patterns as a proxy for footfall.	Indicates how many people are visiting and using services key for judging high street vitality and the day-to-evening economy.
Vacancy rates	Local Data Company, Center for Cities, BCKLWN Town Centre / Operations Team.	Measures vacancy, re-occupancy rates, and provides town centre baseline for occupancy	Falling vacancies signal a healthier business environment. Helps evaluate regeneration impacts and guide investment.

Strategic Priority 2: ACCESS TO EDUCATION & GOOD WORK

Why this priority?

Increasing economic participation and activity across all social and demographic groups aligns directly with the Skills Supply, Labour Supply, and Policy and Regulation levers set out on page 14 of the West Norfolk Economic Strategy. These levers are essential for improving access to high-quality jobs, raising skills and wages, and supporting inclusive employment, enabling West Norfolk to build a more resilient and equitable labour market.

Vision 2045

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

Priorities for 2026 – 2028

Over the next two years, the Borough Council will strengthen local pathways into employment by applying the Skills Supply and Labour Supply levers to create clearer routes into local careers. Working with schools, colleges, employers and training providers, we will expand access to qualifications and training aligned to industry needs, ensuring residents can secure the skills required by the borough's key sectors, delivering West Norfolk Skills Working Group chaired by the Principal of the College of West Anglia.

We will also support older residents who wish to continue working or volunteering by encouraging employers to adopt age-friendly and flexible employment practices, making use of the Policy and Regulation lever to promote more inclusive workforce participation.

In parallel, we will focus on attracting mid-career professionals and families to West Norfolk, drawing on the Investment, Innovation, and Enterprise levers to strengthen the quality of local job opportunities and support business growth. By improving careers information, targeting training provision and enhancing collaboration between employers and educators, we will help build a labour market that delivers high-quality employment opportunities for residents at all stages of life.

Approach

Programmes, initiatives & projects	What is happening?	2026 – 2028 Actions	Outcomes	Resourcing / Funding requirement	Lead External Partner(s)
Connect to Work Programme	Helping economically inactive residents access training and work experience.	<ul style="list-style-type: none"> Support at least 500 economically inactive residents in West Norfolk into training or work experience by Q4 2028 [NEW]. 	Increased employment rate among economically inactive groups.	<p>Resource: BCKLWN Officer time / Local Business support.</p> <p>Funding: Secured from Norfolk County Council.</p>	Jobcentre Plus, Local SMEs, Lead organisation Stan Guide.
St. Georges Guildhall Outreach Education Programme	A creative and cultural outreach programme delivering schools engagement, community workshops and heritage learning.	<ul style="list-style-type: none"> Engage 1,000 young learners per year through workshops, schools' outreach and community learning 	Increased participation in creative learning and stronger cultural education pathways.	<p>Resource: BCKLWN Officer time / Local educational providers support from schools and colleges.</p> <p>Funding: secured until Sept 2026. Application to Arts Council pending for programme continuation.</p>	St. Georges Guildhall, Community organisations, Primary & secondary schools.
Highway Infrastructure upgrades A17	Major transport corridor upgrades improving connectivity, journey	<ul style="list-style-type: none"> Deliver targeted corridor improvements (e.g. 	Better connectivity supporting economic growth	Resource: NCC Officer time / Consultancy support.	National Highways, Norfolk County Council, DfT

	times, reliability and access to employment centres.	junction capacity, safety and resilience measures) improving journey reliability and supporting economic growth.	and inward investment.	Funding: £34 million upgrade involving a new single-carriageway flyover (grade separation to take east-west traffic over the junction.	
King's Lynn Transport Strategy	Improvements to infrastructure, routes and frequencies to access education and employment.	<ul style="list-style-type: none"> •Progress Business case development for priority schemes in the strategy. 	Better connectivity supporting educational and economic growth.	Resource: NCC Officer time. Funding: Bus Services Improvement Plan, (LUF) STARS.	Norfolk County Council, Highways England/DfT, Public Transport providers, Developers – S106
BOOST	Supporting residents to progress into higher-level skills through targeted training and employer partnerships.	<ul style="list-style-type: none"> • Increase annual Level 4+ enrolments to 200 learners by Q4 2027. 	Level 4+ skills attainment increases. Reduction in NEETs. Supporting more young people into training & employment.	Resource: NCC Officer Employer engagement and mentoring input. Funding: Q1 + Q2 2026 – 2027 UKSPF & NCC Funding. Funding for 2027-2028 secured by NCC	Norfolk County Council
West Norfolk Skills Action Plan	Coordinated plan to improve local skills, raise productivity and widen access to high-paid jobs. Priority areas 2026 -27 marketing campaigns, schools & youth engagement and tackling	<ul style="list-style-type: none"> • Publish an updated Skills Action Plan annually (2026, 2027, 2028) using local labour market evidence and stakeholder agents evidence [NEW]. 	Wages and GDHI rise across the borough. More industry needs and labour market skills base.	Funding: BCKLWN & NCC existing financial resources. Resource: BCKLWN Skills and Attainment Budget.	Norfolk County Council, College of West Anglia

	the economically inactive .		Reduction in economically inactive.		
National Manufacturing Day	National Manufacturing Day. Annual, UK-wide initiative that celebrates manufacturing and engineering, aiming to improve the sector's profile, inspire future talent, and showcase modern manufacturing as a high-value, innovative and inclusive career path.	<ul style="list-style-type: none"> • Link National Manufacturing Day activity to the King's Lynn Manufacturing Group, using it as a focal point for employer collaboration and skills discussions [NEW]. 	<p>Increased awareness of manufacturing as a modern, skilled and well-paid sector.</p> <p>Greater visibility of West Norfolk's manufacturing strengths and growth sectors.</p>	<p>Funding: Minimal delivery costs.</p> <p>Resource: BCKLWN Officer in coordinating, promoting and communications / participating manufacturers provide use of premises and demonstrations.</p>	Local manufacturing companies
Strategic Skills Plan	Long-term approach to shaping the skills system around local economic needs.	<ul style="list-style-type: none"> • Launch two pilot advanced technical pathways from national or regional priority sectors (e.g. AI, green tech) by December 2027 [NEW]. 	High proportion of senior professional employment and technical occupations.	<p>Resource: BCKLWN & NCC Officer time.</p> <p>Funding: NCC, Adult Skills budget.</p>	Norfolk County Council, Combined Authority
School of Nursing Phase II	Expansion of local healthcare and digital learning capacity through new training.	<ul style="list-style-type: none"> • Strengthen employer-led placements, ensuring 100% of students have local clinical placement opportunities across acute, community and social care settings [NEW]. 	More people developing the right skills for opportunities in healthcare industries.	<p>Resource: College of West Anglia personnel teaching and support.</p> <p>Funding: secured - £1.4 million phase for a second-story expansion.</p>	College of West Anglia, NHS Trust (Queen Elizabeth Hospital)

		<ul style="list-style-type: none"> • Establish new dental nursing provision by 2026/2027 [NEW]. 		The College of West Anglia also received a £188, 930 grant from Norfolk County Council.	
Health Sector Work Experience Co-ordination Programme	The programme is a 2-year, ICB-commissioned intervention led by the College of West Anglia (CWA) to coordinate, expand and standardise health-sector work-experience opportunities across West Norfolk.	<ul style="list-style-type: none"> • Secure continuation or successor ICB funding by Q1 2027 to extend the programme beyond the initial 2-year commission. • Embed pre-placement preparation and post-placement reflection with schools and learners to improve readiness and outcomes. 	<p>Better alignment between education, workforce planning and ICS priorities.</p> <p>Clearer and stronger pipelines into health and social care careers.</p>	<p>Resource: College of West Anglia personnel teaching and support.</p> <p>Funding: ICB - commissioned workforce development funding.</p>	College of West Anglia, Queen Elizabeth Hospital
Norfolk & Suffolk Local Skills Improvement Plan	Employer-led plan to align skills delivery with business needs across the region.	<ul style="list-style-type: none"> • Conduct an annual employer needs survey with 500+ businesses (2026, 2027, 2028) [NEW]. • Submit final draft of the plan to the Secretary of State (DWP or Department of Education) ready for sign off. 	Employer satisfaction with skills provision improves.	<p>Resource: employer engagement via Chambers of Commerce / BCKLWN & NCC Officer time.</p> <p>Funding: national LSIP arrangements and aligned skills budgets.</p>	Norfolk Chamber of Commerce, Skills Advisory Panel

Autism Centre at CWA King's Lynn campus	<p>The Autism Centre at the College of West Anglia (CWA) provides specialist education, transition support and tailored learning environments for autistic young people and adults.</p>	<ul style="list-style-type: none"> • Establish, maintain and stabilise Autism Centre provision annually (2026–2028), ensuring continuity of specialist teaching, support and therapeutic environments [NEW]. 	<p>Improved educational and life outcomes for autistic learners.</p> <p>Greater support for parents of SEND children parents.</p>	<p>Resource: Specialist College of West Anglia teaching and support staff.</p> <p>Funding: Local authority SEND budgets for transition and post-16 support.</p>	College of West Anglia
Work & Learn Programme (CWA Health & Social Care)	<p>Blended workplace-based and classroom learning for adults progressing in health-sector roles.</p>	<ul style="list-style-type: none"> • Publish annual outcomes report tracking learner progression [NEW]. 	<p>Stronger career progression routes within health and social care.</p>	<p>Resource: College of West Anglia delivery staff / BCKLWN Officer time.</p> <p>Funding: dependent on external skills, adult-learning and workforce funding.</p>	College of West Anglia, Integrated Care Board, Health Employers
West Norfolk Ambassadors Programme	<p>Contributes to employability, professional networks, and civic leadership development, especially for young professionals and local employers in customer facing roles.</p>	<ul style="list-style-type: none"> • Align Ambassador training content with key programmes, including Pride in Place, the New Hospital Programme, tourism development and skills initiatives, 	<p>Enhanced leadership capacity and career readiness.</p> <p>A growing network of informed local champions supporting place-based growth.</p>	<p>Resource: BCKLWN Officer time / event support from partner organisations.</p> <p>Funding: UKSPF.</p>	VENI, College of West Anglia, Employers

Youth Hubs	Co-located employment and wellbeing support for young people aged 16–24.	<ul style="list-style-type: none"> Operated in at least three locations by 2028 (main urban centres).[NEW] 	Improved youth employment outcomes and confidence.	Resource: Youth workers, Career advisers and employment coaches. Funding: Department for Work & Pensions.	Jobcentre Plus, Youth Providers, Local Employers
Norfolk Business Growth Fund	Established by Norfolk County Council, delivered through the New Anglia Growth Hub, to support small and medium-sized businesses with ambitions to grow, innovate and improve productivity.	<ul style="list-style-type: none"> Promote the Norfolk Business Growth Fund to West Norfolk businesses annually (2026–2028), working with the New Anglia Growth Hub and Norfolk Chambers of Commerce. 	Increased business investment and productivity across West Norfolk.	Resource: Projects must demonstrate growth, productivity improvements and economic impact. Funding: Total programme value: c. £1.1 million county-wide. Grant size: £5,000–£50,000 per business.	Norfolk County Council, New Anglia Growth
Apprenticeship & Career Pathways Fairs with DWP	Provides apprenticeships, training pathways and career support through DWP employer and employment programmes.	<ul style="list-style-type: none"> Deliver twice-yearly employer fairs highlighting DWP apprenticeship and career routes. 	Increased apprenticeship participation and clearer career routes.	Resource: Participating businesses support and engagement / DWP promotion and communications. Funding: Free, drop-in event with over 45 businesses from a variety of sectors and industries.	DWP, Jobcentre Plus, Local Employers
King's Lynn Enterprise Park	It forms part of a wider network of Space to Innovate enterprise zones across Norfolk and Suffolk and is designed to support high-growth, high-value businesses. New premises now	<ul style="list-style-type: none"> Proactive site marketing of available plots and premises, targeted at key sectors. Continue phased development and 	<p>Growth in high-skill, higher-wage jobs across priority sectors.</p> <p>A clearly established innovation and</p>	Resource: BCKLWN Officer time in site promotion and investor engagement / support from Invest in Norfolk & New Anglia Growth Hub.	Norfolk & Suffolk Unlimited, Brown & Co.

	available on the Eastern side at King's Lynn Innovation Centre.	plots release across KLEP (2026–2028) to attract inward investment and local business expansion. • Construction of western infrastructure of site to complete plot availability [NEW] .	employment hub supporting long-term economic resilience.	Funding: blend of public sector capital investment and private sector developer investment.	
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Key economic monitoring indicators

Outcome	Data Source(s)	Functionality	Why it matters?
Employment Rate	ONS Labour Market Overview, ONS Jobs & Vacancies, House of Commons Labour Market Statistics	High-quality, official jobs and employment counts, can benchmark regionally.	Shows whether the local labour market is growing, stable or declining, and how West Norfolk performs relative to the wider region.
Qualifications Level 4+	ONS Local Indicators, NODA, NOMIS	Gives local-level data on higher qualification attainment.	Helps assess residents' access to higher-value jobs, the impact of training investment, and how well skills match business needs.
Number of NEETs	Norfolk County, Council Education & Skills Dashboard, NOMIS,	Provides up to date counts and proportions of young people aged 16-24.	Shows how well the area supports young people into positive destinations. NEET levels are strongly.

Strategic Priority 3: PRODUCTIVE JOBS AND BUSINESSES

Why this priority?

Improving productivity across our sector strengths and retaining more economic value within West Norfolk directly aligns with the Enterprise, Investment, Innovation, and Supply Chain levers identified on page 14 of the Economic Strategy. These levers collectively support business growth, the adoption of modern technologies, expansion of high-quality employment space and greater value capture within the local economy, helping to build a more resilient and competitive business base across the borough.

Vision 2045

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

Priorities for 2026 -2028

Over the next two years, the Borough Council will strengthen the conditions that enable employers to grow, drawing on the Enterprise, Investment, and Innovation levers to support existing firms to expand, encourage new business creation, and reinforce a diverse mix of productive jobs across the local economy. Working closely with our key sectors, we will use the Skills Supply and Labour Supply levers to better understand workforce requirements and help create an environment that supports investment, technological adoption and the creation of higher-value employment.

In parallel, we will take steps to retain and attract talent by promoting West Norfolk as an appealing location for skilled workers, entrepreneurs and families. This includes improving access to training, expanding apprenticeships and higher-level skills provision, and supporting businesses to modernise through the application of the Supply Chain and Policy and Regulation levers to raise productivity and competitiveness.

By prioritising practical collaboration between employers, education providers and local partners, and by coordinating activity across the full suite of economic levers, we will help build a more dynamic and resilient economy in which businesses have the confidence to invest, and residents benefit from secure, well-paid and sustainable employment opportunities across the borough.

Approach

Programmes, initiatives & projects	What is happening?	2026 – 2028 Actions	Outcomes	Resourcing / Funding requirement	Lead External Partner(s)
Incubator space at King's Lynn Enterprise Park	Delivery of flexible workspace to support start-ups and growing firms.	<ul style="list-style-type: none"> Develop full business case and secure funding by Q4 2027 [NEW]. 	Increased employment land and commercial space supporting new and growing businesses.	<p>Resource: Officer time / consultancy / contractor support.</p> <p>Funding: Devolution, EZ Pot C Challenge Fund To be determined.</p>	Enterprise agencies
Creative Hub at St. Georges Guildhall for creative industries	Development of a creative industries hub within a key heritage asset.	<ul style="list-style-type: none"> Launch phase-one workspace and studios by mid-2028 for creatives and micro-firms 	<p>Increased number of start ups</p> <p>Increased GVA in our high-growth potential sectors.</p>	<p>Resource: Officer time / consultancy support.</p> <p>Funding: Towns Fund & Pride in Place secured, Devolution and Arts Council to be confirmed.</p>	Arts Council, Business Support Agencies, St George's Guildhall CIO
KL Enterprise Park Western Site Infrastructure	Enabling and infrastructure works to bring forward additional employment land to the King's Lynn Enterprise Park.	<ul style="list-style-type: none"> Planning determination Qtr 2 2026. Construction works commence Qtr 3 2026, completion Qtr 1 2027. Secure at least three 	Increased employment land availability.	<p>Resource: Officer time / Consultancy support.</p> <p>Funding: Enterprise Zone programme led by the BCKLWN.</p>	Morgan Sindall, Norfolk County Council

		business occupations or developments by 2028 [NEW].			
NORA: Plots M1, M2	Nar Ouse Regeneration Area, delivering new housing and commercial space in King's Lynn, to support and meet the needs of the existing community and growth in South Lynn.	<ul style="list-style-type: none"> • Complete site marketing by Q2 2026. • Begin enabling works by 2027, including utilities and land remediation. 	Expand housing provision and commercial space for the benefit of existing and growing community in South Lynn	<p>Resource: BCKLWN Officer time.</p> <p>Funding: compromised of public grants, local government loans and private sector interest.</p>	Brown & Co (agents), Developers
Digital Skills Programme	Coding and digital bootcamp provider delivering instructor-led skills bootcamps in software development, AI literacy and digital innovation for young people at risk of becoming NEETs.	<ul style="list-style-type: none"> • Establish a West Norfolk Tech Talent Pathway, mapping local SME demand and linking learners with post-graduation support (mock interviews, employment matching) by 2028 [NEW]. 	<p>Increased digital skills capacity in West Norfolk's SMEs, creative sector, and tech-adjacent industries.</p> <p>Stronger cross-regional tech ecosystem linked to King's Lynn - Cambridge growth hubs.</p>	<p>Resource: Venue hire for hackathons and other events.</p> <p>Funding: BCKLWN Skills & Attainment budget.</p>	Tech Educators, Norfolk County Council, Local & regional employers, Local schools and colleges, Queen Elizabeth Hospital
Meet the Buyers events	Procurement focused engagement days connecting local contractors and suppliers with major	<ul style="list-style-type: none"> • Deliver two Meet the Buyer events (spring + autumn) aligned with major project milestones 	Stronger local economic impact of regeneration programmes by	Resource: BCKLWN Officer time / Local contractor(s) support.	Business Support Partners: New Anglia Growth Hub, College of West Anglia,

	capital and regeneration projects across the borough.	(e.g., STARS highways, New Hospital Programme, West Winch Access Road).	maximising local procurement. Enhanced business readiness, skills and compliance via support partners at events.	Funding: Revenue funding secured.	Norfolk Chambers of Commerce, JobCentre Plus
Hot-desking space at the new library	Providing accessible spaces for freelancers and remote workers at the new Library.	<ul style="list-style-type: none"> • Introduce bookable meeting pods and digital access by Q4 2026. Increase workspace usage by 25% by 2028 through targeted promotion and business-support links. 	<p>Increased number of high-growth enterprises.</p> <p>Increased number of new start-ups in West Norfolk.</p>	<p>Resource: library facilities, library staff capacity and Partner support.</p> <p>Funding: secured through Town Deal funding.</p>	Norfolk County Council, BIPC
King's Lynn Innovation Centre	The King's Lynn Innovation Centre offers a range of offices, co-working space, meeting rooms and collaboration areas, alongside business support, networking opportunities and links to regional innovation networks.	<ul style="list-style-type: none"> • Maintain high occupancy levels at KLIC through 2026–2028, supporting a steady pipeline of start-ups and growing businesses. • Sub divide large units into smaller units to meet user 	<p>A stronger local innovation ecosystem supporting productivity and high-value jobs.</p> <p>Greater visibility of King's Lynn as a place to start up, innovate and invest.</p>	<p>Resource: supported by existing business support and innovation programmes</p> <p>Funding: benefits from alignment with external funding streams accessed by client businesses.</p>	Enterprise Agencies, New Anglia Growth Hub

		<p>demand by Qtr 3 2026 [NEW]</p> <ul style="list-style-type: none"> • Review business support provision and startup space and promote co-working. 			
Project Gigabit	Expansion of high-speed broadband across the borough.	<ul style="list-style-type: none"> • Achieve 90% gigabit-capable coverage across the borough by 2028, prioritising rural not-spots. • Annual reporting (2026–2028) on coverage progress with DCMS. 	Increased digital infrastructure capabilities for West Norfolk enhancing digital connectivity and greater productivity gains.	<p>Resource: BCKLWN Officer coordination / delivery partners' support.</p> <p>Funding: The Norfolk contract signed in June 2023. It is valued at £114.2 million, targeting over 62,200 premises across the county.</p>	DCMS, Broadband Providers
Skills Bootcamps	Employer-led training focused on priority sectors.	<ul style="list-style-type: none"> • Achieve an average 70% job-outcome rate for learners entering work or progressing careers. 	<p>Increased workforce skills in priority sectors.</p> <p>Elevates West Norfolk to become a high skill – high wage economy.</p>	<p>Resource: Norfolk County Council staff time.</p> <p>Funding: Up to £4 million will be spent delivering free skills training to an extra 1,345 adults across Norfolk and Suffolk in 2025/26.</p>	Norfolk County Council, Training Providers
Rural Incubator space study	The Rural Incubator Space study to assess the opportunities, needs, demands for start up and co working space in rural	<ul style="list-style-type: none"> • Conduct one feasibility and demand study to identify future 	Improved access to affordable workspace for rural entrepreneurs.	<p>Resource: BCKLWN economic development and business support resources.</p>	Enterprise and Business Support Agencies

	service areas and towns (i.e. Hunstanton, Downham Market), to provide flexible, low-cost workspace and business support for start-ups, micro-businesses and home-based enterprises in rural parts of West Norfolk.	need and options [NEW] . • Explore funding and delivery options for incubator spaces [NEW] .	Clear pathways from rural incubation into wider business-growth support and permanent premises.	Funding: Potential funding sources from Devolution.	
New Library business offering	Expansion of business-focused services within libraries, including advice, guidance, support, events, digital tools and workspaces.	• Deliver quarterly business events/workshops (2026–2028) [NEW]	Improved access to business support and increased start-up creation.	Resource: King’s Lynn Library staff time. Funding: Town Deal secured	Libraries Service (BIPC), Growth Hub, Norfolk Chambers of Commerce
Go Digital	Digital support programme helping SMEs adopt technology, improve productivity and expand online.	• Deliver annual digital-skills events and webinars.	Improved digital capability within the local business base.	Resource: New Anglia Growth Hub Funding: Secured partly by UK government through UK Shared Prosperity Fund. Grants of £5,000 - £20,000 to businesses	Norfolk County Council, Local SMEs
Purfleet Street Pop Up Units	Incubator containers to provide ‘easy in easy out’ opportunities for small businesses to trial a business.	• Relaunch of pop ups following completion of external works Qtr 2 2026 • Wrap around support from enterprise agencies [New]	Increase number of start up businesses Increased footfall from Rail to river.	Resource: BCKLWN officer time Funding: capital through Town Deal.	New Anglia Growth Hub

King's Lynn Manufacturing Group	Networking event for manufacturers of all sizes and specialisms in the Borough to come together once a quarter. Areas of focus include skills needs, among others.	<ul style="list-style-type: none"> • Secure participation from at least 20 local manufacturers by end of 2026 [New] • Hold 3-4 meetings per year, each focused on a strategic theme (automation, robotics, supply chains, energy reduction, funding). 	<p>Greater learning and networking opportunities.</p> <p>Greater business opportunities as manufacturers gain access to the labour market.</p> <p>Regular access to BCKLWN services applicable to the sector including grants and other business development aid.</p>	<p>Resource: NAAME staff / BCKLWN Officer time.</p> <p>Funding: No funding requirements needed.</p>	Local manufacturing employers, College of West Anglia, NAAME,
King's Lynn & West Norfolk Local Plan 2021 – 2040	The Plan sets out the spatial strategy for housing, employment, infrastructure and environmental protection, identifying where growth should take place and the policies that will shape how it is delivered.	<ul style="list-style-type: none"> • Engage and identify future employment land requirements [NEW]. • Monitor employment land delivery, supporting key sites such as town centres and enterprise locations [NEW]. 	Strong alignment between spatial planning and economic priorities, including thriving towns, enterprise growth and rural development.	<p>Resource: BCKLWN Officer time.</p> <p>Funding: To Be Determined.</p>	Landowners
Hardwick Estate Expansion	Expansion of a strategic employment site to meet	<ul style="list-style-type: none"> • Secure infrastructure funding. 	Expanded commercial floor	<p>Resource: Developer delivery capacity support /</p>	Developers, Landowners

	demand for retail, logistics and commercial space.	<ul style="list-style-type: none"> • Deliver first development plots by 2028. 	space and job creation.	BCKLWN Officer coordination time. Funding: To Be Determined.	
Young Futures Hub	New national government programme providing youth-led, inclusive physical and digital spaces for 10 – 18-year-olds.	<ul style="list-style-type: none"> • Conduct a Local Youth Needs Assessment to map mental health, opportunity gaps, and risk factors for 10–18-year-olds by Q4 2026 [NEW]. 	<p>Increased opportunities for young people in skills, creativity, leadership and progression routes.</p> <p>Reduced crime and anti-social behaviour, particularly for at-risk youth.</p>	<p>Resource: BCKLWN Officer time / External partner service capacity.</p> <p>Funding: DCMS programme funding with partner contributions where available.</p>	Department for Culture, Media & Sport (DCMS), Local schools, Community youth services
Norfolk for Jobs	Partnership-driven employment and skills initiative launched in March 2024, bringing together employers, public sector organisations, voluntary groups, to tackle labour-market challenges, fill vacancies.	<ul style="list-style-type: none"> • Publish an annual Local Labour Market Impact Report tracking successful placements, employer participation, and sector-based skills demand [NEW]. 	<p>Better alignment between employer needs and local skills programmes.</p> <p>Employers able to recruit and retain local workforce.</p>	<p>Resource: Local employers support and engagement capacity.</p> <p>Funding: DWP and Jobcentre Plus funding, supported by external partner organisations.</p>	Jobcentre Plus, Norfolk County Council, DWP, Local SMEs, Local MP

Strategic Assets Policy	Borough Council Assets Acquisition and Disposal Policy.	Identify strategic sites for acquisition of disposal that align and would support delivery of priorities in WNES.	Land and property in west Norfolk made available to deliver and achieve economic outputs.	Resource: BCKLWN Officer time. Funding: To Be Determined.	BCKLWN
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Key economic monitoring indicators

Outcome	Data Source(s)	Functionality	Why it matters?
Number of new or refurbished work units delivered	Local planning completions data, regeneration activity monitoring from Planning department	Count of new workspaces (e.g. units, desks, studios) delivered through development or regeneration activity.	A rising number indicates improved business infrastructure and reduced barriers to entry for SMEs, start-ups, and self-employed workers.
Business Survival Rate	ONS Business Births, Deaths & Survival Rates, ONS Business Demography	Provides 1–5-year survival rates for enterprises	Higher survival rates indicate a stronger business environment and stable economic conditions; lower rates highlight areas that may need support or intervention.
Total Businesses	ONS Business Demography (Active enterprises), ONS Local indicators NOMIS,	Annual counts of active businesses area	Growth in the number of active businesses signals rising economic activity, more opportunities, and a stronger entrepreneurial climate.
Business birth to death ratio	ONS Business Demography, NOMIS	Uses business births divided by deaths to measure economic dynamism.	A positive ratio reflects a growing and dynamic economy; a negative ratio may point to challenges in sustaining business growth.

Strategic Priority 4: MANAGED NATURAL RESOURCES

Why this priority

Managing our natural resources proactively, efficiently and sustainably aligns directly with the Energy Security and Climate Resilience lever, supported by the Innovation, Supply Chain, and Health and Wellbeing levers on page 14. Together, these levers strengthen our ability to adapt to climate impacts, enable the transition to clean renewable energy, and ensure that households and businesses benefit from a more resilient and resource efficient local economy.

Vision 2045

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

Priorities for 2026 – 2028

Over the next two years, the Borough Council will implement practical measures that help businesses and communities reduce their environmental impact and strengthen resilience to climate related risks. Through the coordinated use of the Energy Security and Climate Resilience, Innovation, and Supply Chain levers, we will encourage more efficient use of resources, support the transition to renewable energy, and work with industries to adopt low-carbon technologies and circular-economy approaches that reduce waste and operational costs.

In parallel, we will enhance our capacity to respond to coastal erosion, flooding, drought and other extreme events by improving local infrastructure and planning in collaboration with partners, landowners and environmental organisations. This approach applies the Health and Wellbeing and Policy and Regulation levers to strengthen preparedness and promote responsible stewardship of natural assets.

By advancing these actions in partnership with local stakeholders, we will help establish a more sustainable foundation for future growth whereby environmental protection, clean energy, and business resilience are mutually reinforcing. Through steady and achievable progress, West Norfolk will move toward a future where its natural assets are safeguarded, and the economy is well-prepared for emerging challenges and opportunities.

Approach

Programmes, initiatives & projects	What is happening?	2026 – 2028 Actions	Outcomes	Resourcing	Lead External Officer(s)
BKLWN Climate Change Strategy 2026 -2028	Delivering local actions to cut emissions, build resilience and manage natural assets more sustainably.	<ul style="list-style-type: none"> • Deliver all priority climate actions by Q4 2028 including transport, buildings and land use. • Hold a Business Expo in 2027. This will showcase notable practise, providing an opportunity for peer to peer networking and include carbon reduction advice [NEW]. 	Increased attention and investment in West Norfolk's natural resource management.	<p>Resource: BCKLWN Officer time.</p> <p>Funding: To Be Determined.</p>	Norfolk County Council through Climate Change Partnership
Local Nature Recovery Strategy	Setting priorities for restoring habitats, enhancing biodiversity and improving ecological networks.	<ul style="list-style-type: none"> • Identify and start delivery of 5 local habitat restoration projects targeting priority LNRS zones. • Create a coordinated water-management plan by Q4 2026. 	Growth in our water and waste sectors.	<p>Resource: BCKLWN Officer time.</p> <p>Funding: £14 million government pot for development for March 2025, alongside £50,000 seed funding per local authority.</p>	Norfolk Wildlife Trust, Norfolk County Council, Suffolk County Council
Norfolk & Suffolk Energy Plan	County wide approach to expanding clean energy generation and improving energy security.	<ul style="list-style-type: none"> • Run an annual low-carbon business programme (2026–2028) to assist at least 100 firms adopt clean technologies [NEW]. 	Increased renewable energy generation and adoption.	<p>Resource: BCKLWN & NCC Officer time.</p> <p>Funding: consisting of mostly grant provisions for households and businesses.</p>	Norfolk County Council
Norfolk Climate	Joint work across Norfolk to coordinate climate	<ul style="list-style-type: none"> • Establish and maintain a county-wide Climate Resilience 	Improved cross-county collaboration on climate resilience.	<p>Resource: Environment Agency support / Norfolk</p>	University of East Anglia, Broads Authority, NHS,

Change Partnership	mitigation, adaptation and community resilience.	plan annually (2026-2028) [NEW]		Borough & District council officer time. Funding: Environment Agency and partner-led programme funding.	Greater South East Net Zero Hub.
Hunstanton Coastal Defence Capital Works	A major capital programme to assess, design and replace/upgrade ageing coastal defences in Hunstanton following geotechnical investigations (2024–2025).	Complete the full business case and feasibility/design work by Q4 2026 [NEW] . Commence enabling works and priority structural interventions on the most at-risk sections of the promenade and seawall. (By Q1 2028.) [NEW] .	Reduced coastal erosion and flooding risk through upgraded defences engineered to modern standards.	Resource: BCKLWN Officer time / consultancy support. Funding: Unsecured.	Environment Agency, Civil Engineers, Hunstanton Town Council
Housing Retrofit	Encouraging installation of low carbon heat and community energy.	<ul style="list-style-type: none"> Complete a borough-wide housing retrofit baseline assessment by Q1 2027, identifying priority types, tenure groups, fuel-poor households and EPC performance gaps. 	<p>Increased low carbon heating adoption.</p> <p>Increased community renewable energy regeneration.</p>	Resource: BCKLWN Officer time / community engagement capacity. Funding: secured through the Norfolk Warm Homes Partnership.	Energy Providers
Norfolk Coast National Landscape	A major statutory landscape and ecological	<ul style="list-style-type: none"> Prepare and adopt an updated coast management action plan 	Strengthened coastal landscape resilience.	Resource: Norfolk Coast Partnership capacity.	Norfolk Coast Partnership

Management Plan	management plan covering parts of the Norfolk Coast, including the coastal zones of West Norfolk	by Q2 2027 including coastal resilience prioritising Hunstanton		Funding: 75% core funding secured by DEFRA and local authorities BCKLWN (25%).	
Norfolk & Suffolk Nature Recovery Partnership	The overarching partnership delivering the regional nature recovery agenda, including LNRS implementation.	<ul style="list-style-type: none"> • Pilot one joint Norfolk–Suffolk restoration project by 2028. 	Enhanced cross-border ecological connectivity.	Resource: Officer time from Norfolk & Suffolk County Councils. Funding: Norfolk & Suffolk programme funding; additional external nature-recovery funding where applicable.	Norfolk & Suffolk County Councils
Norfolk Thematic Recovery Programmes	This programme details multiple large-scale habitat recovery programmes and targeted thematic interventions.	<ul style="list-style-type: none"> • Deliver annual progress reviews (2026–2028) to monitor outcomes and redirect resources [NEW]. 	More coordinated delivery of climate, economy and resilience goals.	Resource: County Council programme management support / environment service expertise. Funding: County Council and Environment service funding, supplemented by external grants where available.	Norfolk County Council, Environment Service

Key economic monitoring indicators

Outcome	Data Source(s)	Functionality	Why it matters?
Median housing energy efficiency scores	ONS Median Energy Efficiency Score, NOMIS EPC Dataset, ONS Energy Efficiency Release	Provides consistent EPC-based efficiency scores with local authority breakdowns	Supports assessments of sustainability progress, fuel-poverty reduction, and the resilience of the local housing stock
Per capita carbon emissions within local authority	DESNZ GHG Emissions (Local Authority) ONS per capita indicator, LACA tool	Supplies authoritative per-capita greenhouse gas emissions, with optional consumption-based footprints.	Helps track how quickly the area is decarbonising, how local behaviour and infrastructure influence emissions, and where targeted action may be needed.
Total commercial and industrial emissions	DESNZ sector-level emissions, my Society LA emissions, ONS Environmental Accounts, Norfolk Insight	Provides detailed sector-specific CO ₂ / GHG emissions to track decarbonisation progress	Identifies where support or regulation may be needed, and ensures economic growth aligns with climate commitments

Strategic Priority 5: HEALTHY, INCLUSIVE COMMUNITIES

Why this priority?

Creating active, inclusive and connected communities aligns directly with the Health and Wellbeing, Transport Connectivity, and Housing / Employment Land levers, which together strengthen local access to services, reduce isolation and support improved socio-economic outcomes across the borough.

Vision 2045

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

Priorities for 2026 – 2028

Over the next two years, the Borough Council will take forward targeted actions to strengthen the conditions that support inclusive and healthy communities, particularly through embedding recommendations from Marmot. Through the application of the Housing / Employment Land lever, we will encourage the delivery of additional homes in towns and villages, enabling residents to remain close to family, employment and essential support networks. Working in partnership with health, care and community organisations, we will also utilise the Health and Wellbeing lever to improve access to local health, care and wellbeing services, ensuring that residents can receive the support they need within their own communities.

Improving both digital and physical connectivity will remain a priority, particularly in rural areas where isolation can limit participation in social, economic and community life. This will make coordinated use of the Transport Connectivity lever to enhance access to services, employment and community infrastructure.

Alongside this, we will promote opportunities for residents to lead more active and healthy lifestyles by improving access to parks, leisure facilities, community spaces and local activities—actions that align with the Health and Wellbeing lever and reinforce wider community resilience.

Through steady, collaborative action with partners, landowners and local organisations, we will support the creation of more inclusive and connected communities across West Norfolk, ensuring that residents regardless of age, background or location feel supported, engaged and able to enjoy a high quality of life.

Approach

Programmes, initiatives & projects	What is happening?	2026 – 2028 Actions	Outcomes	Resourcing / Funding requirement	Lead External Officer(s)
Marmot Programme	Embedding health equity principles across services with a focus on tackling wider determinants of health.	<ul style="list-style-type: none"> • Co-develop Marmot-aligned actions with health, housing, education and employment partners by Q4 2026 [NEW]. • Produce annual Marmot impact reports showing improvements in health equity drivers [NEW]. 	Reduction in health inequalities Stronger links between health, housing, and economic priorities.	<p>Resource: Technical support from the IHE provides tailored evidence, data analysis and expert recommendations.</p> <p>Funding: total cost of working with the Institute of Health Equity for two programmes at £150k.</p>	West Norfolk Place Board, King's Lynn & West Norfolk Health & Wellbeing Partnership
New Queen Elizabeth Hospital	The Queen Elizabeth Hospital (QEH) in King's Lynn is undergoing a full redevelopment, replacing the existing RAAC-affected structure with a new, digitally enabled, state-of-the-art hospital.	<ul style="list-style-type: none"> • Contractor appointment Qtr 2 2026 • Complete and submit the full business case. • Develop Social Value plan to maximise local opportunities for business growth, employment, training 	<p>Delivery of major enabling works including car park, utilities and site access routes.</p> <p>A safer interim QEH with reduced RAAC risk to staff and patients.</p>	<p>Resource: QEH, NHS England, Officer time / consultancy support to develop social value plan.</p> <p>Funding: The new QEH is backed by a £1B - £1.5B funding envelope by the government's Health & Social Care department.</p>	Queen Elizabeth Hospital NHS Foundation Trust, NHS England

		<p>and skills through the project</p> <ul style="list-style-type: none"> • Run annual training programmes on new clinical pathways and digital systems (2027 – 2028) <p>[NEW].</p> <ul style="list-style-type: none"> • Maximise social value opportunities that local SMEs and residents can benefit from. 			
West Winch Housing Access Road	Delivery of a new strategic access road enabling the West Winch Growth Area and unlocking major housing development.	<ul style="list-style-type: none"> • Access Road Construction to start Qtr 3 2026. • Develop business case for walking/cycling connectivity and sustainable transport features across 2027–2028 <p>[NEW].</p>	Improved infrastructure enabling major housing growth.	<p>Resource: Officer time / consultancy support.</p> <p>Funding: Norfolk County Council and Homes England funding, subject to programme approvals.</p>	Norfolk County Council, Homes England
Lily – Food for Thought	Lily programme delivered by the BCKLWN. It provides free, community-based cooking and nutrition sessions.	<ul style="list-style-type: none"> • Continue delivery of Food for Thought sessions in community centres and village halls (2026-2028). 	Increased physical and mental health wellbeing among participants.	<p>Resource: Support from local chefs and demonstrators / 15 hours officer support per week during programme delivery.</p>	Paid chefs & community demonstrators and venues

		<ul style="list-style-type: none"> Secure external funding on a programme-by-programme basis, to enable continued delivery beyond existing commitments. 	Increased food security through practical budgeting, meal planning and education.	Funding: To be Determined. Entirely dependent on securing external funding.	
St George's Guildhall Learning & Engagement Programme	A programme of cultural, performances and art-based experiences and opportunities focused on bringing Shakespeare and heritage to life for schools and the community.	During the St George's Guildhall capital project delivery from 2026-2028 the activity programme is being delivered at partner venues and via outreach to schools and community groups	The creative team delivers immersive workshops, such as "Play in a Day" and Shakespeare themed sessions to engage and inspire creativity, boosting local culture, education, and supporting improved mental health and wellbeing. The programme also provides opportunities for training and volunteering.	<p>Resource: BCKLWN Officer time, Norfolk Museums Service Officer time, and volunteer support.</p> <p>Funding: UK Shared Prosperity Funding, Borough Council of King's Lynn and West Norfolk. Arts Council to be determined.</p>	Arts Council, Norfolk Museums Service
Community Development in priority KL Neighbourhoods	Working within the neighbourhoods of South and North Lynn, Gaywood and Fairstead to enable	Establishment of a Community Development Team which will by 2030 enable each	<ul style="list-style-type: none"> Increased community capacity and leadership 	<p>Resource: Community Action Norfolk, Clergy</p> <p>Funding: Pride in Place.</p>	King's Lynn Neighbourhood Board, VKL Operational Group

	resident guided investment and providing support for empowered communities that can enable and sustain change.	neighbourhood to have: <ul style="list-style-type: none"> • A Community Forum and Youth Forum • A VCFSE Hub coordinating local partners • A community owned Neighbourhood Action Plan • A cross-neighbourhood Children's, Youth & Families (CYF) learning network 	<ul style="list-style-type: none"> • Reduced duplication of services • Guides alignment of investment with community priorities • Stronger preventative ecosystem • Improved outcomes for children, young people and families • Enhanced trust and engagement between residents and services 	Funding: Pride in Place programme.	
Sport England Expansion Programme – West Norfolk	The Programme targets communities in the highest deciles for inactivity, deprivation, social need and health inequality, using a long-term, place-based	<ul style="list-style-type: none"> • Deliver targeted community-led physical activity programmes, prioritising groups with the lowest activity levels. • Improve access to local facilities and 	<p>Higher levels of regular physical activity among residents.</p> <p>Reduced health inequalities and improved physical</p>	<p>Resource: delivery is community-led and partnership based.</p> <p>Funding: from Sport England's £250m national</p>	Sport England, Active Norfolk

	approach to increase physical activity and improve wellbeing.	spaces, supporting upgrades to informal activity assets, green space use and links to active travel routes.	and mental wellbeing.	Place Expansion investment.	
Leisure services study	The Leisure Services Study is an evidence-based review of leisure, sport and physical-activity provision across West Norfolk (such as sports centres, swimming pools, community halls and outdoor assets).	<ul style="list-style-type: none"> • Complete and adopt the Leisure Services Study by 2026, including options for replacement pool facilities at Lynnsport [NEW]. • Use the Study to support funding bids, including Sport England, place-based programmes and capital regeneration funding [NEW]. 	<p>More efficient and sustainable leisure facilities that meet future demand.</p> <p>A clear, evidence-led framework guiding leisure and sport investment decisions.</p>	<p>Resource: BCKLWN Officer time / consultancy support.</p> <p>Funding: To Be Determined.</p>	Sport England, Active Norfolk
Active Travel Hubs + Operational Plan	The hubs provide secure, high-quality facilities to support walking, cycling and public transport use, including secure cycle parking, e-bike and e-scooter charging, lockers, EV charging and edge-of-centre parking. The accompanying Operations Plan sets out how the hubs will	<ul style="list-style-type: none"> • Agree and implement a formal Operations Plan by 2026, covering opening hours, security, cleaning, maintenance, usage monitoring and responsibilities [NEW]. • Review and refresh the Operations Plan annually, responding to demand, user 	<p>Increased use of active and sustainable travel into King's Lynn.</p> <p>Reduced congestion and improved air quality around the town centre.</p>	<p>Resource: BCKLWN Officer time / consultancy support.</p> <p>Funding: Towns Fund.</p>	Norfolk County Council

	be managed, maintained, promoted and integrated into wider transport, health and regeneration initiatives once built.	feedback and wider transport changes [NEW] .			
Purfleet Pantry Relocation to South Lynn Community Centre	The Borough Council is proposing to grant a long-term lease of the South Lynn Community Centre (SLCC) to the Purfleet Trust, subject to legal and property due diligence, with a target start date of 1 June 2026.	<ul style="list-style-type: none"> • Approve and complete the long-term lease by mid-2026, following Cabinet and Full Council approval. • Relocate and operationalise the Purfleet Pantry at SLCC by Q4 2026, ensuring continuity of service for overactive members. 	<p>Increased access to affordable food, skills and wellbeing support in one of King's Lynn's most deprived neighbourhoods.</p> <p>Secured long-term future of the Purfleet Pantry and associated support services.</p>	<p>Resource: Operational and maintenance costs of the centre transfer to the Purfleet Pantry under the Lease.</p> <p>Funding: BCKLWN contribution is primarily asset-based rather than ongoing revenue funding.</p>	Purfleet Pantry
Housing Needs Assessment	Ongoing assessment of current and future housing requirements across West Norfolk.	<ul style="list-style-type: none"> • Publish updated Housing Needs Assessment annually (2026–2028) using refreshed demographic, affordability and market data • Identify gaps in housing types and specialist provision by 	<p>Clear understanding of changing housing needs.</p> <p>Better targeting of housing delivery and regeneration activity.</p>	<p>Resource: BCKLWN Officer time.</p> <p>Funding: BCKLWN core funding with external partner support from Freebridge and Norfolk County Council.</p>	Freebridge, Norfolk County Council

		Q3 2026 and update this analysis each year			
King's Lynn Steering Group as part of Culture & Heritage Strategy	Operational group of representatives that supports the objectives of the King's Lynn Culture & Heritage Strategy.	<ul style="list-style-type: none"> • Increase creative-industry work experience placements by 50% by 2028, working with cultural partners, and education providers [NEW]. 	Enhanced engagement with local communities and diverse groups.	<p>Resource: BCKLWN Officer time.</p> <p>Funding: To Be Determined.</p>	The Garage, Creative Arts East, Arts Council, Historic England
Alive West Norfolk Capital Investment Strategy	Investment in leisure, sport and wellbeing facilities across the borough.	<ul style="list-style-type: none"> • Deliver a phased upgrade of major leisure centres by Q4 2027, improving accessibility and modernising facilities [NEW]. 	<ul style="list-style-type: none"> • Healthier, more active communities • Improved quality of local leisure infrastructure 	<p>Resource: BCKLWN Officer time.</p> <p>Funding: includes over £600k from the UKSPF, alongside £225,000 rural community grant.</p>	Community Action Norfolk
Public Realm Infrastructure - Hostile Vehicle Mitigation	<ul style="list-style-type: none"> • Develop annual public-realm security improvement plan with Norfolk County Council and Norfolk police 	<ul style="list-style-type: none"> • Complete risk assessments for priority town-centre sites by Q4 2026. • Develop annual public-realm security improvement plan with NCC and police. 	Enhanced public safety and reduced vulnerability to threats	<p>Resource: Officer time / Norfolk Police support.</p> <p>Funding: To Be Determined.</p>	Norfolk Police, Norfolk County Council
West Norfolk Youth Offer	Youth work, wellbeing, skills and monitoring	<ul style="list-style-type: none"> • Ensure the Youth Advisory Board representation is fed into key strategies and programmes (e.g., skills, wellbeing, community safety) at least twice per year. 	<p>Improved youth wellbeing, skills and aspirations.</p> <p>Stronger youth voice influencing local priorities</p>	<p>Resource: BCKLWN Officer time / Youth workers and delivery staff across partner organisations.</p> <p>Funding:</p>	Youth West Partnership, Schools, NCC Children's Services

			and service design.	Norfolk County Council, External grant funding.	
Integrated Transport & Accessible Mobility Programme	Improving access for residents without private transport	<ul style="list-style-type: none"> • Create borough-wide transport accessibility map by Q3 2026 to identify gaps. • Increase access to key services (healthcare, jobs) by 2028 through improved routes and partnerships. 	Reduced transport barriers and improved access to services.	Resource: BCKLWN Officer time. Funding: Funding schemes from Norfolk County Councils.	Transport Operators, Norfolk County Council, Community Transport Providers
Visit East Anglia LVEP	The Suffolk and Norfolk Local Visitor Economy Partnership was setup to be the major official destination management organisation attracting visitors to East Anglia in partnership with local authorities and place promotion organisations.	<ul style="list-style-type: none"> • Maximise opportunities to promote WN in marketing and promotional activities delivered by the LVEP. • Publish an annual LVEP Performance Report (2026, 2027, 2028) measuring visitor numbers, footfall impact, economic impact (GVA uplift) and business satisfaction [NEW]. 	To increase footfall and boost the economy through the tourism industry across Suffolk and Norfolk counties.	Resource: BCKLWN Officer time / External partner capacity. Funding: To be determined	Norfolk County Council, Suffolk County Council, Business membership
King's Lynn Walsingham Way Project	A modern 29-mile pilgrim trail from King's Lynn to	<ul style="list-style-type: none"> • Publish an annual impact report (2026, 2027, 2028) tracking 	Linking active travel, rural businesses and	Resource:	St. Margaret and St. Nicholas Parish Trust charity,

	Walsingham is currently under rigorous testing and will soon be launched to promote physical and spiritual wellbeing, green tourism, heritage discovery and support village businesses along the route.	physical activity, wellbeing benefits, visitor numbers, rural business spend and community engagement [NEW] .	spiritual/wellbeing tourism for King's Lynn to Little Walsingham: a brand new and extensive pilgrim route leading from the town of King's Lynn to Walsingham.	BCKWLN Officer time / partner organisation capacity. Funding: Applications to small heritage and theological grant providers, including the King's Lynn Town Guides.	Walsingham Abbey and The Shrine of Our Lady at Walsingham, Catholic Church of Walsingham
Denver Sluice Complex	Longstanding active sluice and leisure mooring service along the River Great Ouse, Environment Agency wish to explore the transformation of the Denver Sluice into a new visitor hub.	<ul style="list-style-type: none"> • Secure multi-partner funding (EA + tourism SMEs) by 2027 to deliver improvements including mooring upgrades, visitor facilities and rebranding [NEW]. • Publish annual visitor-impact and environmental management reports (2026 – 2028) covering footfall, biodiversity considerations and economic impact [NEW]. 	A gateway to the Fens. Enhances the visitor sailing offer, increase on-site facilities for visitors, a potential rebrand of the site and regenerated interpretation boards to increase footfall and visitor flow.	Resource: BCKLWN Officer time. Funding: to be secured through Environment Agency and operational partners.	Environment Agency, Local tourism SMEs,
West Norfolk Age Friendly Community	Development of a Borough-wide Age-friendly community approach, aligned	• Support small-scale age-friendly pilot initiatives (2027–2028) where officer capacity	Improved health, wellbeing and independence for older residents.	Resource: BCKLWN Officer time.	Public Health Norfolk

	with the Centre for Ageing Better Age-friendly Communities framework, to support older residents to remain healthy, independent and engaged for longer, while reducing pressure on health and care systems.	allows, focusing on social connection, physical activity and access to services [NEW] .	Contribution to reduced demand on health and care services over time.	Funding: To Be Determined.	
Vision for Volunteering (West Norfolk)	Development of a shared Vision for Volunteering in West Norfolk, working with the VCSE sector, DWP and Voluntary Norfolk to increase volunteering participation, strengthen pathways into employment and support community capacity.	<ul style="list-style-type: none"> • Establish a volunteering working group by Q4 2026, involving VCSE partners, Voluntary Norfolk, DWP and public sector organisations [NEW]. • Support annual volunteering promotion activity (2027 – 2028) aligned to national campaigns, e.g., Volunteers Week [NEW]. 	<p>Clearer pathways from volunteering into skills, employment and wellbeing support.</p> <p>Increased number and diversity of volunteers across West Norfolk.</p>	<p>Resource: BCKLWN Officer time.</p> <p>Funding: To Be Determined.</p>	VCSE partners, DWP, Voluntary Norfolk
Social Value Framework within projects	Maximise social, economic, and environmental benefit from all council-led investment, capital	<ul style="list-style-type: none"> • Train project managers and suppliers to implement more into projects [NEW]. 	Stronger delivery and integration with other BCKLWN programmes.	Resource: BCKLWN Officer time / external partner capacity.	Major Contractors, Design & Masterplanning Partners, Norfolk County Council

	projects, grants and procurements.	<ul style="list-style-type: none"> Engage with major projects i.e. New Hospital Programme, to maximise social value delivery in West Norfolk [NEW]. 		Funding: no funding required.	
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Key economic monitoring indicators

Outcome	Data Source(s)	Functionality	Why it matters?
More GPs / Service Providers per Population	HoC GP's Dashboard, NHS GP Workforce, RCGP, West Norfolk Primary Care Network	Tracks GP numbers, FTE, and population ratios key access metrics.	Highlights where the ageing population and pressure, supports planning for growth and ageing, and ensures fair access to primary care.
Improved Neighbourhood Health Indicators	OHID Health of the Region; ONS Local Indicators; Fingertips Health Profiles; Health Foundation Dashboard	Provides detailed, neighbourhood-level public health indicators.	Help target resources, improve local services, and address inequalities that affect residents' ability to participate fully in community and economic life.

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Find out more about the West Norfolk Economic Strategy



economic.development@west-norfolk.gov.uk



REGENERATION AND DEVELOPMENT PANEL WORK PROGRAMME 2026/2027

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER/ ATTENDEE	OBJECTIVES AND DESIRED OUTCOMES
2nd June 2026 at 6.00pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Appointment of Vice Chair for the Municipal Year	Operational	Democratic Services Officer	
	Chairs Signing of the Scrutiny and Executive Protocol	Operational	Democratic Services Officer	To promote the relationship between the Panel and the Executive.
	CIL Strategic Project Funding	Cabinet Report	Amanda Driver	To consider the report and make any appropriate recommendations to Cabinet.
	West Norfolk Economic Strategy and Action Plan	Cabinet Report	Jemma Curtis Walton Mabuto	To consider the report and make any appropriate recommendations to Cabinet.
	Work Programme and Cabinet Forward Decisions List	Standing Item		

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15th July 2026 at 6.00pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Business Improvement District – Business Plan	Cabinet Report	Duncan Hall Vicky Etheridge	To consider the report and make any appropriate recommendations to Cabinet.
	Work Programme and Cabinet Forward Decisions List	Standing Item		
30th September 2026 at 6.00pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
99	King's Lynn Masterplan and Parking Strategy	Cabinet Report	Duncan Hall Jemma Curtis Connor Small	To consider the report and make any appropriate recommendations to Cabinet.
	Hunstanton Masterplan and Parking Strategy	Cabinet Report	Duncan Hall Jemma Curtis Connor Small	To consider the report and make any appropriate recommendations to Cabinet.
	Work Programme and Cabinet Forward Decisions List	Standing Item		

25th November 2026 at 6.00pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	STARS Project Highlight Report	Update	Ian Parkes	To provide an update to the Panel.
	Work Programme and Cabinet Forward Decisions List	Standing Item		
17th February 2027 at 6.00pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			
	Work Programme and Cabinet Forward Decisions List	Standing Item		
14th April 2027 at 6.00pm	Any Cabinet Reports which fall within the remit of the Panel – to be confirmed.			

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	Work Programme and Cabinet Forward Decisions List	Standing Item		
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To be scheduled

- Heacham Beach Development opportunities
- Update on Section 106 Agreements – request from Councillor Bubb.
- Downham Market Railway Station and use of Council Owned Land for additional parking.
- Review of lapsed planning permissions/conditions
- Update on Railway
- Toilets – Strategy for the Borough including Downham Market, King’s Lynn and Brancaster
- Port – overview and future plans



Forward Decisions List

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

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

What is a Key Decision?

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

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

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

Why might a decision be made in private?

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



Cabinet Members:

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

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

Senior Management

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

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



JUNE 2026						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
09 June 2026	King's Lynn and West Norfolk new Local Plan - Governance arrangements for the plan-making process	Key	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
09 June 2026	Appointment to Cabinet Sub Committees and Task Groups for 2026 - 2027	Non	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
09 June 2026	West Norfolk Economic Strategy and Action Plan	Non	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
09 June 2026	EXEMPT - Disposal of Land at Hunstanton	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property (Liz MacDonald)	Fully exempt 3 Information relating to the financial or business affairs of any particular person (including



						the authority holding that information)
09 June 2026	Data Protection Policy	Non	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
09 June 2026 25 June 2026	Health and Safety Policy and Statement of Intent	Non	Cabinet Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open

JULY 2026

Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
14 July 2026	Local Plan Scoping (Regulations 29) - Consultation Materials	Key	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
14 July 2026	Full Year Performance Management Report 2025 - 2026	Non	Cabinet	Leader of the Council	Chief of Staff and Monitoring Officer (Emma Hodds)	Open
14 July 2026	Building Safety Levy - Proposed	Non	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and	Open



	administration by CNC Building Control				Planning (Stuart Ashworth)	
14 July 2026	CIL Strategic Project Funding	Key	Cabinet	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
14 July 2026 29 July 2026	Lynnsport Proposals	Key	Cabinet Council	Deputy Leader and Cabinet Member for Business	Strategic Advisor to the CEO and Leader (Honor Howell)	Open
14 July 2026	Revenue Outturn 2025 -2026	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
14 July 2026	Capital Outturn 2025 - 2026	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
SEPTEMBER 2026						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
08 September 2026	Business Improvement District - Business Plan	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open



08 September 2026 24 September 2026	National Planning Scheme of Delegation	Non	Cabinet Council	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
08 September 2026 24 September 2026	King's Lynn Conservation Area Appraisal and Management Plan	Non	Cabinet Council	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
08 September 2026 24 September 2026	Introduction of a surcharge for invalid planning applications	Non	Cabinet Council	Cabinet Member for Planning and Licensing	Assistant Director, Environment and Planning (Stuart Ashworth)	Open
OCTOBER 2026						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
13 October 2026 29 October 2026	King's Lynn Masterplan and Parking Strategy	Key	Cabinet Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
13 October 2026 29 October 2026	Hunstanton Masterplan and Parking Strategy	Key	Cabinet Council	Deputy Leader and Cabinet Member for Business	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open



13 October 2026	Council Tax Support Scheme	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
29 October 2026			Council			
NOVEMBER 2026						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
17 November 2026	Budget Monitoring Quarter 2	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
JANUARY 2027						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
FEBRUARY 2027						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt

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03 February 2027	Budget Monitoring Quarter 3	Non	Cabinet	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
03 February 2027 25 February 2027	Medium Term Financial Strategy 2026-2031	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	
03 February 2027 25 February 2027	Capital Programme 2026-2030	Key	Cabinet Council,	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
03 February 2027 25 February 2027	Treasury Management Strategy	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	
03 February 2027 25 February 2027	Capital Strategy	Key	Cabinet Council	Cabinet Member for Finance	Assistant Director, Finance and Deputy Section 151 Officer (Carl Holland)	Open
TO BE SCHEDULED						
Date of meeting	Report title	Key or Non-Key Decision	Decision Maker	Cabinet Member/Portfolio	Lead Officer	Open or Exempt
	Overnight Campervan	Non	Cabinet	Leader of the Council	Assistant Director, Operations &	Open



	Parking in Hunstanton				Commercial (Martin Chisholm)	
	Empty Homes Strategy Review	Key	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
	King's Lynn Town Football Club	Non	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property (Liz MacDonald)	Fully exempt 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)
	Housing Assurance Strategy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Health, Wellbeing and Public Protection (Mark Whitmore)	Open
	Domestic Abuse Tenants/Residents Policy and Domestic Abuse Intersectionality Policy	Non	Council	Cabinet Member for People and Communities	Assistant Director, Regeneration, Housing & Place (Duncan Hall)	Open
	IT Hardware Refresh	Key	Cabinet	Cabinet Member for Finance	Assistant Director, Corporate Services (Paul Lowes)	Fully exempt



	Local Government Reorganisation Consultation Response	Key	Council	Leader of the Council	Chief Executive (Kate Blakemore)	Open
	Heacham Beach Huts	Key	Cabinet	Deputy Leader and Cabinet Member for Business	Assistant Director, Property (Liz MacDonald)	Part exempt 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)