

REPORT TO CABINET

Open		:			
Any especially affected Wards	Discretionary	Partly within Cabinet's powers to decide with a recommendation to Council			
		Is it a Key Decision		YES	
Lead Member: Cllr Graham Middleton E-mail: cllr.graham.middleton@west-norfolk.gov.uk			Other Cabinet Members consulted: Leader, Cllr Richard Blunt		
			Other Members consulted:		
Lead Officer: Duncan Hall E-mail: Duncan.Hall@west-norfolk.gov.uk Direct Dial: 01553 Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk Direct Dial: 01553 616716			Other Officers consulted: Management Team, Assistant Directors		
Financial Implications YES	Policy/ Personnel Implications Yes	Statutory Implications NO	Equal Impact Assessment YES If YES: Full Assessment	Risk Management Implications Yes	Environmental Considerations Yes

Date of meeting: 24 August 2021

KING'S LYNN TOWN DEAL

Summary

King's Lynn was one of 101 towns invited by Government to develop proposals for a 'Town Deal' and following submission of the Town investment Plan has been offered the maximum award of £25m.

The objective of the Towns Fund programme is to drive the sustainable economic regeneration of towns to support long term economic and productivity growth. A Town Deal is a three way agreement in principle between Government, the lead local authority and the Town Deal Board. This report set outs the next steps required to progress and implement the Town Deal for King's Lynn.

Authority is sought to progress the Town Deal in the Council's capacity as the "Accountable Body" to MHCLG and as part of the Council's role on the Town Deal Board.

Recommendation

Cabinet is recommended to;

1. Approve the prioritisation of projects to be taken forward using the Town Deal funding as set out in section 4.7 of the report.
2. Delegate authority to the Chief Executive in consultation with the Deputy Leader and Portfolio holder for Regeneration & Development to complete the submission of project confirmations in the Council's capacity as the Accountable Body to MHCLG by 31st August 2021.
3. Approve the Local Assurance Framework (appendix 2) for the development and signing off on project business cases.

4. Delegate authority to the Assistant Director for Resources and Section 151 Officer in consultation with the Chief Executive, Deputy Leader and Portfolio holder for Regeneration & Development to approve Town Deal business cases in the Council's capacity as the Accountable Body, to be developed and submitted to government by 30 June 2022.
5. Approve the next steps relating to the planning, legal, funding, financial and stakeholder engagement arrangements, including acquisitions required for each project to be progressed during the business case development stage as set out in section 5.
6. Approve the match funding contributions to the Towns Fund projects from funding already agreed in the approved Council's capital programme as set out in section 9.
7. Delegate Authority to Chief Executive & Section 151 Officer in consultation with the Town Deal Board, Deputy Leader and the Portfolio holder for Finance to authorise the expenditure of the 5% Towns Fund advance in line with the agreed Towns Fund priorities.
8. Delegate authority to the Monitoring Officer and Section 151 Officer to agree and complete Funding Agreements with partners that will deliver Town Deal projects on behalf of the Council, as the Accountable body for the Towns Fund programme.
9. Delegate authority to the Chief Executive in consultation with the Deputy Leader and Portfolio holder for Regeneration & Development to determine the resource requirements and funding of these, including recruitment of additional posts where required to manage and deliver the Towns Fund programme as set out in section 10.
10. Instruct the Council's appointees to the Town Deal Board to advance the Council's position as authorised in paragraphs 1-9 above.

Full Council is recommended to;

11. Approve the amendment of the capital programme to incorporate £750,000 match funding towards the Guildhall project.

Reason for Decision

To allow the Council to deliver a Town Deal to deliver the investment priorities in the Town Investment Plan for King's Lynn, contribute to the Recovery Plan in response to the Coronavirus pandemic and the long term economic prosperity of the town.

1. Background

- 1.1 On 8 June 2021, the Government offered King's Lynn a Town Deal with a Heads of Terms offer for up to £25m as part of the £3.6bn Towns Fund programme. The fund aims to drive the economic regeneration of towns to deliver long term economic and productivity growth. The £25m Heads of Terms offer was based on the strategic case, vision, strategy and priorities set out in the Town Investment Plan (TIP) which was submitted to government in October 2020 and subsequently updated in February 2021 to reflect the integration of projects that did not secure funding through the Future High Streets Fund programme.

- 1.2 The TIP is the overarching vision and strategy setting out the area’s assets, opportunities, challenges and ambitions for the next 10 years. The TIP identifies investment priorities to drive economic growth and form the basis of a ‘Town Deal’ with Government to fund regeneration, skills & enterprise infrastructure, transport and digital connectivity for delivery by March 2026. The interventions identified in the TIP were developed with the King’s Lynn Town Deal Board and through extensive stakeholder and community engagement, building on the work which started in 2019 through Vision King’s Lynn.
- 1.3 The TIP is the ‘wrapper’ for all of the town’s investment and regeneration programmes, including the Town Deal projects, Heritage Action Zone, Enterprise Zone and previous projects developed under the Future High Street Fund, and other potential funding opportunities from government, or investment from other public bodies or private investors.

2. Heads of Terms

- 2.1 The Heads of Terms for a Town Deal offered by government in June 2021 sets out a list of the projects that the government are content to support, with conditions as appropriate; it is for the Town Deal Board to confirm which projects to proceed with, within the £25m funding envelope.
- 2.2 The eight government approved projects are grouped in three themes we identified in the TIP and can be summarised as follows;

	TIP Theme	Project
1	Innovative, growing businesses and skilled workforce	Multiuser Community Hub
2		Youth and retraining pledge
3		Innovation & Collaboration Incubator
4		St George’s Guildhall Complex
5	Sustainably connected town	Active and clean connectivity
6	Historic riverfront and repurposed town centre	Riverfront regeneration
7		Town Centre Repurposing
8		Public Realm fund

- 2.3 The Heads of Terms were signed by the Chair of the Town Deal Board and Chief Executive (under the delegated authority approved at the cabinet meeting on 23 October 2020). The detail of the Heads of Terms are set out in Appendix 1. The Council on behalf of the Town Deal Board is required to submit to government ‘Project Confirmations’ by 31st August 2021 to confirm which of the above approved projects it proposes to take forward to business case stage.

The following information is required to be provided:

- a) Details of the projects being taken forward (including for each project the capital/revenue split and the financial profile)
 - b) Overall capital/revenue split and financial profile for the Town Deal
 - c) The actions taken to address the conditions for selected projects
 - d) Draft monitoring and evaluation plan
- 2.4 The Lead council (BCKLWN) then has up to 12 months from signing of heads of terms to develop the agreed projects in detail to full business case stage, in accordance with the HM Treasury Green Book appraisal process. Preparing the Business case is a decision making process which includes examining options and providing more detailed cost, risk and benefits appraisal of the preferred option and assessing against the 5 case model (strategic, economic, commercial, financial, management), including delivery mechanism and on going sustainability of projects. The process for the signing off the final project business cases must be in accordance with an agreed Local Assurance Framework (appendix 2).

Final project business cases must be submitted to MHCLG into a 'Summary Document', signed off by the Chair of the Town Deal Board and the Council's Section 151 Officer. These are then reviewed by government to ensure the conditions of the Heads of Terms have been met and annual funding is then released.

- 2.5 MHCLG have a mechanism in place to deal with project adjustments should there be any changes to the scope/costs/outputs/match funding of a project during the business case planning stage. Any proposed changes will need to be discussed with the MHCLG lead initially to determine if it can be progressed as a minor or major change and remains in line with the expectations of the Towns Fund programme.

3 Town Deal Board

- 3.1 The King's Lynn Town Deal Board was established in January 2020 as a requirement of the Towns Fund programme. Government provided specific guidance on how they expect a Town Board to operate and their role in developing the Town Investment Plan and agreeing and implementing a Town Deal. The Board brings together public and private sector partners, stakeholders and anchor institutions, chaired by Graham Purkins, Chief Technological Officer from Merxin Ltd. The Council has 6 appointments to the Town Deal Board which are held by 4 Members, the Chief Executive and another senior officer.
- 3.2 The government expect the role of Town Deal Boards to continue during the business case planning stage as a public – private partnership to support delivery of the TIP and provide a forum to share insights and views on work together, co-ordinate advice on delivering and designing individual projects, as well as support and inform future funding opportunities. The Terms of Reference for the Town Deal Board were updated in June 2021 to reflect the longer term role of the Board to oversee strategic programmes in the town (available on the [Vision King's Lynn](#) website).
- 3.3 The Council is the Accountable Body for the delivery of the Town Deal, with the Town Deal Board also having a role in project confirmation and in the development and signing off the project business cases. This arrangement and process for developing and agreeing business cases with the Town Deal Board and the Council as the accountable body is set out on the Local Assurance Framework (appendix 2). This, along with the project

confirmations, is due to be discussed and endorsed by the Town Deal Board at their meeting on 25th August 2021.

4 Town Deal Funding Priorities

4.1 The long list of projects contained in the TIP were prioritised taking into account the critical success factors and Government guidance, against the following prioritisation measures:

- King's Lynn Town Board priorities
- Towns Fund aims
- Evidences of Local need
- Local support
- Deliverability
- Longevity
- Value for money
- Match funding

4.2 The Council submitted a £21.6m business case to the Future High Streets Fund (FHSF) in June 2020. This was a highly competitive over subscribed funding programme. The projects submitted included;

- Town Centre Housing & Car park
- St George's Guildhall Restoration
- South Gate Gateway
- Multi User Community Hub

Following the unsuccessful Future High Streets Fund submission, the government offered the opportunity for the Council and Town Deal Board to reprioritise the projects to be funded under the Town Deal. It was at this time that a further review of the FHSF and previous Town Deal projects submitted back in October 2020 was undertaken against the scoring criteria set out in 4.1.

4.3 The result of the prioritisation process produced the 8 priority projects totalling £33m seeking town deal investment as set out in 2.2, including 2 of the previous FHSF projects – Multi User Community Hub and St George's Guildhall Restoration. The government confirmed in the Heads of Terms they are content to fund all of the projects set out in 2.2. under the £25m Town Deal funding envelope offered in June 2021 (appendix 1).

4.4 The Active and Clean Connectivity programme of the TIP submitted in February 2021 included a £5m funding contribution to the proposed Parkway vehicular and walking/cycling bridge over the rail line as part of the housing development scheme. On June 2021, the Cabinet agreed to review the Parkway scheme which has secured planning consent and scale the development back, negating the requirement for a new vehicular bridge.

4.5 Following the Heads of Terms offer, officers have reviewed the scope of the Active and Clean Connectivity (ACC) programme with NCC colleagues and are proposing a revised package of interventions inline with the priorities set out originally in the TIP. The revised ACC package now includes the following;

Active & Clean Connectivity Intervention	Total Project Cost	Revised Towns Fund Ask	TF Outputs
Local Cycling & Walking	£3.5m	£1.6m	Local Transport – 3

Infrastructure Plan priorities inc. sandline footway/cycle bridge upgrade			Urban regeneration, planning and land use – 3 New or upgraded cycling & walking paths – 8 Wider cycling infrastructure such as cycle parking - 7 Perceptions of the place by businesses – 3
Gyratory – lane, junction and signal changes to improve bus reliability, walking, cycling, & vehicular flow	£4m	£4m	
Enterprise Zone Active Travel Hub	£1.1m	£1.1m	
Travel Plan Fund	£0.09m	£0.09m	
Total	£8.69m	£6.8m	

- 4.6 Officers rescored all of the projects based on the revised Active & Clean Connectivity package and current status of each projects. The Town Deal Board met on 21st July 2021 to review the previous scoring and prioritisation of projects submitted in February 2021 to agree in principle which projects should proceed under the Town Deal. The revised Active & Clean Connectivity programme was also discussed and endorsed at the Town Deal Board on 21st July 2021. Officers have since discussed the proposed changes of the package and outputs with MHCLG to ensure compliance with the Towns Fund and confirmed this change could be made through the Project Confirmation process. Following the dialogue with MHCLG, the Town Deal Board are expected to make its final approval of the project prioritisation on 25th August 2021.
- 4.7 The final proposed project list to be confirmed to government by 31st August, including the match funding arrangements is detailed on the table (next page). There is no requirement for match funding but government have an expectation that projects should lever co funding and match funding where possible in order to maximise the outputs and outcomes that can be achieved by their investment. Government have requested projects which are 'shovel ready' and can submit a business case within 3 months to be specifically identified for potential fast tracked funding.

Towns Fund Intervention	Projects	Town Deal funding contribution £	Match Funding	Fast track? Y/N
High Street Repurposing	Repurposing vacant units into leisure/business/living spaces.	1,750,000	Housing Associations TBC	N
Public Realm Fund	Improve the perception of the town centre to create a distinctive and quality public realm.	250,000	Welcome Back Fund	Y
Skills & Retraining Support	A package of support for youth skills and adult retraining provision for the immediate and short-term impact of Covid-19.	450,000	£65,000 Norfolk County Council	Y
St George's Guildhall	Guildhall refurbishment and co working & studio space in the White Barn.	4,850,000	£750,000 BCKLWN £3,326,910 HLF (unsecured)	N
Active & Clean Connectivity	Package of measures to support active & clean connectivity including priority schemes from the Local Cycling & walking Infrastructure Plan inc existing sandline cycle/ped bridge upgrade, Nar Ouse EZ Active Travel Hub, Gyrotory and Travel Plan Fund	6,800,000	£1,878,000 Business Rates Pool (variation to be approved) Land	N
Riverfront Regeneration	First phase of regeneration of the riverfront, including Outer Purfleet floating restaurant & Custom House exhibition space, Sail the wash dry side infrastructure, Boal Quay flood defences, South Quay public realm	6,540,000	£420,000 Business Rates Pool £525,000 BCKLWN £50,000 Coastal Revival Fund Building & Land Assets	N
Multi User Community Hub	New town centre one stop shop for a range of services & relocated library to provide skills and training opportunities	4,360,000	£2,000,000 Norfolk County Council £739,500 Community Renewal Fund TBC (decision expected from government late summer)	N
	TOTAL	25,000,000		

5. Next steps to progress Project Business Cases

- 5.1 Some projects are more advanced and developed than others and will require extensive effort and resource to develop the detailed feasibility and business cases for each of the approved projects by 30th June 2022. The timetable set out for completing business cases is demanding for the scale and complexity of projects involved so will require prioritisation of resources across a number of council services/departments to deliver.
- 5.2 Developing a Green Book compliant business case is a process for developing and gaining approval which is scalable to the specific project, covering the 5 case model;
- Strategic Case – Is there a case for change?
 - Economic Case – Which proposal delivers the best value for money?
 - Commercial Case – How will the preferred option be procured and delivered?
 - Financial Case – Is the preferred option affordable?
 - Management Case – How will the preferred option be managed and governed?
- 5.3 In order to expediate the progression of business cases to meet the timescales, officers are seeking delegated authority in consultation with the relevant portfolio holder for specific steps that are required to be taken to progress the following projects;

5.3.1 St Georges Guildhall Complex;

The project approved by government includes the proposed refurbishment of the St George's Guildhall and the creation of a Creative Hub in the White Barn. The Guildhall refurbishment element of the scheme was developed as part of the Future High Streets Fund submission. A separate feasibility study was completed on the demand and building options for a Creative Hub in 2019 by the Norwich Consortium. The White Barn was identified a first phase creative hub as potential member managed masker space for freelance, self employed or small business starts ups in the creative industry sector.

	£
Project Capital Cost	8,276,910
Activity & Marketing Plan	650,000
Total Cost	8,926,910
Funded by:	
Town Deal	4,850,000
Borough Council Capital	750,000
Heritage Lottery Fund (unsecured)	3,326,910

The intention is to submit a EOI and if supported, a Stage1 to the National Heritage Lottery Fund (NHLF) by 29 November 2021 for a decision in March 2022. In the report to cabinet report on 23 October 2020, it was agreed to underwrite the match funding required for the project should all other external funding avenues not come to fruition.

Recommendations & Next Steps:

- *Authority to progress, and if successful, accept and complete the necessary legal agreements required to secure match funding to the Guildhall project.*

An application for circa £3.3m is required the NHLF, which include capital costs and revenue funding for the activity and marketing programme. All national lottery funding programmes were suspended in 2020 as a result of the pandemic. The funding programmes reopened in February 2021 with agreed funding priorities for one year. The proposed application to the NHLF strongly aligns with their renewed priorities. The next deadline for a stage 1 submission which could be achieved is 29 November 2021 for a decision in March 2022. It is therefore recommended that officers progress with the necessary preparations for the applications and subject to the outcome of the applications, complete the necessary funding and legal agreements to accept any funding secured.

The recommendations to cabinet includes a proposed match funding contribution from the Council of £750,000 towards the project to put the project in the strongest position to attract NHLF.

- *Re confirm the match funding underwriting commitment.*

During the FHSF submission, in order to meet the gateway criteria and submission process, the Cabinet agreed in October 2020 for the council to underwrite the match funding commitment required for this project in order to give it the best chance of meeting the FHSF gateway criteria for funding. Officers will continue to secure external funding where possible for the project but confirmation of a fall back position should this not come to fruition is required in order to complete the business case and secure the release of the Town Deal funds for the project.

- *Commission the necessary studies, surveys, design, business planning and costings, including any planning or listed building consent required for the scheme.*

These will be required to support and provide the necessary evidence for the business case and HLF funding application process. This will build on the original Foster & Wilson Guildhall Feasibility and the Creative Hub Feasibility studies to develop an overall coherent vision and plan for the overall complex. This will also include further detailed work specifically on the Guildhall theatre space design. Funding has been provided by Norfolk County Council to support the appointment of a specialist cultural consultant to complete the business plan and supporting information for a HLF application. This appointment is due to be completed in September 2021. Further specialist design and costing work will be required to provide the supporting documentation required for the business case and HLF application.

- *Authority to recruit Project Manager to support the delivery of the project*

Given the complex and specialist nature of the project, dedicated resource is required to manage and oversee development and delivery of the project. The National Trust is a key partner in the project as landlord of the building, has offered support to recruit and host a Project Manager position. The costs of which can be met through the programme resources included in the project costs detailed above. This position would be in addition to the Cultural Officer which has been agreed as a corporate role to support the development of the council's cultural activities in the borough, of which the Guildhall complex is a key focus of the role in terms of driving the direction and developing important community and stakeholder partnerships.

- *Progress the future management and operational arrangements for the Complex including assessing the option to form a Charitable Incorporated Organisation (CIO)*

In creating a sustainable business model for the HLF and Towns Fund Business case there will be the need for trading operations and a mechanism for receiving benevolent donations/ investments. It is recognised that in order to do so a separate entity from the council (arm's length) would be appropriate. In order to avoid missing opportunities for potential external investment it could be advantageous to establish such an entity quickly (this could be a Charitable Incorporated Organisation or a Community Interest Company for example). Consideration of options and the detail of any arrangements would need to assess the balance of control the council would maintain/ relinquish to achieve the desired outcome of a flourishing and commercially sustainable creative enterprise. The recommendations of the options will be brought back to Cabinet in Autumn 2021.

5.3.2 Riverfront Regeneration

The TIP set out its priority to rejuvenate the riverfront with an initial phase of infrastructure work to support the visitor offer in this important area and attract potential private sector investment. The initial package includes;

- Infrastructure to the Outer Purfleet to facilitate and accommodate a vessel or floating restaurant
- Creation of a flexible exhibition space in the Custom House focusing on the built heritage of the town.
- Sail the Wash 'dryside' infrastructure to enhance the Visitor pontoon facilities at South Quay
- Public realm improvements to the area around the Sommerfeld and Thomas and former Grain Silo site at South Quay
- Flood defences at Boal Quay (critical infrastructure for the future development of the site).

Elements of the package have already had significant work completed to develop design and costings (outer Purfleet and flood defences), other elements are at concept stage and require much further development to establish accurate costs and deliverability. The detailed work on all of the above components will need to be progressed through the Business Case process.

During 2015-18 the Council acquired the Grain Silo & Sommerfeld and Thomas sites recognising the years of market failure to bring the sites forward and the need for a comprehensive redevelopment of the 2 sites combined. In 2020 the Council commissioned a Public Realm Action Plan (appendix 3) to set out a strategy to guide investment in the public realm including identifying priority routes, interventions and concepts. This included the South Quay area.

Conditions were set out in the Heads of Terms for this funding offer which must be addressed (see appendix 1). These relate to demonstrating private sector engagement to secure investment in the area, securing an agreement with a vessel operator and further details on the economic outputs and outcomes of the funding package.

Recommendations & Next Steps:

In order to meet the conditions and progress the business cases for the project the following steps is therefore required, to be agreed in consultation with Portfolio holder for Regeneration and Development;

- Progress negotiations and Heads of Terms with interested party to secure a feature vessel for the Outer Purfleet. If this does not come to fruition, commence marketing of the opportunity.
- Work with NCC Museum Service to develop a flexible exhibition in the Custom House and the potential for a private venue hire.
- Commission the necessary survey, design and site investigations required to develop the business cases, project costing and final design of the schemes ready for implementation upon approval of the business case.
- Agree planning strategy and submission of necessary applications and consents for the infrastructure and public realm works at Outer Purfleet, South Quay and Boal Quay.
- Authority to market and negotiate the terms of disposal or secure a developer partner for the Sommerfeld and Thomas and Grain Silo sites, in accordance with the design principles set out in the Riverfront Delivery Plan.

5.2.3 Town Centre Repurposing

The proposal submitted to government for this project modelled the acquisition and repurposing of 3 then vacant units in the town centre, for residential conversion above and new mixed use ground floor uses to support business start ups. The modelling assumed working in partnership with housing associations to lever in additional Homes England match funding for affordable housing units. At the time of submitting the TIP, properties were available but the council was not in a position to progress acquisitions until detailed viability and feasibility was undertaken and funds were available to acquire. Since this time the availability of units has moved on and some are now under offer and/or being taken forward by other private sector companies. Assessment of alternative sites and discussions with agents is underway to identify feasible projects to take forward under this programme inline with the towns fund objectives and vision set out in the TIP.

Recommendations & Next Steps:

- Progress and commission necessary with feasibility and viability appraisals of target properties for this project, which can be funded from the 5% Towns Fund advance (see section 9).
- Progress discussions / negotiations for partnerships with potential end users for the buildings including developer partners. Delegate authority to the Assistant Director for Property & Projects in consultation with the Deputy Leader to progress acquisitions and/or partnership agreements to progress agreed sites.
- Commission any valuation, survey, design, cost and feasibility studies required in order to inform potential acquisition and redevelopment of potential sites.

5.2.4 Public Realm

The Council commissioned a Public Realm Action Plan in September 2020 to inform the development of the Town Investment Plan and set out a new strategy to enhance the town centre public realm, improve the attractiveness, wayfinding and connectivity to key areas of the town. The action plan sets out priority

routes, design principles and guidance and concept schemes for areas of change, particularly where redevelopment or regeneration is planned/hoped to take place, for example the MUCH, riverfront and Guildhall. The Action Plan was developed in consultation with Norfolk County Council, the Environment Agency, Civic Society, Historic England and Discover King's Lynn BID.

The first phase of public realm improvements has been progressed in the High Street, funded through the Towns Fund accelerated funding secured in September 2020.

The Town Centre Public Realm & Repurposing working group has been established by the TDB to develop the options and priorities for public realm enhancements, including exploring other funding sources that could be secured to deliver the interventions in the Action Plan. Initial proposals are looking at extending areas of tree planting in the town centre, outdoor seating, cycle storage, signage, public art, use of pop ups, lighting etc.

Recommendations & Next Steps:

- Endorse the King's Lynn Public Realm Action Plan as the guiding strategy for public realm enhancements in the town centre (appendix 3).
- Assess the options and costings for interventions in line with the Public Realm Action Plan to prioritise for town deal funding.
- Seek agreement/obtain permission (where applicable) from Norfolk County Council if the interventions involve highway land.
- Seek further external funding as opportunities arise, including use of the Welcome Back Fund, to maximise and enhance the outputs of the public realm projects
- Progress procurement and implementation of the public realm interventions as a fast-tracked towns fund project.

5.2.5 Active & Clean Connectivity

This package has been revised as set out in section 4.6 to reflect the recent decision to revise the Parkway scheme. The programme is made up of 4 components;

- Local Cycling & Walking Infrastructure priorities, including upgrade to existing pedestrian/cycle bridge over the sandline.
- Gyratory – a priority project in the King's Lynn Area Transport Strategy. NCC commissioned WSP to complete a feasibility junction changes, lane direction changes, improvements to cycling & walking environment to improve vehicular flow, bus reliability and public realm environment. Assessment of air quality benefits of the project is also being undertaken by Environmental Quality team.
- Active Travel Hub at the Nar Ouse Enterprise Zone – circa 270 car parking space with active travel facilities to encourage walking and cycling from outside of the town centre with the potential for complementary bus stop services on Nar Ouse Way to provide an 'informal' park and ride facility, particularly to access the town centre at peak times. The project will also provide infrastructure for the wider enterprise zone development underway. A tender to complete the detailed feasibility of this work is underway and will include consideration for the viability of incorporating green technology including EV charging and PV Solar car ports. The PV car ports are currently outside of the project cost assumptions and would need to be considered separately as a potential investment opportunity of the council.

- Travel Plan Fund – support up to 6 major employers in the town centre urban area to develop active travel plans for their sites to encourage active travel modes to/from their site.

The package will be developed and delivered in partnership with Norfolk County Council as highways authority. Particular elements of the package will involve the assets owned by Norfolk County Council for example the gyratory, cycle and pedestrian network improvements and the Parkway bridge upgrade.

Recommendations & Next Steps:

- Variation has been submitted to amend the existing Parkway business rates pool funding (£1,878,000) to support the revised interventions set out in section 4.4.
- Commission the necessary feasibility, design, surveys, costs and assessment work required to progress the design and submit necessary permissions required for the projects, to be funded through the 5% Towns Fund advance funding.
- Progress with necessary planning and consents required to implement the schemes in the programme.
- Explore potential feasibility of PV solar car ports which supports the council's climate change policy and could also provide a potential revenue income stream the council or as a energy source for the Enterprise zone development.
- Progress the Draft Local Cycling and Walking Infrastructure Plan including endorsement by the West Norfolk Transport and Infrastructure Steering Group.
- Enter into funding agreements with Norfolk County Council for the elements of the package which involves adopted highway assets which they can deliver on behalf of the Council.

5.2.6 Multi User Community Hub (MUCH)

This project is being led by Norfolk County Council. The proposed MUCH includes the co-location of the Library and Adult Learning alongside a range of other strategic partners that deliver community support services. This provides an opportunity to create a modern and flexible space for the library and other multi agency providers that will support the wider skills, training agendas and help people into employment; options will also be explored to provide an enhanced Cultural offer from the building and surrounding public realm space. Site options for the MUCH are subject to further detailed feasibility and public consultation to be completed by NCC and will include in depth consideration of the existing library site as an important community and heritage asset for the town. The estimated project cost when assessed as part of the unsuccessful FHSF was £8,722,652 including acquisition cost. 50% of the project cost has now been offered through the Town Deal, with Norfolk County Council allocating £2m from their capital programme for the project, which provides a total £6,361,000 for the development. To further support the budget available NCC have submitted an application for an additional £739,000 to the Community Renewal Fund to ensure robust engagement, feasibility and progress to RIBA stage 4. A decision on this funding application is expected in August 2021 for delivery by 31st March 2022 which aligns with the work and timescales required to develop the detailed business case for the Towns Fund and develop accurate costings and design methodology for the project within the funding envelope available.

If during the business case and detailed design development stage the project costs exceed the available funding envelope then a discussion on the options to scale back the project or replace with another project through the project adjustment process in place for Town Deal will need to be had with MHCLG.

Recommendations & Next Steps:

- Progress Funding agreement for the project with Norfolk County Council.
- Support the communications and engagement element of the project under Vision KL to ensure wide ranging community and stakeholder involvement in the project.
- Work in partnership with NCC to progress the acquisition, design methodology and scope of services to be provided in the MUCH in line with the expectations of the Towns Fund.

5.2.7 King's Lynn Youth and Retraining Pledge

This project is being led by Norfolk County Council, Skills Policy team and aims to deliver package of bespoke support for youth skills, retraining, employment and workforce development. This is the only revenue funded projects from the Towns Fund which we expect to be fast tracked for business case approval and delivery to commence by the end of the financial year.

Recommendations & Next Steps:

- Enter into a Funding agreement with NCC for the delivery of this project on behalf of the Council as the accountable body
- The project will include the recruitment of a Youth Pledge Officer by Norfolk County Council but to deliver the project effectively at a local level, the Council will host the recruited staff for this project.

6 Consultation & Engagement

- 6.1 A comprehensive and detailed range of community and stakeholder engagement was undertaken to inform the development of the TIP under the overall banner of Vision King's Lynn. A revised comprehensive Communications and Stakeholder plan has been developed for this stage of the Town Deal process led by the Communications Manager to ensure on going involvement of members, residents, businesses and stakeholders throughout the development of the project business cases.
- 6.2 A key element of stakeholder and community engagement for individual projects is through the sub groups / working groups that has been established by the Town Deal Board and chaired by members of the Town Deal Board for specific TIP themes/projects including ;
- St Georges Guildhall Complex Advisory Group – chair Michael Baldwin
 - St George's Guildhall Complex Community & Stakeholder Group - chair Michael Baldwin
 - Public Realm & Repurposing Working Group – chair Vicky Etheridge
 - Skills Working Group - Chair TBC
 - Youth Forum

The Town Deal Board will consider the requirement for further thematic 'Champions' to progress projects and ensure wide ranging engagement in the development of business cases.

- 6.3 Opportunity for consultation with members on the draft business cases of the agreed projects included in the Heads of Terms agreement with MHCLG as set out in 4.7 will be through the Regeneration & Development Panel. Ward members are also represented on the working groups identified above.

7 Risk

Risk	Risk Implications and Mitigation	Level of Risk
Resources	<p>Risk Staffing resources are not available to progress the projects to the required standard in the timeframe set by government.</p> <p>Consequences/Mitigation Business cases are not developed sufficiently to enable draw down of the Towns fund and delivery of projects. Exploration with NCC / NALEP on secondment/commissioning of specific work packages using the relevant skills and expertise they have in house. Redivert other staff resources internally to the Towns Fund programme.</p>	Medium
Project Creep	<p>Risk Inevitably with large and complex programmes and projects, there is a risk of project creep and project scope deviating from the original aims and objectives of the Towns Fund and priorities set out in the TIP as the business cases developed.</p> <p>Consequences/Mitigation The business cases will not be compliant for MHCLG to sign off and release the funding for delivery and the original aims and objectives are not fully achieved. This will be mitigated through the established project management procedures in place through the Major Projects Board and role of the business case consultancy to act as the critical friend and advisor to all business cases.</p>	Low
Business cases not completed in time	<p>Risk The work and resources required to develop the detailed business cases is not completed within the 12 month deadline set by MHCLG and the funding not released.</p> <p>Consequences/Mitigation Full Town Deal allocation not secured to support the economic recovery. The Programme Board will regularly monitor the progress and development of business cases and identify additional resources and address any issues required to enable the business cases to be completed within the timeframes.</p>	Medium
Scheme Delivery	<p>Risk If successful, the Council will need to commit to deliver the schemes by 31 March 2026.</p>	Low

	<p>Consequences/Mitigation Estimated benefits from these schemes not delivered and impacts on the Coronavirus Recovery Plan for King's Lynn.</p> <p>Project programme resources and risk registers will need to be built into each project to ensure sufficient resource for delivery and effective risk management/monitoring of schemes.</p>	
Cost Increases	<p>Risk Project costs could be higher than the funding available once the detailed business cases are completed. Concerns around recent cost inflation of materials impacting on project costs.</p> <p>Consequences/Mitigation Optimum bias has been applied to projects. Costs will continue to be monitored through the key stages of the projects and monitored through the Programme Board and will be subject to further negotiation with government before final funding and project approval. The TIP will inform partners strategic plans to support future funding opportunities as they arise.</p>	Medium
Change in Administration	<p>Risk Change in administration at a local election results in changing policy priorities</p> <p>Consequences/Mitigation Elections take place at the Accountable Body in 2023. The ability to change projects at this stage with MHCLG will almost certainly not be possible as the project confirmations and business cases will have already been submitted. Specific projects or part of them could, however, be halted if the Council as the Accountable Body, decided to withdraw from them. This would most likely result in the loss of part of the Towns Fund.</p>	Low
Disagreement between the Council as the Accountable Body and the Towns Fund Board	<p>Risk Project confirmations and the business case for each project must be approved and signed by both the Accountable Body and the Towns Deal Board. If the two bodies are unable to agree on these, this will halt progression of the Towns Fund.</p> <p>Consequences/Mitigation This could put the whole or part of the Towns Deal at risk of not being received. It is an unavoidable risk given the way that MHCLG have set this Towns Deal Fund to operate. There would be significant reputational damage in the event of a disagreement that cannot be resolved. The Local Assurance</p>	Medium

	Framework addresses dispute resolution and provides the framework for the two bodies to work closely together with key stakeholder engagement, to hopefully minimise the risk of unresolvable disagreement	
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8 Environmental Considerations

- 8.1 One of the primary objectives of the Towns Fund is to promote clean growth investment to deliver decarbonisation, improved air quality and health and economic growth. Projects submitted for Towns Fund and taken forward to prepare detailed business cases will have to consider these objectives in their design to contribute to the council Climate Change policy and move towards carbon reduction.

9 Financial Implications

- 9.1 The Council is not providing any additional capital or revenue funding directly to the shortlist of projects at this stage, other than for the Guildhall project. All other funding has previously been approved by Cabinet and already agreed in the capital programme, as set out in table on page 7. The Council will utilise its land and assets as match contributions to projects where applicable.
- 9.2 For the Guildhall project, the Council originally proposed £750,000 match funding contribution as part of the Future High Streets Fund. However, this has never formally been incorporated into the Capital Programme. This requires approval by Council.
- 9.3 Cabinet are also asked to reaffirm the commitment made in the Cabinet report on 26th October 2020 to underwrite the match funding required for the Guildhall project in order to secure the Towns Fund. The intention is to continue to pursue a submission to the National Lottery Heritage Fund to secure funding of £3,326,910 for these works. However, if the outcome of this is not successful, a further report will be brought back to Cabinet. The options to fund this will be to:
- allocate funding from reserves; or
 - borrow the funds and incorporate the revenue cost of borrowing into budgets going forward
- 9.4 MHCLG confirmed in July that to facilitate delivery of the Towns Fund, they have agreed with HM treasury to forward fund 5% of the Towns Fund allocations once project confirmations have been received and grant offer letters are awarded, to enable crucial project development work to take place on projects, particularly in respect of acquiring sites, and progressing design, planning and construction contracts. For King's Lynn this would equate to £1.25m. The funding is paid via section 31 payment and for the local area to determine how this is spent against the approved Towns Fund projects. Delegated authority is requested to determine how this funding is allocated across the towns fund projects to progress the schemes for delivery.
- 9.5 The Council received an additional £70,000 in revenue capacity funding in March 2021 to support the development of the detailed business cases however it is recognised that this may not be sufficient given the range of projects on the short list. It has been agreed to allocate the residual funding available within the Norfolk Business Rates Pool to all the Norfolk councils. This funding to be used to meet the costs of further work and resources to

support the business cases as agreed with the Chief Executive and Section 151 Officer in consultation with the Deputy Leader and Portfolio holder for Regeneration & Development.

Further financial and staffing resource has been provided by Norfolk County Council to assist with the development of business cases for the Guildhall Complex project, MUCH, LCWIP and gyratory.

10. Policy & Personnel Implications

10.1 Programme Management Resources

The development and delivery of the £25m Towns Deal will require extensive programme management, stakeholder engagement, financial monitoring and claims, and overall monitoring and evaluation as set out in the Towns Fund guidance. The recruitment of a programme manager was approved by cabinet in April 2020. Unfortunately, the first round of recruitment to the position received no applications, despite proactive marketing of the position over and above our normal practice. This reflects the current market conditions given the number of other towns/authorities also seeking to recruit to these types of roles. Management Team are reviewing various options for how the resourcing required is met and therefore request that delegated authority is approved for the Chief Executive & Section 151 Officer in consultation with the Deputy Leader to agree the resource requirements and funding arrangements for resourcing the programme, utilising the Norfolk Business Rates Pool allocation where necessary.

Interim part time support has been offered by the New Anglia LEP but this will not be sufficient to cover the resources required over the forthcoming business planning period, with particular emphasis on coordinating the governance, stakeholder engagement and monitoring and evaluation requirements of the Towns Fund programme.

There is a requirement corporately for a Project Accountant to support the financial accounting requirements of the Towns Fund as well as other major or key projects the council is delivering including major housing development schemes. This permanent post to be recruited as a corporate resource will be managed by the Finance Team. Approval is sought to add this post to the establishment. The cost is based on mid point of grade PG07 at £41,565 plus on costs of 25.5% (£10,600 to cover the costs of national insurance, pension contributions, allowance for insurance and travel costs). It should be noted this is subject to conclusion of job evaluation processes. The cost of this post will be met in the current year from the Towns Deal Fund and Norfolk Business Rates Pool where necessary. However, for future years, the post will be built into budget as part of the budget setting process with a contribution from the Town Deal Fund. The split of costs is estimated to be 50/50 but will need to be reviewed in accordance with the detailed business cases.

10.2 The proposal for the submission is in line with the Corporate Business Plan objectives to;

Delivering growth in the economy and with local housing

- promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination
- develop and facilitate the range and quality of business premises available

- promote, lobby and support infrastructure improvements across the district
- increase the supply of suitable housing in appropriate locations

Protecting and enhancing the environment including tackling climate change

- work with partners and the community to improve our natural environment

Improving social mobility and inclusion

- continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to
- prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible
- work with partners to improve education attainment levels and the skills of local people

Creating and maintaining good quality places that make a positive difference to people's lives

- protect, promote and enhance the borough's natural and built environment
- maintain accessible, clean, pleasant and safe public places and communities

10.3 Officers are working with Norfolk County Council and New Anglia LEP to ensure the priorities identified in the TIP align with the emerging Norfolk Infrastructure Plan and Norfolk & Suffolk Investment Plan. This will ensure our strategic priorities are reflected at a county/regional level to support future funding opportunities.

Appendices

1. King's Lynn Heads of Terms Offer
2. Local Assurance Framework
3. Public Realm Action Plan

Background Papers

Town Investment Plan Cabinet report, 23 October 2020

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

Town Deal Boundary Map

Towns Fund Further Guidance, June 2020

St George's Guildhall Feasibility Study, Foster Wilson, 2020

King's Lynn Creative Hub Feasibility Study, Final Report, February 2019

Accelerated Funding Cabinet Report, 10th August 2020

Vision King's Lynn Community Engagement Reports

www.visionkingslynn.com

**Pre-Screening Equality Impact
Assessment**

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



Name of policy/service/function	Regeneration & Economic Development				
Is this a new or existing policy/service/function?	Existing				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations	Progression of Towns Fund programme to support improved skills and training opportunities, a safe and attractive town centre to assist in the coronavirus recovery in King's Lynn in line with the Councils corporate strategy. N/a				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age		√		
	Disability	√			
	Gender		√		
	Gender Re-assignment		√		
	Marriage/civil partnership		√		
	Pregnancy & maternity		√		
	Race		√		
	Religion or belief		√		
	Sexual orientation		√		
Other (eg low income)	√				

