

REPORT TO CABINET

Open		Would any decisions proposed:			
Any especially affected Wards	Discretionary	Be entirely within Cabinet's powers to decide		YES/NO	
		Need to be recommendations to Council		YES /NO	
		Is it a Key Decision		YES /NO	
Lead Member: Cllr Graham Middleton E-mail: cllr.graham.middleton@west-norfolk.gov.uk			Other Cabinet Members consulted: Cllr Richard Blunt		
			Other Members consulted:		
Lead Officer: Duncan Hall E-mail: Duncan.hall@west-norfolk.gov.uk Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk			Other Officers consulted: Management Team, Assistant Directors		
Financial Implications YES	Policy/ Personnel Implications NO	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening	Risk Management Implications YES	Environmental Considerations YES

Date of meeting: 8th June 2022

KING'S LYNN TOWN DEAL – UPDATE

Summary

This report provides an update on the progress made to develop detailed Business Cases for the projects approved by the King's Lynn Town Deal Board and Borough Council (as accountable body) under the government's Towns Fund programme and seeks approval to submit project adjustment forms to government.

Recommendations

1. Cabinet endorses the revised Town Deal programme, as the accountable body for the fund.
2. Cabinet endorses the submission of project adjustment forms to government
3. Cabinet agrees that the Town Centre Re-purposing project should remain a priority project to be pursued by the Borough Council and delegate authority to the Chief Executive in consultation with the S151 Officer, Monitoring Officer and Deputy Leader to bring a separate business case forward for this project outside of the Town Deal programme.
4. Delegated authority is granted to the Chief Executive and S151 Officer, in consultation with the Deputy Leader and Portfolio Holder for Regeneration, to agree the final business cases yet to be submitted to government, with the Town Deal Board.

Reason for Decision

To ensure the full Town Deal allocation of £25m is secured for King's Lynn to deliver against the vision and priorities set out in the Town Investment Plan (2021).

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 £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.
- 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 and identifies investment priorities to drive economic growth, regeneration, skills & enterprise infrastructure, transport and digital connectivity. On 24th August 2021, Cabinet endorsed 7 projects agreed by the Town Deal Board under the Town Deal for King's Lynn, in the Council's capacity as the 'Accountable Body' and work has been progressing on the agreed projects in the intervening months.
- 1.3 Following the signing of the Heads of Terms with government, the lead authority had to develop the agreed projects in detail to full business case stage, in accordance with the HM Treasury Green Book appraisal process. Of the 7 projects within the Town Deal, 2 have had business cases completed, submitted and agreed by Government. These are the King's Lynn Youth & Retraining Pledge project and the Rail to River Public Realm project. The remaining 5 projects have not yet had the business case process completed and this report provides Members with an update on progress and seeks endorsement of the adjustments to the funding profile and number of projects to be submitted as final business cases.
- 1.4 Full and further detail on the background to the King's Lynn Town Deal is available on the report taken to Cabinet on 24th August 2021 and it is not intended to repeat too much of the content of that report, within this report. Where appropriate, however, reference will be made to it.
- 1.5 For ease of reference, the table below shows a high-level outline of the agreed projects, approved by the government, within the King's Lynn Town Deal.

	TIP Theme	Project
1	Innovative, growing businesses and skilled workforce	Youth & Retraining Pledge
2		Multi-User Community Hub
3		St George's Guildhall & Creative Hub
4	Sustainably connected town	Active & Clean Connectivity
5	Historic Riverfront & Repurposed Town Centre	Riverfront Regeneration
6		Town Centre Re-purposing
7		Town Centre Public Realm

2 Progress since August 2021

- 2.1 All projects have been progressed, with officers from BCKLWN, Norfolk County Council (NCC) and external consultants involved to varying levels at appropriate points. In August 2021, the Council commissioned Mott MacDonald to provide specialist support to assist with the development of business cases, in particular the economic case. As mentioned in section 1.3, two projects, the King's Lynn Youth & Retraining Pledge, and Public Realm, have completed

business cases, had the summary document submitted to Department for Levelling Up, Housing and Communities (DLUHC) and received confirmation, therefore allowing delivery to commence in March 2022.

- 2.2 Updates at key points for projects reaching appropriate stages, have been taken to the relevant Policy Review & Development Panels (R&D and CPP). Member briefings were given on all Town Deal projects in February 2022 and on the governance arrangements / process in March 2022.
- 2.3 A Programme Board, chaired by the Chief Executive has received regular updates and information on progress and to ensure that the approved Local Assurance Framework is being complied with. The King's Lynn Town Deal Board have met regularly throughout to ensure programme oversight and management.
- 2.4 As outlined at para 2.5 in the August 2021 report, the Department for Levelling Up, Housing and Communities (DLUHC, formerly known as MHCLG) have a 'project adjustment' mechanism in place, in case any changes to scope/costs/outputs/match funding etc occur during the business case stage. It is understood that a number of Town Deal towns have/are already involved in this process. [NB Long para broken into two].
- 2.5 Through the detailed feasibility work that has been progressed since August, project viability has been tested further and scopes have been refined, taking into consideration current day costs, demand and views gathered through further consultation and engagement. This work resulted in some projects' costs being higher than initially submitted in February 2021, if the projects are to be delivered to the original scale, impact and provide the anticipated outputs and outcomes. The Programme and Town Deal Boards agreed in March 2022 that a reprioritisation review of the remaining 5 projects was required in order to determine where funding should be directed/reallocated, while ensuring the original TIP vision and priorities could be achieved. A 'project prioritisation review' was therefore undertaken.
- 2.6 Mott MacDonald led the project prioritisation review, to ensure that the review was robust, objective and evidence based. The review took place during March/April 2022 and was conducted to an agreed plan, which consisted of
 - information gathering for each project: including cost, design development, indicative benefits, programme and deliverability
 - use of Mott MacDonald's In-House Multi Criteria Decision Analysis Tool 'INSET' to support prioritisation at two levels: a. Overarching Project Level; and b. Project Components
 - review and analysis by project leads and sponsors, the internal team from the Borough Council and NCC
 - scenario options and potential future shape of the programme for consideration by the Programme Board and the Town Deal Board
 - Consideration to alternative funding mechanisms for projects.
- 2.7 The Programme Board followed by the Town Deal Board, considered scenarios on the potential future shape of the programme during April, and officers were also in consultation with the DLUHC Government Advisor to take advice on the process for how requests to alter the scope of the projects and/or reallocation of funds, would be considered and determined by government.

2.8 During this time, advice was received that due to the number of other Towns requesting adjustments to their Town Deal programme, the process for approving changes is now being determined by Ministers. Following presentations from Mott MacDonald during April, at its meeting on 22nd April 2022 the Town Deal Board determined that the final prioritisation order is

1. Guildhall
2. Multi-User Community Hub
3. Active and Clean Connectivity
4. Riverfront Regeneration
5. Town Centre Repurposing

2.9 The final changes to the programme are detailed in section 3.

3 Proposed changes to the programme, to be submitted to DLUHC

3.1 The table at 3.2 below summarises the changes to be submitted to DLUHC through the Project Adjustment process. The change in Town Deal funding allocation to projects reflects those which are considered a higher priority for funding due to their ability to deliver, their alignment with the original TIP and agreed Town Deal, their strategic importance, their impact in terms of outputs and outcomes; and also allows for cost inflation, contingency and other factors. Fuller details around the funding breakdown, and the intended revised outcomes and outputs are attached at Appendix 1 in the 'Revised King's Lynn Town Deal Programme.'

3.2 Summary of Project Adjustments

	TIP Theme	Project	Original Town Deal allocation £	Revised / Town Deal allocation* £	Notes / Key rationale for the changes proposed
1	Innovative, growing businesses and skilled workforce	Youth Retraining Pledge	442,000	442,000	N/A – Project in delivery phase
2		Multi-User Community Hub (MUCH)	4,291,000	7,400,000	Enhanced scope and activity proposed around skills offer, multi-purpose spaces, commercial opportunities and offers for businesses, in addition to original proposal for one-stop shop for library, learning and advice.
3		St George's Guildhall & Creative Hub	4,765,000	8,097,181	Additional works identified to maximise the site and create an enhanced offer to provide wider benefits to the community and local businesses
4	Sustainably connected town	Active & Clean Connectivity	6,702,000	4,232,876	Removal of the gyratory strand for consideration for a future / different funding opportunity; Increased focus on Active Travel elements of the KL Local Cycling & Walking Infrastructure Plan (LCWIP)
5	Historic Riverfront & Repurposed Town Centre	Riverfront Regeneration	6,431,000	4,178,943	Removal of the Boal Quay flood defences due to proposed change in local plan allocations and wider strategic development; removal of proposal for floating restaurant as operator interest was not secured; enhanced plans for Custom House building and Outer Purfleet public realm area

6		Town Centre Re-purposing	1,720,000	NIL	Remove from programme – reallocate some funding, outcomes and outputs to MUCH project
7		Town Centre Public Realm	245,000	245,000	N/A – project in delivery phase
	Programme Management		404,000	404,000	
		Totals	25,000,000	25,000,000	

* see Appendix 1 for full information

3.3 Additional information on the original proposal, and reasons / details for change, for each project still at the Business Case stage, is provided in the following sections.

3.3.1 **Multi-User Community Hub**

Project Lead Partner: Norfolk County Council

Original proposal: The project originally intended to create a new town centre one-stop shop in a prominent, vacant 1970's building, for a range of services and skills development opportunities for King's Lynn residents, including a relocated library and adult education offer, with close access to public transport. The current library is well-used and highly valued by its community however, development of services and working with others is constrained by the small, grade II listed building and its out-of-town location. The proposal was that partner organisations may be co-located, use spot-hire facilities, or be part of a virtual network. The MUCH will offer flexible meeting, training and other facilities, and build on the current Library's reputation as a safe, trusted and welcoming place and encourage uptake of other services. Finally, King's Lynn's unique historical environment will be enhanced and complemented by the extensive local history resources and collections held at the library and the opportunities this project brings to promote and display them at heart of the town.

This 'no wrong door' approach is essential in supporting the community in response to Covid-19. The vision is to offer the community a key and pathway to a better life, thereby improving social mobility.

Reasons for, and details of changes: The project rationale and strategic fit remains in accordance with the original vision set out in the King's Lynn Town Investment Plan, however the project has changed in scope and activity compared to the original proposal.

Further opportunities to respond to the skills, training, attainment, needs and opportunities have been further identified with project partners. The public consultation held in November-December 2021 also identified a demand for several other uses and activities for the Hub to explore as part of the offer, including;

- commercial opportunities to allow the initiative to be sustainable and generate revenue to continue to enhance the offer of the MUCH and opportunities provided by flexible multi-purpose spaces to fulfil skills and business support needs which will also open up other opportunities for greater partnership working and complements the existing Business and Intellectual Property Centre (BIPC) offer already provided by the library service
- new focus on safeguarding and creation of jobs, supported by both local statistics, market research commissioned as part of the Town Deal in December 2021, and the results of public consultation carried out this

year, highlighting the local demand for a support offer centred on establishing new businesses, accessing work opportunities, and meeting increased demand for co-working and flexible workspace.

The revised scope of the MUCH (still to be sited in the originally identified building) will generate new visitors and encourage repeat visits to the town centre, helping to increase footfall, a priority within the TIP. A new area the MUCH intends to support is health. National data sources clearly show the links between poor health and attainment levels and the 'one-stop shop' of a range of services and activities the MUCH now proposes to offer means there will be increased opportunities to support early intervention, referral and support.

In parallel to changes in scope, the outcome of the further detailed feasibility and site investigations were included in the update to the project costs. These included identification of risk items through initial survey work and inflation which have led to a more accurate cost projection of the original build. Norfolk County Council as the lead partner for the MUCH, had previously committed match funding towards the project at the project confirmation stage in 2021. As a result of the further work that has been developed, Norfolk County Council has committed to increase its match funding contribution.

3.3.2 **St George's Guildhall & Creative Hub**

Project lead: Borough Council

Original proposal: The project originally included the proposed refurbishment of the St George's Guildhall and the creation of a Creative Hub in the White Barn, following a feasibility study undertaken on the demand and building options for a Creative Hub in 2019 by the Norwich Consortium. The White Barn was identified as a first phase creative hub for freelance, self-employed or small business start ups in the creative industry sector. The project helps deliver the priorities for a repurposed town centre with new experiences and enterprise, a high-quality residential and leisure offer in the historic town core and for growing innovative businesses and providing new opportunities for skills and jobs for young people.

Reason for, and details of changes: A holistic 'road to river' site-wide approach to the two key components of the project has since been taken, to ensure the available physical space of the two sites combined was maximised. The work undertaken has included a detailed Business Plan, which considered the future activities, operating model and arrangements for the site and sets out a detailed assessment and financial plan for the centre's potential (Cabinet report dated 11th April 2022 refers).

A revised RIBA Stage 1 report was produced in March 2022 which encompassed the results of further demand assessment and stakeholder engagement undertaken over the course of 2021 as part of the business planning process. This included opportunities for school visits, hospitality training, evening classes and summer school as part of an educational programme for performing arts. The report identified additional capital works needed, including

- changes proposed to the White Barn Creative Hub component reflecting the needs identified by businesses through the consultation undertaken in 2021 and leading to an increase in commercial space and outdoor space to provide improved opportunities and space for

- businesses. This includes the White Barn Annex and Players warehouse now proposed to be repurposed for commercial/workspace.
- a redesign of the theatre space to capitalise on the connection to Shakespeare, resulting in an Elizabethan style theatre which will enhance the site as a major visitor attraction but also enable and support the proposed educational programme that now forms part of the revised project scope and revised outputs. The theatre design element is considered critical to the business plan which has been developed and sets out how the site can be sustainable under a new operating model.
 - Changes in refurbishment and fit out levels across other parts to maximise the potential of the site as a theatre, cultural hub and visitor attraction and provide an enhanced spatial layout for the whole 'road to river' area of the site; some of which were not previously considered within earlier feasibility studies.

As a result, the new site masterplan provides the facilities required to service a creative hub for businesses, and visitor attraction by day, and performing arts theatre by night.

Updated costings were completed to reflect the change in scope and also factored in the current market conditions and cost uncertainty due to supply chain constraints on raw materials, particularly for specialist materials required for works to listed buildings. This has resulted in increased outputs and project costs.

3.3.3 **Active & Clean Connectivity**

Project lead: Borough Council

Original proposal: This project brings together a package of measures to support active and clean connectivity. It included priority schemes identified in the Local Cycling & Walking Infrastructure Plan (LCWIP) including existing rail line cycle/pedestrian bridge upgrade, Nar Ouse Enterprise Zone Active Travel Hub, Gyrotory and Travel Plan Fund. The programme will be delivered in partnership with Norfolk County Council as the highways authority and lead partner in the delivery of the King's Lynn Transport Strategy.

The programme of interventions was amended at the Heads of Terms project confirmation stage in early 2021, from a vehicular road bridge over the rail line with associated connecting roads, to an enhanced/replacement foot and cycle bridge, supported by other key walking and cycling schemes identified in the emerging Local Cycling and Walking Infrastructure Plan (LCWIP) for King's Lynn.

Reason for, and details of changes: A rescoping of the proposed for the ACC programme has arisen during the project development of each strand of the programme.

Active Travel Hub: The RIBA Stage 1-2 was completed for this during 2021/22 and has resulted in an increase in scope of the project following engagement with stakeholders. Alongside the design development of the Active Travel Hub, the need to develop a phased approach to the delivery of the Active Travel Hub strand, which will initially provide 50 parking spaces but provide a wider scope of multi-modal active travel measures with future phases of car parking to be delivered as wider Enterprise Zone development, has been progressed.

The Gyrotory: The gyrotory system scheme forms part of the wider King's Lynn Transport Strategy alongside other projects that are being developed in parallel with the gyrotory, including the masterplanning of the Southgates area (which was identified in the TIP project pipeline). Due to the physical relationship, transportation connectivity and impact between the 2 schemes under development, it has been agreed that a joint gyrotory and Southgates scheme would be better suited to be taken forward by Norfolk County Council under another, future funding programme outside of Towns Fund. It has therefore been agreed by the Town Deal Board to remove this element from the scheme and reallocate budget to ensure delivery of other strands of both the Active and Clean scheme and higher priority Town Deal projects.

The project will now focus on the Active Travel elements identified by the King's Lynn LCWIP to deliver network improvements including the upgrade to the walking and cycling bridge over the rail line, the Active Travel Hub on Nar Ouse Business Park Enterprise Zone and delivery of the Travel Plan fund to support 6 organisations in King's Lynn to develop their own travel plans for their sites.

3.3.4 **Riverfront Regeneration**

Project lead: Borough Council

Original proposal: King's Lynn's historic core is a major asset in the town, currently underpromoted and underutilised. The area is proposed for regeneration to bring back people, encourage new visitors, new residents, and a purpose in this part of the town centre. The proposal comprised:

- Boal Quay flood defences
- A floating restaurant in the Outer Purfleet and exhibition space in the Custom House
- Public Realm at South Quay connected to the private investment being sought at Sommerfeld & Thomas and the Grain Silo site
- Sail the Wash dry side infrastructure

Reason for, and details of changes: Through the work progressed to date, the scope of the programme has changed as follows:

The proposal at Boal Quay was seeking to provide enhanced coastal defences that could ultimately facilitate future mixed use and residential development on the land at Boal Quay (southern area of the riverfront). The Local Plan (planning policy document) is currently under review and the new plan is proposing to reduce the residential densities at Boal Quay from 350 - 400 housing units down to approximately 50 units. This potential shift in planning policy has meant that the original proposals for Boal Quay are potentially compromised. This has created uncertainty in the ability to deliver value for money for this element of the programme and means that wider strategic review is also required.

Further dialogue with an interested party for a floating restaurant in the Outer Purfleet has not been able to progress due to uncertainty on viability. However further engagement with stakeholders has considered a change of focus in this area that would seek to achieve the same outputs and outcomes but through a different set of interventions. Engagement with the Town Deal Board and key stakeholders has also resulted in a wider more enhanced scope of work being considered for the Custom House to maximise the opportunity the prominent but vacant town landmark presents.

No changes are proposed to the original plans for the South Quay public realm and Sail the Wash dryside facilities.

3.3.5 **Town Centre Re-purposing**

Project lead: Borough Council

Original proposal: This project aimed to help rejuvenate King's Lynn's town centre by repurposing prominent vacant units into business, leisure and living spaces. The idea was for repurposed units to be occupied by businesses and leisure uses on the ground floor, and facilitate town centre living on the above floor(s), the new function intending to increase town centre living, footfall and spend in the town centre, as well as improving its health, appearance and long-term sustainability.

Reason for, and details of changes: The buildings originally identified were no longer available when the project commenced, due to interest from the private sector, which shows confidence in the town for smaller units, and should be viewed positively. Working with local housing associations and others, multiple buildings were subsequently explored but there have been difficulties in securing an appropriate site (or sites) due to the characteristics of the buildings and the willingness of owners to co-operate. Work has been undertaken that has identified several potential alternative uses which would achieve the original outcomes. The feasibility of these within town centre spaces have been assessed, and the project team were confident of a strong business case.

However, as a building has not been able to be found / secured, it was increasingly clear that the project was not deliverable within the Town Deal timescales. It has therefore been recommended to and agreed by the Town Deal Board that some of the outputs relating to businesses supported and commercial floor space, could instead be delivered through the Multi-User Community Hub (MUCH) project, enhancing the value for money for that project. The MUCH will be repurposing a prominent vacant town centre building and will be seeking to incorporate some of the commercial uses identified through the Town Centre Repurposing project into that building.

3.3.6 In view of the strength of the Business Case that could have been completed for the Town Centre Re-purposing project, Cabinet is asked to agree that this project is pursued outside of the Town Deal. Officers will seek alternative funding and delivery opportunities and a further report on this will be required to Cabinet in due course. As the project, outputs and outcomes are within the TIP, the intention is that the Town Deal Board would continue to be involved in the development of the project; but it should be noted that, if agreed, timescales for completion of the Business Case, and delivery, will fall outside of those timescales assigned to the Town Deal projects.

3.4 Full details of the proposed changes to funding allocations and the outputs and outcomes to be achieved for all Town Deal projects, are shown in the table at Appendix 1.

4 Other updates

4.1 Business Case submission dates: As covered in section 2.4 of the August 2021 report, producing a 'Treasury Green Book Appraisal' compliant business case is very technically detailed. The work and changes outlined in earlier sections of this report have meant delays in progressing production of some of the Business Cases. As a result, the Town Deal Board agreed that extensions to the submission dates for the 4 remaining Town Deal projects (subject to Project Adjustment forms approval) should be sought and these have been granted by government. The revised submission dates are:

- Guildhall & Creative Hub – July 2022
- Multi-User Community Hub – September 2022
- Active & Clean Connectivity – September 2022
- Riverfront Regeneration – October 2022

4.2 Publication of papers: As part of the ongoing learning and development of the Town Deal Board, and as projects begin to move from Business Case into the delivery phase, a refresh to the Terms of Reference for the Town Deal Board is underway. As part of this work, it has been noted that to improve transparency, Town Deal Board papers will be published.

4.3 The Town Deal Board will abide by the lead council's governance arrangements when considering private (ie exempt) reports. Work is underway for the publication of papers that would not be considered exempt, to be published imminently, both retrospectively and going forwards, on the Vision King's Lynn website. Exemptions will be set as per Schedule 12A of the Local Government Act 1972, which provides a list of exemption reasons. Papers that would not be considered exempt will be published on the Vision King's Lynn website and papers that are considered exempt at the time of presentation, will be reviewed periodically to change the status to 'open' once / if the reason for the exemption has passed.

5 Policy Implications

5.1 The changes outlined in this report do not change the vision and objectives set out in the Town Investment Plan which was agreed by Cabinet in October 2020.

5.2 All projects within the King's Lynn Town Deal are in line with the Corporate Business Plan objectives to

- Deliver growth in the economy and with local housing
- Protect and enhance the environment including tackling climate change
- Create and maintain good quality places that make a positive difference to people's lives.

6 Financial Implications

6.1 The revised Town Deal programme does not require any changes to the match funding or financial commitments of the Council to those that have already been made through earlier cabinet approvals.

6.2 It is a government requirement (of all towns) that Town Deal funding is spent by 31 March 2026.

6.3 The funding and financial arrangements specifically around the Guildhall & Creative Hub project was approved by Cabinet on 11th April 2022.

7 Personnel Implications

7.1 Since the August 2021 Cabinet report, part-time additional internal resource has been moved into the Town Deal programme to aim to support the Regeneration Programmes Manager to cover the programme management aspects, which are not insignificant. This has been successful in the main, although has resulted in reduced capacity elsewhere.

- 7.2 The Project Accountant post mentioned in the August 2021 Cabinet Report has been successfully recruited to and the post holder has been in post in the council's finance team for just over 4 months.
- 7.3 A key consideration in the development of the final business cases is the internal capacity available from existing resources to deliver the projects. Given the significant scale of the programme to be delivered by March 2026, it is likely further additional internal and external resources will be required to deliver the projects.

8 Environmental Considerations

- 8.1 Government policy and business case requirements is strengthening the importance of consideration to net zero in the development and delivery of all projects. All Town Deal projects now preparing detailed business cases will have to consider promoting clean growth investment to deliver decarbonisation, improved air quality and health and economic growth objectives in their design, to contribute to the council Climate Change policy and move towards carbon reduction. The Active & Clean Connectivity programme is particularly aimed at encouraging modal shift for those travelling into and around the town, making the town a more pleasant and accessible town for walking and cycling.

9 Statutory Considerations

- 9.1 The Local Assurance Framework approved by Cabinet in August 2021, will continue to be followed as part of the Business Case approval process. As part of this, an independent subsidy control check is completed in accordance with regulations.
- 9.2 Once a Business Case has been approved, all appropriate permissions and consents required to implement the projects will be sought and obtained in line with statutory requirements.
- 9.3 As the Accountable Body for the Town Deal, officers have fully consulted the council's Section 151 Officer on the proposed changes to the Town Deal programme set out in this report. The Section 151 Officer agrees with submission of the Project Adjustment Forms to DLUHC.

10 Equality Impact Assessment (EIA)

- 10.1 Equality Impact Assessment pre-screening form is attached to this report at Appendix 2. This shows that a full impact assessment is not required.

11 Risk Management Implications

- 11.1 The council's Corporate Risk Register includes a risk titled "Major projects programme"; this includes Town Deal projects. The council led Town Deal projects are monitored via the Officer Major Projects Board and Member Major Projects Board, in addition to the Town Deal Programme Board, which is chaired by the Chief Executive.
- 11.2 Prior to business case approval, due diligence work is undertaken to comply with the agreed Town Deal Local Assurance Framework. The Town Deal has additional risk oversight through a programme risk register and individual project risk registers. Monthly project highlight reports are provided to the

Programme Board and a monthly programme status report is provided for the Town Deal Board.

12 Declarations of Interest / Dispensations Granted

13 Appendices

1. Revised King's Lynn Town Deal Programme – May 2022
2. Equalities Impact Assessment pre-screening form

14 Background Papers

King's Lynn Town Deal Cabinet Report 24th August 2021

Project Prioritisation presentation to Town Deal Board 22nd April 2022

	Original Town Deal - Annex A Sept 2021			Revised/Proposed King's Lynn Town Deal Programme April 2022				Revised Outcomes (original shown in black text, changes in red or green)	Revised/Proposed Outputs			
	Project Cost	Town Deal	Match	Project cost	Town Deal	Match confirmed	Notes		Skills & Enterprise	Transport	Urban Regeneration	Mandatory
Active & Clean Connectivity	8,582,000	6,702,000	1,880,000	6,267,625	4,232,876	2,034,750.00	Rescope – remove gyratory	<ul style="list-style-type: none"> - Bus routes benefitting from Improvement - Business perception of locality <i>Additional Outcomes:</i> <ul style="list-style-type: none"> - Road traffic flows in corridors of interest- Travel times in corridors of Interest - Patronage of the public transport system in the area interest - Automatic/manual counts of pedestrians and cyclists <i>Removed outcomes</i> <ul style="list-style-type: none"> - Improved Air Quality (this directly related to the gyratory scheme) 		<ul style="list-style-type: none"> - Length of new Cycle Way - 1.555km - Length of Pedestrian Paths improved - 5.632km - Alternative fuel Charging / re-fuelling points - 6 - New or Improved Car Parking Spaces - 40 - Length of improved footway - 1.1km - Number of Transport Nodes with multimodal connection points - 1 	<i>Additional Outputs:</i> <ul style="list-style-type: none"> - Number of trees - 10 - Amount of rehabilitated land - 3640sqm 	
Town Centre repurposing	3,270,000	1,720,000	1,550,000	0	0	0	Remove from programme	<ul style="list-style-type: none"> <i>Removed outcomes</i> <ul style="list-style-type: none"> - Increased employment Investment - Business Growth - Improved perception of place (A town to live in) 			<ul style="list-style-type: none"> <i>Removed outcomes</i> <ul style="list-style-type: none"> - Number of residential units provided - 30 - Number of derelict buildings refurbished - 3 - Amount of floor space repurposed (residential, commercial, retail) – 1000 sqm 	
Riverfront regeneration	7,420,716	6,431,000	989,716	5,004,023	4,178,943	825080	Descope	<ul style="list-style-type: none"> - Increased employment - Business Growth - Perceptions of place by residents, visitors, and businesses 			<ul style="list-style-type: none"> - Number of heritage buildings renovated/ restored - 2 - Number of improved cultural facilities - 1 - Number of public amenities/facilities created - 1 - Number of sites cleared - 1 - Amount of rehabilitated land - 3000 - Amount of floorspace created (residential, commercial, retail) – 4000 <i>Additional Output:</i> <ul style="list-style-type: none"> - Amount of public realm improved -7845 m2 	<ul style="list-style-type: none"> - Number of temporary FT jobs supported during project implementation – 72 - Number of full-time equivalent (FTE) permanent jobs created through the projects – 61 - Year on Year monthly % change in footfall - 5,000
Multi User Community Hub	7,180,500	4,291,000	2,889,500	12,400,000	7,400,000	5,000,000	Increase TD to cover budget gap	<ul style="list-style-type: none"> - Perceptions of place by residents, visitors, and businesses 	<ul style="list-style-type: none"> - Amount of capacity of new or improved training or education facilities - 5,200pa - Number of learners enrolled in new education and training courses - 100pa - Number of learners / trainees / students enrolled at improved education and training facilities - 100pa - Increase in capacity and accessibility to new or improved skills facilities - 5,200pa - Number of potential entrepreneurs assisted to be enterprise ready - TBC 	<ul style="list-style-type: none"> <i>Additional Outputs:</i> <ul style="list-style-type: none"> - Number of transport nodes with new multimodal connection points – 1 	<ul style="list-style-type: none"> - Number of new cultural facilities - 1 - Number of derelict buildings refurbished - 1 - Number of public amenities / facilities created – 1 - Number of new community/sports centres - 1 <i>Additional Outputs:</i> <ul style="list-style-type: none"> - Amount of new office space - TBC pending outcome of designs (July1st) - Amount of floor space 	<ul style="list-style-type: none"> - Year on Year monthly % change in footfall - 200,000 <i>Additional outputs</i> <ul style="list-style-type: none"> -Number of temporary FT jobs supported during project implementation - TBC

	Original Town Deal - Annex A Sept 2021			Revised/Proposed King's Lynn Town Deal Programme April 2022				Revised Outcomes (original shown in black text, changes in red or green)	Revised/Proposed Outputs				
	Project Cost	Town Deal	Match	Project cost	Town Deal	Match confirmed	Notes		Skills & Enterprise	Transport	Urban Regeneration	Mandatory	
Guildhall	8,841,910	4,765,000	4,076,910	12,174,091	8,097,181	4,076,910	Increase TD to cover budget gap	<ul style="list-style-type: none"> - Increased employment - Business growth - Improved perception of place 	<ul style="list-style-type: none"> - Amount of capacity of new or improved training or education facilities - 10,300 - Number of heritage buildings renovated/restored - 10 <i>(increased by 9)</i> - Number of enterprises receiving non-financial support - 50 - Number of potential entrepreneurs assisted to be enterprise ready - 60 <i>(an additional 10)</i> 		<ul style="list-style-type: none"> - Number of improved cultural facilities - 5 <i>(increased by 3)</i> - Number of derelict buildings refurbished - 6 <i>(increased by 5)</i> - Amount of new office space - 669 sqm <i>(additional 94sqm)</i> <i>Additional Outputs:</i> - Amount of public realm improved - 1240sqm - Amount of repurposed floor space 1,098 sqm - Number of green retrofits completed - 9 	<ul style="list-style-type: none"> - Increase in footfall - 90,000 per year <i>Additional outputs:</i> - Number of temporary FT jobs supported during project implementation – 110 - Number of full-time equivalent (FTE) permanent jobs created through the projects – 22 	
Youth Pledge	479,901	442,000	37,901	479,967	442,000	37,967	Project approved	<ul style="list-style-type: none"> - Number of young people assisted 	<ul style="list-style-type: none"> - Increase in capacity and accessibility to new skills facilities – 335 - Increased and closer collaboration with employers – 50 - Increase in the breadth of the local skills offer that responds to employer needs – 50 - Number of new learners assisted – 400 - % of learners gaining relevant experience/being 'job ready' (as assessed by employers) – 12.5% - Number of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses – 255 - Number of new courses developed/delivered - 12 			<ul style="list-style-type: none"> - Number of temporary FT jobs supported during project implementation – 3 - Number of full-time equivalent (FTE) permanent jobs created through the projects – 3 	
Town Centre Public Realm	327,000	245,000	82,000	327,000	245,000	82,000	Project approved	<ul style="list-style-type: none"> - Increase footfall in the town centre - Improve the accessibility and attractiveness of key routes - Improve perception of the place by residents, visitors and businesses 		<ul style="list-style-type: none"> - Number of transport nodes with new multimodal connection points - 1 	<ul style="list-style-type: none"> - Number of trees planted – 5 - Amount of public realm improved – 1350m2 - Businesses supported – 5 	<ul style="list-style-type: none"> - Increase footfall in the town centre – 5% 	
Programme Management	404,000	404,000	-	404,000	404,000	-							
Total	£36,506,027	£25,000,000	£11,506,027	£37,056,707	£25,000,000	£12,056,707							

Total Programme Cost £37,056,707

Pre-Screening Equality Impact Assessment

Borough Council of
King's Lynn & West Norfolk



Name of policy/service/function	King's Lynn Town Deal				
Is this a new or existing policy/service/function?	Existing				
<p>Brief summary/description of the main aims of the policy/service/function being screened.</p> <p>Please state if this policy/service is rigidly constrained by statutory obligations</p>	<p>Continued progression of the Town Deal for King's Lynn, consisting of a programme of projects which aim to support improved skills and training opportunities, create new experiences and develop the cultural offer in the town centre, support new and growing businesses and bring more people back to live in our unique historic town centre.</p> <p>N/A</p>				
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)	✓			

Question	Answer	Comments
2. Is the proposed policy/service likely to affect relations between certain equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?	No	
3. Could this policy/service be perceived as impacting on communities differently?	No	
4. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	One of the primary aims of the Towns Fund programme to improve the skills and job opportunities, particularly for those people and sectors most impacted by the Covid19 pandemic.
5. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	No	Actions:
		Actions agreed by EWG member: ...Becky Box, Assistant Director...
<p>If 'yes' to questions 2 - 4 a full impact assessment will be required unless comments are provided to explain why this is not felt necessary:</p> <p>A full Equalities Impact Assessment will be undertaken as part of the Business Case process for each individual project and therefore at this stage, whilst the Business Cases are still in development, a full assessment is not required.</p> <p>Decision agreed by EWG member: ...Becky Box, Assistant Director</p>		
Assessment completed by:		
Name	Vanessa Dunmall	
Job title	Corporate Projects Programme Manager	
Date	13.05.2022	