

Annexe 1. Site review summary

Site	1	2	3	4
	12-14 St Dominic Square	21-22 High Street	46 New Conduit Street	10-16 High Street
Floor area	871m <sup>2</sup> (over 2 floors)	2619m <sup>2</sup> (over 3 floors)	1193m <sup>2</sup> (over 2 retail floors)	4347m <sup>2</sup> (over 3 floors)
Existing use	Retail	Retail	Retail + others	Retail
Town centre location / area, good footfall / pedestrian accessibility	Yes. Within short walking distance of main bus station	Yes. Within short walking distance of main bus station	Yes. Within short walking distance of main bus station	Yes. Within short walking distance of main bus station
Ground floor visibility / potential for single storey / direct street access	Yes (note, total floor area is over 2 floors of accommodation)	No	Yes (both for existing building and new build option)	Yes (note, total floor area is over no. of floors)
Nearby public car parks	Yes. There are a number of public car parks within a short walking distance.	Yes. There are a number of public car parks within a short walking distance.	Yes. There are a number of public car parks within a short walking distance.	Yes. There are a number of public car parks within a short walking distance.
Leasehold / Freehold	Leasehold	Leasehold	Leasehold & Freehold	Leasehold
Flexibility / potential for expansion	No	No	Yes, assuming demolition is permitted.	No, on assumption demolition is not permitted.
Potential outdoor area/space for complimentary uses	No. Self-contained/purpose built retail unit. Part of Vancouver Quarter.	No. Forms part of main High Street and built-up frontage. Limited outside space other than 6 car parking spaces to rear.	Not on existing footprint although there is likely to be high possibility that demolition and new build would be permitted which would provide options for creation of outdoor space.	Limited given site forms part of main High Street and built-up frontage and demolition is unlikely to be permitted.
Potential heritage impacts	No.	No, other than site falls in defined Conservation Area and nearby Listed Buildings.	Yes. Site is adjacent to grade II Listed Building. Setting of LB would need consideration if demolition and new build.	No, other than site falls within defined Conservation Area.
Direct street access	Yes	Yes	Yes	Yes
Deliverable / available	Yes. On market.	Yes. On market.	Yes. On market.	Yes. On market.
Visual prominence	Limited	Yes	Yes	Yes
Anticipated planning issues / constraints/ comments	No	Within defined Conservation Area and nearby listed buildings.	Yes, if demolition of existing building was proposed and new build. Careful consideration would be required in terms of scale, massing, materials etc given adjacent Conservation Area and listed building (Majestic Cinema).	Within defined Conservation Area.
Overall assessment / potential against client requirements & planning considerations	Poor	Poor	Good	Fair

## Annexe 2. Stakeholder Feedback and Project Change

Stakeholder	Description	Types of Engagement	Stakeholder viewpoint	Project development
<b>Priority Stakeholders</b>	<p>Stakeholders who have a direct interest, involvement, and influence on the project.</p> <ul style="list-style-type: none"> <li>• Town Board</li> <li>• County and Borough Councilors</li> <li>• MP for North West Norfolk (a member of the Town Deal Board)</li> <li>• County and Borough senior management.</li> </ul>	<p>Direct briefings with question and answer sessions.</p> <p>Early access to information regarding the planning</p> <p>Opportunity to complete the stakeholder survey</p>	<p>Desire to fully transform the Argos Building which is considered an eye sore.</p> <p>Strong desire to open up the frontage of the Majestic Cinema</p> <p>Interest in evidence to support need to move the current library</p>	<p>Full and partial demolition options explored</p> <p>The design brief highlighted the importance of the cinema to the streetscape</p> <p>Provided with evidence identified in the 'need for change'</p>
<b>Community stakeholders and interested parties</b>	<p>These are stakeholders who have an interest in the development of the hub. These stakeholders can often play a wider influencing role in the town.</p> <ul style="list-style-type: none"> <li>• Heritage and arts organisations</li> <li>• Community groups</li> <li>• West Norfolk Strategy Group</li> <li>• Public Health</li> <li>• Other Town Deal Projects</li> </ul>	<p>121 sessions</p> <p>Dedicated workshops</p> <p>Opportunity to complete the stakeholder survey</p>	<p>High level scoping with the NHS took place to see if we could include a Community Diagnostics Centre onsite, in return for capital funding and long-term tenancy</p> <p>Heritage groups wanted reassurance that the current offer wouldn't be lost by a move but also highlighted the limitations of the current library (e.g., making a feature of restricted-access historic collections).</p>	<p>Engaging with Public Health to incorporate health/clinical requirements into multi-purpose spaces, agreement to define partnerships and space hire</p> <p>The brief includes spaces to support the specialist care of the historic work (temperature-controlled rooms) and making these collections available to the public for the first time (through exhibitions)</p>
<b>Potential hub users: the public</b>	<p>Essentially, the general public are all potential hub users and activities such as media relations can reach a wide audience.</p> <p>In addition, targeted activities can focus on engaging specific participants, namely:</p> <ul style="list-style-type: none"> <li>• Existing library users</li> <li>• Existing adult learners</li> <li>• 'Friends' of the hub – self-selecting subscribers, including survey respondents who have chosen to be informed.</li> </ul>	<p>Physical copies of the survey were available at the library as well as the link to complete the survey online</p> <p>Opportunity to complete the stakeholder survey</p>	<p>Those who do not currently use the library noted this was primarily due to its location. Those who were dissatisfied with the current library noted poor choice / lack of books, lack of quiet areas / too noisy and parking difficulties.</p> <p>There was a wide range of suggestions for other services / facilities respondents would like to see offered, and notable themes emerged include mental health support / drop-in service; meeting space / safe space; café, and good toilet facilities</p>	<p>Move to a well-connected central location near public transport and car parking, with significantly more floor space for books and quiet use.</p> <p>Strong partnerships will ensure a wide range of services on offer throughout the hub; a wide range of informal and formal meeting spaces will be available; accessible toilets will be available on every floor; a café and 'docking station' will complement tea and coffee points and seating across the hub.</p>

			Clear preferences for training and learning emerged (e.g., for life skills)	A wide range of courses will be available through adult learning and partners. Preferences identified will be incorporated
<b>Potential hub users: young people</b>	<p>There is scope to engage young people specifically in the hub through targeted activities that convey the sentiment that the hub is 'for me.'</p> <ul style="list-style-type: none"> <li>Local teenagers</li> <li>Schools</li> <li>College of West Anglia</li> <li>YAB</li> <li>Stories of Lynn.</li> </ul>	<p>Education providers invited to attend a dedicated workshop</p> <p>Opportunity to complete the young people stakeholder survey</p> <p>2020 Youth survey findings were also taken into consideration</p>	<p>Perceived lack of career development opportunities, such as work experience, opportunities for graduates and opportunities in the creative industries in KLWN</p> <p>Desire for designated space they can call their own, where they can meet up with friends, study, and have fun, there was particularly high appeal of free Wi-Fi and fast broadband speeds</p> <p>The current library isn't perceived as a place that young people can meet, study, and have fun.</p>	<p>Series of workshops underway to map out how the hub can partner work with education and career progression services.</p> <p>Design brief provides various spaces for meeting. Free high-speed internet will be included.</p> <p>Co-design workshops with young people planned to ensure adult learning and the library service are providing the most relevant services and courses</p>
<b>Potential hub users: specialist groups</b>	<p>Accessibility and inclusivity are key to the success of the hub, and this includes engaging specialist groups such as:</p> <ul style="list-style-type: none"> <li>West Norfolk Deaf Association.</li> <li>Access Supporting Migrants.</li> </ul>	<p>Invited to attend stakeholder workshops</p> <p>Opportunity to complete the stakeholder survey</p>	<p>Strong feedback that the current library is not accessible to all.</p> <p>This included the inadequate parking, inadequate toilet provision and inadequate disabled access</p>	<p>Accessibility is a priority of the brief. There are 3 disabled parking spaces outside, and a further 12 within 0.2 miles. Accessible toilets will be available on every floor, and a changing places toilet will be based onsite</p> <p>Norfolk County Council recently won the Most Inclusive Building/ Organisation in the Blue Badge Access Awards and are committed to continue this level of accessibility in all new builds</p>
<b>Potential tenants and service delivery partners</b>	<p>These are organisations and groups who could occupy space or deliver services in the hub. They are also partners who can help to shape the offer and the building itself.</p> <ul style="list-style-type: none"> <li>Community and voluntary organisations</li> <li>Charities</li> <li>Education providers</li> <li>Businesses</li> </ul>	<p>Invited to attend stakeholder workshops</p> <p>Opportunity to complete the stakeholder survey</p> <p>Review of feedback provided to KL BID</p>	<p>Feedback highlighted a lack of useable and bookable meeting space within the town centre</p>	<p>The brief now includes business-focused facilities such as meeting and training space, drop-in workspace for businesses.</p> <p>Attractive spaces for hire will be included in the build. These flexible multi-purpose spaces shaped with opportunities for local partners from a wide variety of sectors in mind.</p>

<b>Project enablers</b>	<p>These are the people who are making the project happen:</p> <ul style="list-style-type: none"> <li>• County council and borough staff</li> <li>• Library and adult learning staff in KLWN</li> <li>• External partners and consultants e.g., Hudson Architects</li> </ul>	<p>Direct briefings with question-and-answer sessions.</p> <p>Workshops with external partners to develop the brief</p>	<p>Reinforced the need for a central location, and more space for over-booked services.</p> <p>Need for the space to be ‘future proof’</p>	<p>Central location with nearly 3x the floorspace of the current library offer.</p> <p>Multi-purpose spaces will be developed to ensure they can be used for myriad purposes throughout the lifecycle of the space - to support all objectives and outputs</p>
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### Annexe 3. Policy Alignment

Region	Policy	Alignment
<b>Local</b>	King’s Lynn Town Investment Plan	<ul style="list-style-type: none"> <li>• New opportunities for skills and jobs for our young people and all those affected by Covid-19 and needing to reskill, linked to demand from local employers and opportunities in local sectors</li> <li>• Growing innovative businesses - attracted by our connectivity and high quality of life and supported by the networks and collaborative support that businesses need</li> <li>• A repurposed town centre with new experiences and businesses - increasing footfall, enhancing cultural opportunities, with its different parts better connected</li> <li>• A high-quality residential and leisure offer in the historic town core and riverfront - attracting new people to live and work in the town centre, whilst protecting our unique heritage.</li> <li>• A sustainably connected town - through reduced congestion and better connectivity between the town, its catchment area and residential growth areas, creating safer walking and cycling routes and supporting remote working</li> <li>• The hub will be a flagship facility for the town, bringing together the library, adult learning, and careers and employability support alongside a range of services that meet the needs of local people</li> </ul>
<b>Local</b>	King’s Lynn Local Cycling and Walking Infrastructure Plan	<ul style="list-style-type: none"> <li>• Travel node (secure cycling storage and electrical cycle hire) based onsite to support the Government’s ambition for “Cycling and walking to be the natural first choice for many journeys with half of all journeys in towns and cities being cycled or walked by 2030”</li> </ul>
<b>Local</b>	Norfolk County Council Better Together for Norfolk 2021-2025	<ul style="list-style-type: none"> <li>• We want Norfolk to be the place where everyone can start life well, live well and age well, and where no one is left behind</li> <li>• We want our economy to be vibrant, entrepreneurial, and sustainable, supported by the right jobs, skills, training, and infrastructure</li> <li>• We want our communities to feel safe, healthy, empowered and connected, their individual distinctiveness respected and preserved</li> </ul> <p>The hub would make a difference to the county’s social infrastructure, economic infrastructure, and physical infrastructure. Improving educational outcomes, growing the skills our key sectors need, helping to create good quality jobs and the appropriate infrastructure to help improve the life-chances of our residents and strengthen our economy.</p>
<b>Local</b>	Norfolk County Council	The Summit identified the following priorities for action as we move beyond the pandemic:

	Rising to the challenge together	<ul style="list-style-type: none"> <li>• Strong, engaged communities - Collaborate and involve communities in rebuilding and revitalising the County</li> <li>• Inclusive economic recovery - Build back better Norfolk's economy</li> <li>• Young people - Help young people to flourish with access to support and opportunities</li> <li>• Prevention and early help - Shift to an integrated approach to prevention</li> <li>• Digital access - Increase access to good connectivity and digital skills</li> <li>• Green growth - Accelerate delivery of a cleaner, greener Norfolk</li> </ul>
<b>Local</b>	Norfolk strategy for Participation and NEET	<p>Ensuring that the post 16 offer meets the needs of all young people; Preventative work and targeted support; Effective transition support; An in depth understanding of the barriers and issues of the NEET cohort; Targeted support projects:</p> <ul style="list-style-type: none"> <li>• Project Aspire: Working with schools to highlight the issues, specialised behavioural programmes, transition planning and, in Norfolk, links with the Targeted Youth Support Service.</li> <li>• Supporting Unaccompanied Asylum-Seeking Young People (UASC): A bespoke education model has been developed for this cohort to ensure plans reflect the specialist support required.</li> </ul>
<b>Regional</b>	Multiply (Norfolk & Suffolk County Councils)	<p>The overall objective of Multiply is to increase the levels of functional numeracy in the adult population across the UK.</p> <p>Success measures for the whole programme at a national level:</p> <ul style="list-style-type: none"> <li>• More adults achieving maths qualifications courses (up to, and including, Level 2 –with GCSEs and FSQs as the qualifications of choice in England</li> <li>• Improved labour market outcomes e.g., fewer numeracy skills gaps reported by employers, and an increase in the proportion of adults that progress into sustained employment and / or education.</li> <li>• Increased adult numeracy across the population</li> </ul>
<b>Regional</b>	Integrated Care System & Health and Wellbeing Partnerships	<p>The timing of the creation of the Hub aligns particularly well with the newly established Health and Wellbeing Partnerships and development of the Integrated Care System.</p> <p>This 'health service overhaul' provides exciting opportunities for local decision making on health and wellbeing. The KLWN priorities are focused on reducing health inequalities.</p>
<b>Regional</b>	New Anglia's Economic Recovery Restart Plan	<p>The Restart Plan contains an unprecedented package of measures delivered by partners locally and nationally to get businesses up and trading again, restore business, consumer, and community confidence, as well as provide support to individuals made redundant and looking for work.</p> <p>Transforming skills. We will ensure every individual has access to opportunities to upskill and reskill, adapting the skills provision so that it meets the changing needs of businesses and the aspirations of individuals.</p> <p>Reimagining high streets. Our local authorities, Business Improvement Districts and other partners are developing a range of measures to help high street businesses reopen and operate safely, to build consumer confidence and rethink the way town centres function.</p>
<b>Regional</b>	New Anglia Local Skills Report	<p>A core theme borne out by the evidence assembled throughout all the economic and skills analyses conducted over the past 5 years or more –is that overall attainment levels across Norfolk and Suffolk, both in terms of the resident and workforce population track below national and regional averages. In addition, the collective evidence has consistently indicated that attainment levels in science, technology, engineering, and mathematical (STEM) disciplines (particularly at level 4 and above), are similarly tracking below national and regional averages.</p>

<b>Regional</b>	Skills Advisory Panels	Since 2018, Skills Advisory Panels (SAPs) have been bringing together employers, skills providers, and key local stakeholders to better understand and resolve skills mismatches at a local level. SAPs are part of Mayoral Combined Authorities and Local Enterprise Partnerships and there are 36 in total across England.
<b>National</b>	Build Back Better High Streets Strategy	<p>This strategy sets out the government’s plan for high streets and how high streets and town centres can adapt and thrive after the COVID-19 pandemic. It sets out government action across 5 areas aligned with the project:</p> <ul style="list-style-type: none"> <li>• Breathing new life into empty buildings</li> <li>• Supporting high street businesses</li> <li>• Improving the public realm</li> <li>• Creating safe and clean spaces</li> <li>• Celebrating pride in local communities</li> </ul>
<b>National</b>	Levelling Up Whitepaper Missions	<p>The Levelling Up White sets out how the government will spread opportunity more equally across the UK. It comprises 12 UK-wide missions, the following of which are well aligned to the proposed programme of works:</p> <ul style="list-style-type: none"> <li>• To increase pay, employment, and productivity in every part of the UK</li> <li>• A “significant” increase in primary school children reaching expected standards in reading, writing and maths</li> <li>• A “significant” rise in the numbers completing high-quality skills training across the UK</li> <li>• A narrowing in healthy life expectancy between the UK areas where it is highest and lowest</li> <li>• An improvement in perceived wellbeing in all parts of the UK, with a narrowed gap between areas with the highest and lowest levels</li> <li>• A rise across the whole UK of “pride in place”, defined as “people’s satisfaction with their town centre and engagement in local culture and community”</li> </ul>
<b>National</b>	The Skills for Jobs White Paper	<p>This white paper outlines how the Government proposes to support people to develop the skills they need to get good jobs. It is an ambitious employer-led approach aimed at making FE provision more responsive to local skills needs and ultimately local economic needs.</p> <p>The Local Skills Improvement Plans (LSIPs) are LEP-led, employers are to be encouraged to work with any Local Skills Improvement Plans discussions where they have a business interest so they may potentially be involved with a number of Employer Representative Bodies.</p>

#### Annexe 4. RACI Diagram

Activity	Responsible	Accountable	Consulted	Informed
Building Development and Capital Schemes	Head of Communities	Director of CIL	Head of Libs & Head of Ad Learning Ass Head of Service	Corporate Property
Building Income and Operating costs oversight	Assistant Head of Service Operations – Adult Learning	Head of Communities	Head of Libs & Head of Ad Learning Ass Head of Service	Corporate Property
Building maintenance and overall upkeep	Corporate Property	Head of Communities	Head of Libs & Head of Ad Learning Ass Head of Service	Director of CIL
Customer experience standardisation at buildings	Head of Customer Services	Director of CIL	Head of Libs & Head of Ad Learning Ass Head of Service	External Stakeholders
Pricing strategy for room hire and lease	Head of Communities	Director of CIL	Head of Libs & Head of Ad Learning Ass Head of Service	External Stakeholders
Partnership development	Head of Communities	Director of CIL	Head of Libs & Head of Ad Learning Ass Head of Service	External Stakeholders
Long term rental negotiations	Head of Libs & Head of Ad Learning Ass Head of Service	Head of Communities	Corporate Property	External Stakeholders
Short term room hire	Head of Libs & Head of Ad Learning Ass Head of Service	Head of Communities	Corporate Property	External Stakeholders
Day to day building operations	Head of Libs & Head of Ad Learning Ass Head of Service	Director of CIL	Corporate Property	External Stakeholders
Customer welcome/ orientation	Head of Customer Services	Director of CIL	Head of Libs & Head of Ad Learning Ass Head of Service	External Stakeholders
Customer service	Head of Customer Services	Director of CIL	Head of Libs & Head of Ad Learning Ass Head of Service	External Stakeholders
Day to day operations – security/ cleaning/ partnership issues	Head of Libs & Head of Ad Learning Ass Head of Service	Head of Communities	Corporate Property	External Stakeholders

#### Annexe 5. Project Team Roles and Experience

Name	Project Role	Experience	Responsibilities
Natasha Hayes Head of Communities	Town Deal Strategic Lead	Development and implementation of a hardship strategy and approach for Norfolk that provides long term support opportunities for residents Digital inclusion strategy development and implementation to create digital citizens in Norfolk	Devise programme strategy Oversee the development and co-ordination of the project

		Social Infrastructure fund management, £1 million grant pot supporting VCSE organisations across the County with capital investments to innovate, diversify and increase their offer to residents	
Harriet Birchall (2022, 23-25) Hannah Edge (22-23) Town Deal Lead	Programme management and lead.  Key contact.	10 years' experience in project and programme management across public, private and third sector.  Including capital build, capital supply chain management, technology, health, and communities	Ensure that robust communication mechanisms exist between the project and external organisations, and between the project and all boards Build the project plan and high-level milestone plans Ensure that all project changes that are managed in a formal manner
Jeannine De Sousa Head of Construction and Facilities Management	Construction Lead	Over 20 years' experience leading capital projects, including the 2012 Olympic Games, County Hall 15,000sqm refurbishment, and implementation of a Corporate Landlord Model (2020) consolidating over 300 properties and budgets.  Responsible for an average of 60 capital projects annually and have managed a total of £80m worth of capital budgets in the last 2 years alone.  Currently leading the development of a strategic property plan to implement NCC's ambitious property decarbonisation programme to zero net carbon	Construction and procurement lead Work with third parties to produce the project brief Manage the tenders for external construction managers Coordinate the different construction activities which make up the project Provide direction to the technical delivery of the project Make sure that the construction project is completed and handed over in a managed way
Verity Bennett Project Manager King's Lynn MUCH	Project Manager	10 years' experience of schools Capital Project Management. Involved with new build projects including Attleborough Rosecroft Primary School and Ashwicken Primary School	Assist in the development of the business case and budget for the project Undertake monthly reviews of progress against targets, programme and schedule Undertake monthly review of the risk register, and initiate corrective action Provide a regular progress report to the Project Board and Steering Group, including identifying cost, time and quality performance
Jill Terrell, Head of Libraries NCC	Libraries facilities and programming lead	Chartered librarian with over 30 years' experience. Starting her career in the London Borough of Newham, she worked at the National Maritime Museum for some years before returning to public libraries in Suffolk, Cambridgeshire, and Norfolk. She is passionate about staff development, encouraging information literacy skills for all, and is focused on aligning library priorities with the needs of local people.	Define and lead Libraries offer. Lead liaison with education partners
Denise Saadvandi, Head of Adult Education NCC	Adult education facilities and programming lead	Over 30 years' experience with the Adult Learning service, as a tutor, trainer, and manager, Denise aims to ensure that we deliver our vision of providing an outstanding service to Norfolk residents and to have a positive impact on the lives of all of our learners.	Define and lead Adult Education offer. Lead liaison with education partners



## Annexe 6. Risk Register

### RISK LOG

Score	Impact	Likelihood
1	Insignificant	Rare
2	Minor	Unlikely
3	Moderate	Possible
4	Major	Probable
5	Extreme	Almost Certain

Risk score	
1-6	Low
7-15	Moderate
16-25	High

ID	Area	Risk Description	Impact assessment	Impact score	Likelihood score	Risk score	Mitigation	Mitigated Impact score	Mitigated Likelihood score	Mitigated Risk score	Status	Date last amended
1	Resource	Project personnel availability impacted due to illness, conflicting priorities, or leaving organisation	Loss of skills, project understanding and capacity leading to inefficiency, delays, and an inferior product	4	3	12	Project documentation is well maintained. Project and programme staff have clear communication to allow short notice cover. The project is well resourced to reduce overwork and stress. Early recruitment of maternity cover for programme manager to allow for handover period	3	2	6	Open	26/07/2022
2	Engagement	Key project stakeholders are not well engaged with the projects	Poor understanding of their role, undoing of key decisions, additional resource to keep abreast leading to project delays and (at worst) poor overall final project	4	3	12	Review of ToRs for governance groups; clear roles and accountabilities; clear pathway should meetings be missed or members unavailable; good record keeping	3	2	6	Open	11/04/2022

	Engagem ent	Key political stakeholders are not well engaged with the projects	Withdrawal of political support, additional resource to reassure	4	3	12	Impacted and interested members are key stakeholders, who will be provided with regular updates and formally briefed at each milestone	3	2	6	Open	12/08/2022
3	Scope/ Budget	Scope creep caused by the desire for the project to deliver more, results in the project being undeliverable	Increase in budget, increase in timeline, lack of satisfaction in final product, elements being de-scoped further into the project	3	4	12	Workshops have taken place to create clear scope - to then be agreed by stakeholders and governing boards, with clear alignment to Town Deal outcomes and Town Strategy via the Business Case. As objectives are refined throughout the project governance will ensure they align to the objectives	3	2	6	Open	26/07/2022
4	Budget	Uncertainties around inflation /unforeseen build challenges impacting build costs	Increase in budget, increase in timeline leading to reduction in scope	3	3	9	Factor in significant financial contingency for inflation, monitor materials selected through RIBA stages to balance cost and quality at every stage; use of Modern Methods of Construction to mitigate build delivery risk; retention of floor plate to avoid foundation issues	3	2	6	Open	12/08/2022
5	Feasibilit y/ Scope	Removal of UK power network equipment	Increase in budget, increase in timeline	3	3	9	Negotiations with UKPN underway	3	2	6	Open	11/04/2022
6	Timeline	Delays: e.g., in securing TDF funding sign off/property purchase	Increase in timeline, possible increase in cost and reduction in quality	3	3	9	Norfolk County Council Comprehensive surveys being undertaken to ensure that all mitigating factors are known before the acquisition commences to prevent delays	3	2	6	Open	12/08/2022

7	Engagem ent	Negative publicity and disruption	Increase in timeline to rectify negativity and reassure stakeholders	3	3	9	Comprehensive community engagement being undertaken to prevent negative publicity and disruption	3	2	6	Open	12/08/2022
8	Feasibilit y/ Scope	Concrete testing to be completed	increase in budget, increase in timeline	3	3	9	Final surveys have been completed and the concrete frame is suitable to retain elements of the superstructure.	3	2	6	Close d	25/07/2022
9	Feasibilit y/ Scope	Elements of the construction contain asbestos.	possible increase in budget, increase in timeline to remove/manage	4	3	12	Asbestos reviews completed: The quantity of licenced removal required is confined to the plant rooms and the external facade insulating board, the remainder can be removed by a non-licenced contractor.	3	2	6	Close d	25/07/2022
10	Feasibilit y/ Scope	The adjoining building uses the 2nd floor level to access the independent escape stairs - investigating to see if this is required.	challenges to scope if fire exit access needs to be maintained on Argos Build, increase in budget, increase in timeline	4	3	12	Build purchase team investigating options: 1: is this access needed (no-one is based on the 2nd floor currently), 2: can this be built into the existing building without significant financial impact 3: can our fire escape be designed to accommodate. Options 1 or 3 most likely and can still be accommodated at this stage.	3	2	6	Open	26/07/2022
11	Feasibilit y/ Scope	Mobile Phone Mast present on current build, which owners make £11k rent from having based there	possible increase in budget if owners expect to be compensated for a move, increase in timeline to manage negotiations, change in scope if design needs to work around masts	4	3	12	Build owners reviewing if they can charge the same for a move, risk budget includes this item if needed, architects aware and are able to design around masts if move not possible	3	2	6	Open	26/07/2022

1 2	Timeline	Completion of Business Case by deadline	Failure to secure funds for the project, or stakeholder buy in	3	3	9	Request to extend business case submission date has been made, Project Adjustment form has been completed. Clear timeline so delivery review and sign off. Two team members to complete case with the support of Mott. Bid team and senior Project Board stakeholders in place to review	3	2	6	Open	26/07/2022
<del>1</del> <del>3</del>	<del>Resource</del>	<del>Reallocation of funding may not be approved</del>	<del>Failure to secure funds for the project would result in a termination of the project</del>	<del>3</del>	<del>3</del>	<del>9</del>	<del>Project Adjustment form has been completed and a decision should be known by the end of June. have been advised to proceed at risk</del>	<del>3</del>	<del>2</del>	<del>6</del>	<del>Close</del> <del>d-PA</del> <del>form</del> <del>appro</del> <del>ved</del>	<del>25/07/2022</del>
1 4	Resource	Failure to recoup 'at risk' capital costs	Additional £2m has been given at risk. There is an expectation to recoup this money and failure to do so would tarnish the reputation of the project with NCC stakeholders	3	3	9	Investigating all opportunities to secure additional grant funding for the project (including CIL bid 2023) to recoup funding	3	2	6	Open	11/04/2022
1 5	Budget	Poor responses to tenders	Unable to secure delivery teams with relevant experience leading to timeline delays	3	3	9	NCC has a strong track record of delivering similar capital projects and a wide range of delivery teams. Issuing a PIN in advance will provide an understanding interest and mitigate any concerns	3	2	6	Open	25/07/2022

1 6	Budget	Tenders come in over budget	Unable to progress with appointments as no tenders within budget, leading to timeline impact, and possibly budget and scope impacts if ask needs to be reviewed	4	3	12	Work with professional cost reviewers (T&T) to mitigate as much as possible. Recognise instability of market and factor in significant financial contingency for inflation, and overall client contingency.	3	2	6	Open	25/07/2022
1 7	Timeline	Planning permission challenges	Increase in timeline, possible increase in cost and scope due to changes needed to include build frontage	4	3	12	Working with KLWN planning team from RIBA1 to plan ahead and minimise disruption; lower risk as building outside conservation area	3	2	6	open	12/08/2022

## Annexe 7. Stakeholder Engagement Strategy

### King's Lynn Community Hub Communications and Engagement Strategy and Plan Development Phase: 2022-2024

#### Context

The King's Lynn Community Hub<sup>1</sup> is one of eight Town Deal projects, and falls within the theme of 'innovative, growing business and skilled workforce'. The community hub aligns with the other projects within this theme, and in particular, the youth and retraining pledge and St George's Guildhall.

The project is being led by Norfolk County Council working in partnership with the Borough Council of King's Lynn and West Norfolk, overseen by the Town Deal Board.

The new community hub will see existing library and adult learning services which are currently being delivered in the Carnegie building transfer to the new hub. However, for the purpose of communications and engagement, this project and the future use of the Carnegie building will be managed as two distinct activities. *A proposed outline strategy for communications and engagement around the Carnegie Building can be found at appendix a.*

This strategy covers the period of development up until the opening of the hub.

#### Purpose

The purpose of this communications and engagement strategy is to create clear understanding and awareness about the new hub and inspire enthusiasm and interest which will translate into use when the hub is open and operating.

#### Objectives

The objectives of the communications and engagement are:

- To inform and empower knowledge around the new hub;
- To counter misconceptions and allay concerns through the provision of clear and accessible information;
- To encourage proactive participation through timely and meaningful opportunities for engagement;
- To engender confidence and assurances through regular, consistent, and transparent communications;
- To inspire enthusiasm and an appetite for use in advance of the hub opening.

#### Principles for communications and engagement

There are some guiding principles which can underpin all of the communications and engagement activities. These are:

- **Proactive**, taking steps to keep people informed and engaged;
- **Coherent**, aligning the communications with other Town Deal board activities and projects;
- **Clear**, communicating in an accessible way to make information understandable and relatable;
- **Transparent**, being open about the process and the project;
- **Timely**, sharing communications at the right time;
- **Targeted**, focusing the activities to meet the communications and engagement needs of the participants;
- **Inclusive**, ensuring the messages reach all desired participants;
- **Positive**, delivering communications and engagement in an upbeat and aspirational tone.

#### Branding and Positioning

Communications and engagement around the community hub should be delivered under the Vision King's Lynn brand – the overarching brand for the Town Deal projects – with the county and borough council brands supporting. As the project moves from development towards completion and operation, the Vision King's Lynn brand should be gradually replaced with a brand and visual identity specific to the community hub.

Throughout the course of the development phase, an important milestone will be identifying a name for the hub. This will be informed by community engagement, and communications will announce and signal the subsequent use of the new name. Development of a name – and a visual identity – will also take into account the branding assigned for other Town Deal projects, ensuring coherence and minimising crossover and confusion.

#### Measurement and Evaluation

The effectiveness of the engagement and impact of the communications can be assessed by the following measures:

- **Consultation activities** – number of participants, and sentiment of feedback;
- **Engagement activities** – number of participants involved;
- **Media coverage** – scope and sentiment;
- **Friends of the hub** – number of subscribers;
- **Online** – social media and website statistics.

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### Key messages

The following are key messages that have been used to date for the project. An aspect of the communications and engagement strategy should focus on reviewing and updating the narrative around the project; the narrative will act as the 'golden thread' through all communications.

<b>Overarching message</b>			
<b>We want to create a new, modern, accessible library, learning, and community hub in the heart of King's Lynn town centre</b>			
<b>Key messages</b>			
Books, learning and skills will be at the core of the new hub which will see the existing library and adult learning services in King's Lynn seamlessly transfer into a new, modern, purpose-built, accessible facility.	The hub will be a flagship facility for the town, bringing together the library, adult learning, and careers and employability support alongside a range of services that meet the needs of local people.	The new hub is being shaped together with the local community and stakeholders, ensuring it meets the needs and delivers the aspirations of the community.	This project is part of the £25M Town Deal programme of projects and provides us with an exciting opportunity to bring a hub to King's Lynn that will have something for everyone.

### Participant mapping

The communications and engagement activities around the hub should be targeted to meet the specific needs of the participant; further details of the recommended activities for each participant grouping follows. The roll out of communications and engagement should be prioritised with a focus on stakeholders including the Town Board and councillors being informed and updated first. A robust participant database is crucial to the successful delivery of the communications and engagement, ensuring that the principle of inclusivity is achieved.

### **Priority stakeholders**

These are the stakeholders who have a direct interest, involvement, and influence on the project.

- Town Board
- County and Borough Councillors
- MP for North West Norfolk (a member of the Town Deal Board)
- County and Borough senior management.

### **Potential hub users: young people**

There is scope to engage young people specifically in the hub through targeted activities that convey the sentiment that the hub is 'for me.'

- Schools
- College of West Anglia
- YAB
- Stories of Lynn.

### **Potential hub users: the public**

Essentially, the general public are all potential hub users and activities such as media relations can reach a wide audience.

In addition, targeted activities can focus on engaging specific participants, namely:

- Existing library users
- Existing adult learners
- 'Friends' of the hub – self-selecting subscribers, including survey respondents who have chosen to be informed.

### **Potential tenants and service delivery partners**

These are organisations and groups who could occupy space or deliver services in the hub. They are also partners who can help to shape the offer and the building itself.

- Community and voluntary organisations
- Charities
- Education providers
- Businesses
- Specialist groups.

### **Potential hub users: specialist groups**

Accessibility and inclusivity is key to the success of the hub and this includes engaging specialist groups such as:

- West Norfolk Deaf Association;
- Access Supporting Migrants.



**Community stakeholders and interested parties**

These are stakeholders who have an interest in the development of the hub. These stakeholders can often play a wider influencing role in the town.

- Heritage and arts organisations
- Community groups
- West Norfolk Strategy Group.

**Project enablers**

These are the people who are making the project happen:

- County council and borough staff
- External partners and consultants e.g. Hudson Architects

**Media**

The media provide communications channels but local journalists can also be deemed to have a participatory role.

**Library staff**

Library staff need to be engaged and informed.

**Recommended communications and engagement activities**

The recommended communications and engagement activities are summarised below. They include overarching activities – activities that are relevant for all participants - and focused activities which ensure that the different participants are engaged and informed about the project. The delivery of these activities will serve to ensure an inclusive and impactful approach to communications and engagement.

Participant	Engagement	Communications
<b>Overarching activities</b>	<p><b>Participant database:</b> inclusive and impactful engagement is built upon a foundation of a robust participant database. A starting point for the engagement and communications would be a review and update of the existing database.</p> <p><b>Consultative activities:</b> identifying any meaningful, impactful, and engaging opportunities for people to help to shape the hub building and the offer. This could include workshops, forums, interactive meetings, feedback forms, drop-in</p>	<p><b>Narrative:</b> underpinning the communications should be a strong narrative that serves to provide clarity, counter misconceptions, and inspire enthusiasm and interest. The elements of this can be used across all content to provide consistency to communications about the hub.</p> <p><b>Online and social media:</b> updates would be shared via the Vision King’s Lynn website and social media channels. However, as the project evolves there will be potential to</p>

	<p>sessions, or brief surveys. The manner of consultation would depend on the opportunity and information required.</p> <p><b>Engagement activities:</b> in particular, this would include tours and visits to the site. These could potentially be delivered virtually through architects designs but ideally they would take place on site and in person.</p> <p>Another aspect of the engagement would be to foreshadow the offer at the hub and inspire interest and enthusiasm, with <b>taster sessions</b> that allow people to experience first-hand what will be on offer in the new hub.</p> <p><b>Branding engagement:</b> an important opportunity for engagement will be around the branding and specifically the name of the hub. By participating in the naming, people can start to feel a sense of ownership for the project – and they will be able to see a direct impact of their involvement. The naming could include workshop(s) for the public before a final vote on the Vision King’s Lynn website.</p> <p><b>Friends of the hub engagement:</b> it is important to inspire interest in the new hub that will translate into use when the hub is open. This can be achieved by establishing a ‘friends of the hub’ (<i>name tbc</i>) scheme that essentially affords these participants a priority status. Not only would the friends receive regular updates, they would also be invited to tours and taster sessions first. The friends scheme could be built upon the existing subscriber database.</p>	<p>develop standalone online channels for the hub.</p> <p><b>Media relations:</b> the media is important for reaching a wide audience including people who are not already engaged with the current library and future hub. Media relations would include different types of content anchored around key milestones and progress.</p> <p><b>Friends of the hub communications:</b> specifically, friends of the hub could receive targeted communications in the form of invites to consultative and engagement activities, and updates.</p> <p><b>Branding and visual identity:</b> with the name in place, there would also be a need to develop a brand and visual identity for the hub. The visual identity can be introduced for use in advance of the official opening.</p> <p><b>Marketing materials:</b> during the development phase, marketing materials can be produced and displayed to promote the upcoming hub. This can include advertising, signage, and display visuals in the hub itself.</p> <p><b>Vision King’s Lynn communications:</b> there is also scope to provide content for general Vision King’s Lynn communications. This could be in media releases, or in subscribers or stakeholders updates. Alignment with the wider communications activities will ensure a coherent approach.</p>
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As well as these overarching activities, a targeted approach will ensure that communications and engagement activities have the biggest impact. The following summarises focused engagement and communications for all participants:

<p><b>Priority stakeholders</b></p> <ul style="list-style-type: none"> <li>• Town Board</li> <li>• County and Borough Councillors</li> </ul>	<p><b>Briefings:</b> it will be essential that the priority stakeholders are engaged around significant milestones, and in advance of the wider public being updated. This would be in the form</p>	<p><b>Briefing notes:</b> following on from the briefings, briefing notes should be made available to the priority stakeholders that provide a summary of the key points and frequently</p>
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<ul style="list-style-type: none"> <li>• MP for North West Norfolk (a member of the Town Deal Board)</li> <li>• County and Borough senior management</li> </ul>	<p>of virtual and in-person briefings; wherever possible, these briefings should take place in the new hub building. The briefings would provide the opportunity to provide clear information and invite meaningful feedback.</p> <p><b>Start on site / demolition:</b> the start on site will be an important milestone event and as such, priority stakeholders should be invited to take part in an event at this point. This could include a public photo shoot but also a tour which would give stakeholders an insight into the design of the building.</p> <p><b>Tours:</b> and, as the development progresses, the opportunity for tours of the site should be provided. This will give priority stakeholders the opportunity to see for themselves how the design is translating onto site.</p> <p><b>Opening event:</b> this will be the key milestone for the hub and engaging all the priority stakeholders at this point will be vital. This would see representatives – such as the chair of the Town Board, and elected members – participate in a public photo shoot. And, following this, a special reception could take place with invites for all the priority stakeholders.</p>	<p>asked questions. These briefing notes would empower the priority stakeholders to provide information and address queries from members of the public.</p> <p><b>Media releases:</b> in addition, any media release about the project should be shared with the priority stakeholders. It is essential that these key stakeholders have access to information before it appears in the local media.</p> <p><b>Quarterly update:</b> given the interest in this project, a flow of regular information is important. As such, a quarterly email update can provide an overview of progress for priority stakeholders. This would cover milestones, but would also provide a general overview of activities.</p>
<p><b>Potential hub users: the public</b></p> <ul style="list-style-type: none"> <li>• Existing library users</li> <li>• Existing adult learners</li> <li>• ‘Friends’ of the hub – self-selecting subscribers, including survey respondents who choose to be informed</li> <li>• Residents of the King’s Lynn area.</li> </ul>	<p><b>Consultation:</b> the public should be invited to take part in consultative activities to help to shape the design of the building and its offer. This could be in the form of workshops, feedback forms, or brief surveys; the mechanism used would depend on what information is required and the question that is being asked. Fundamental to the consultation is identifying where and when opportunities to consult exist – and if there is potential to join up with other Town Deal project consultation activities, to avoid consultation fatigue.</p> <p>In addition, it would be important to vary the type of consultative</p>	<p><b>Online and social media content:</b> content updates on the project and the opportunities for involvement should be shared via the Vision King’s Lynn website and the Vision King’s Lynn social media channels. The content for social media would include visuals and short films of the building, and vox pops with the project leads.</p> <p>The content for online and social media could also be shared by the county and borough council communications teams, as appropriate.</p> <p><b>Media relations:</b> coverage in the local media will engage the wider</p>

	<p>activities to ensure that people continue to be engaged and enthused about being involved.</p> <p><b>Taster sessions:</b> as the development of the hub progresses, and prior to its official opening, there could be potential to offer taster sessions around the training and services that will be offered. Ideally, these would be provided in the hub itself, or alternatively, in a space nearby.</p> <p><b>Friends of the hub:</b> there is the opportunity to develop a ‘friends of the hub’ scheme which will not only engage people, but also could inspire an appetite for participation in the new hub.</p> <p>Essentially the friends of the hub scheme would be developed from the existing subscribers list, and with an invite also extended to existing library and adult learning users. The friends of the hub could be offered invites to <b>friends of the hub tours</b> and have priority invites to <b>taster sessions</b>.</p>	<p>population of King’s Lynn, including those who may not be already engaged in the current library and adult learning services. <b>See separate section on media relations.</b></p> <p><b>Library newsletter content:</b> content around milestones and key updates would be provided for the library newsletter.</p> <p><b>Subscribers update:</b> a direct update provided for those consultation participants who have signed up to receive updates. This would be around specific milestones, for example, the new name. The subscribers update would latterly come under the <b>friends of the hub communications</b>.</p> <p><b>Friends of the hub:</b> having established the friends of the hub scheme, friends could receive quarterly email updates on progress around the project, and on key milestones. The friends could also receive notice of opportunities to get involved, and the outcomes of consultative activities. What would be distinct about the friends of the hub communications is that they would receive updates in advance of the general public (but, after the priority stakeholders).</p>
<p><b>Potential hub users: young people</b></p> <ul style="list-style-type: none"> <li>• Schools</li> <li>• College of West Anglia</li> <li>• YAB</li> <li>• Stories of Lynn</li> </ul>	<p><b>Meeting:</b> a starting point could be to host a meeting with representatives of King’s Lynn schools, the college, youth advisory board, and Stories of Lynn to identify opportunities for engaging young people.</p> <p><b>Young people engagement:</b> informed by the meeting, there should be a strand of activity focused on engaging young people. This could be targeted: for younger children, an opportunity to design pictures which could be displayed in the new hub when it opens (or in the windows of the hub as it is built). And for teenagers, an incentivised short, visual survey that could be shared via the schools.</p>	<p><b>Updates via partners:</b> sharing relevant and meaningful content about the hub via the young people partners. This could be updates for families via online educational platforms, or information for young people via internal websites.</p> <p><b>Social media:</b> focused and sponsored content could be created for the Vision King’s Lynn Instagram around specific updates for young people.</p>

<p><b>Potential hub users: specialist groups</b></p> <ul style="list-style-type: none"> <li>• West Norfolk Deaf Association;</li> <li>• Access Supporting Migrants.</li> </ul>	<p><b>Workshops / 121 conversations:</b> it is really important that meaningful feedback is sought from specialist groups and users to ensure that the hub is accessible, which was highlighted as being fundamental. This could include delivering workshops or holding 121 conversations to gain insight and understanding.</p>	<p><b>Invites:</b> invites for specialist group workshops should be shared in a timely and accessible manner. In addition, the invites should seek guidance on any special requirements that will ensure that specialist groups and users are able to engage.</p> <p><b>Updates and content:</b> updates around progress and milestones should be shared with specialist groups, along with content that can be published across any channels the groups may have.</p>
<p><b>Potential tenants and service delivery partners</b></p> <ul style="list-style-type: none"> <li>• Community and voluntary organisations</li> <li>• Charities</li> <li>• Businesses.</li> </ul>	<p><b>Workshops:</b> targeted by sector (e.g. businesses), these could be in person or virtual workshops that allow these participants to shape the hub's offer. These should be designed to be as engaging and accessible to the participants, for example, the business workshop could form part of a Norfolk Chamber event; the community and voluntary organisations session could be part of the Community Action Norfolk programme. This approach would maximise engagement with an already involved audience.</p> <p><b>Taster sessions:</b> these participants would be key in helping to deliver the taster sessions with the dual benefit that the public can see what would be provided in the new hub, and the potential tenant/service delivery partner would experience being part of the new hub.</p>	<p><b>Invites:</b> invites for workshops should be shared in a timely manner.</p> <p><b>Updates and content:</b> updates around progress and milestones should be shared along with content that can be published across any third-party channels.</p> <p><b>Announcements:</b> when new tenants or service delivery partners sign up to be part of the hub, this could be announced via online content/social media content and media releases. The announcements would be made in partnership with the tenant or partner.</p>
<p><b>Community stakeholders and interested parties</b></p> <ul style="list-style-type: none"> <li>• Heritage and arts organisations</li> <li>• Community groups</li> <li>• West Norfolk Strategy Group.</li> </ul>	<p><b>Update briefings:</b> in a similar approach to the priority stakeholder briefings, in person briefings which provide an update on the progress to date. These briefings would be scheduled around key milestones – for example, the design – and would take place in the hub building if feasible. Meaningful feedback would be invited.</p> <p><b>Tours:</b> these participants would also be invited to take part in tours as the building progresses, and in advance of the opening to the public. This would be to give these</p>	<p><b>Updates and content:</b> updates around progress and milestones would be shared directly and on email with these participants.</p>

	<p>participants advance insight into the new hub and its offer, providing assurance, and allaying concerns.</p> <p><b>Taster sessions:</b> representatives of these groups would be invited to help to deliver the taster sessions so that they can identify benefits to their organisation or group being involved in the hub.</p>	
<p><b>Media</b> For the development phase, the targeted media is predominantly local print and broadcast media.</p>	<p><b>Media briefings:</b> media briefings should be held around significant milestones to ensure clear messaging and the potential to address questions and concerns. These should be virtual, moving to in-person in the hub when opportunity permits.</p> <p><b>Media tours:</b> as development progresses and as the building opens, tours for the local media should be arranged. This will enable representatives of the local press to see first-hand what will be on offer in the town.</p>	<p><b>Press releases and media packs:</b> drafting and issuing regular press releases that detail progress, including around opportunities to get involved, and the outcomes of consultative engagement. In addition, more detailed media packs should be prepared around significant milestones; the latter would be used to accompany media briefings.</p> <p><b>Column opportunities:</b> there is scope for the hub to feature in the column opportunities associated with the Town Deal projects.</p> <p><b>Feature opportunities:</b> as the project progresses, there is potential to invite representatives of the local media to provide more detailed coverage of the hub. For example, a first-person account of the taster sessions foreshadowing the services that will be on offer in the hub.</p>
<p><b>Library staff</b></p>	<p><b>Workshops:</b> delivering targeted workshops for library staff that provide an update on progress and invite feedback to help to shape the offer. The sessions could also be an opportunity for staff to raise concerns and questions.</p> <p><b>Tours:</b> the library staff could be given advance tours of the hub to see how the development is progressing.</p> <p><b>Taster sessions:</b> the library staff could be engaged in planning and delivering the taster sessions.</p> <p><b>Opening event:</b> there could be a special reception for staff in advance of the hub opening.</p>	<p><b>Updates:</b> these could be verbal updates delivered by managers and leaders, followed by a briefing note that summarises key points and any frequently asked questions. This would empower staff to respond to queries from the public.</p>

<p><b>Project enablers</b> These are the people who are making the project happen:</p> <ul style="list-style-type: none"> <li>• County council and borough staff</li> <li>• External partners and consultants e.g. Hudson Architects</li> </ul>	<p><b>Meetings:</b> representatives of the project team continue to provide updates at the regular programme of meetings.</p> <p><b>Tours:</b> as progress continues on the hub, invites could be extended to the project enablers to visit the hub.</p>	<p><b>Email updates:</b> updates should be shared with the project enablers around key milestones. This would include any press releases or briefing notes to empower the project enablers to address questions; the content would also be able to be shared across project enablers communications channels.</p>

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**Milestones**

The activities, which have been detailed would be delivered around milestones in the development of the hub. These will include:

Date	Milestone
July 2022	Preliminary design for buildings. Statutory consultation on designs
September 2022	Business case finalised and submitted
September 2022	Architects plan completed
October 2022	Opportunity to carry out engagement around the name
October 2022	Vision for design
Autumn 2022	Funding announcement
November 2022	Name announced
TBC	Purchase of the building
TBC	Start on site
End 2024	Construction complete; hub opens

**King’s Lynn Community Hub Communications and Engagement Delivery Plan**

The activities outlined within this strategy would be delivered through a dynamic delivery plan (outline below) which should be updated on a regular basis, responding to progress, milestones, and any changes in the plan. The activities detailed in the strategy would be translated into the delivery plan, aligned with the key milestones.

Date	Participants	Activity	Details	Responsibility
May 2022	All	<b>Communications and Engagement Strategy</b>	Finalise the communications and engagement strategy.	NCC
May 2022	All	<b>Participant mapping</b>	Revisit and review the participant database.	NCC project team

May 2022	All	<b>Project narrative</b>	Review and update the project narrative.	Communications
May 2022	All	<b>Consultative activities</b>	Meeting to identify what will be touchpoints for consultation and schedule these into the plan as milestones.	NCC project team
July 2022	Media	<b>Lynn News Column</b>	Draft the Lynn News column providing an update on the project and what happens next.	Communications

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## **Appendix A: Carnegie Building Outline Communications and Engagement Strategy**

Although the theme of the Carnegie building is intrinsically linked with the new hub, it is essential that communications and engagement around the new hub and the Carnegie building are managed separately. It is recommended that the communications and engagement around the Carnegie Building is led under the Norfolk County Council and/or Borough Council brands and across the council(s) communications and engagement channels.

The precise nature of the communications and engagement will depend on the activity, and the opportunities that exist to engage and inform.

### **Purpose**

The purpose of the communications and engagement around the Carnegie building is to ensure that the local community are involved in and informed of the future use of the Carnegie building.

### **Objectives**

Communications and engagement around the Carnegie building will seek to:

- Reassure, and allay concerns and fears about the future use of the building;
- Counter misconceptions and provide open and transparent information;
- Involve the public, within clear parameters, to identify a sustainable and long-term purpose for the building;
- Seek community support for a preferred option for the building, and
- Engender confidence in the future use of the building.

### **Principles**

The guiding principles for the communications and engagement around the future use of the Carnegie building would be:

- **Clear**, removing misconceptions through clarity of information;
- **Transparent**, being open about what is happening;
- **Connecting**, demonstrating the link between community feedback and future plans;
- **Respectful**, of the heritage of the building, whilst looking ahead;
- **Positive**, demonstrating the future use as a fresh start and opportunity for the building and the town.

### **Key messages**

Based on communications to date, proposed key messages are:

<b>Any future use of the Carnegie building would need to be respectful of its heritage, would need to be supported by the local community, and be sustainable.</b>		
We don't have any firm plans for the future use of the Carnegie building and	We will continue to care for and curate the historic book collections currently	There has never been any plan for the building to be turned into flats.



we will work with the community to identify a future use.	kept in the existing library, connecting the community with local history.	
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### Approach

Engagement and giving participants a stake in shaping the future use of the Carnegie building – within clear and defined parameters – will be key. The communications and engagement could follow a model of ‘ask, listen, inform’ as the project progresses to a preferred option for the future. Meaningful opportunities to give feedback should be sought, and the outcomes of that feedback shared transparently. Targeted activities – in a similar format to the hub communications and engagement – will ensure that they are impactful.

### Milestones

The communications and engagement delivery plan should be built around key milestones, as defined by the project team. These milestones will provide touchpoints for communications and engagement. Examples might include:

- Scoping of potential options;
- Consultation on potential options;
- Closure of the Carnegie building as a library (*separately to the opening of the new hub, the closure of the library should be marked in a way that celebrates its history and contribution to the community*);
- Announcement of preferred option;
- Launch of new provision within the Carnegie building (*this would be led by the service provider but the County Council and Borough Council would have an involvement in the communications and engagement around this*).

### Recommended communications and engagement activities

The communications and engagement activities would be refined but the following are suggested activities:

Participant	Communications and Engagement Activities
Elected members	<b>Briefings:</b> these would be essential to provide an update and to invite feedback from members. These should take place in the Carnegie building around key milestones. They should be accompanied by a <b>briefing paper</b> , and in the case of consultative activities, materials for members to share with their constituents should be made available. These should be held before information is cascaded into the public domain.
Stakeholders	<b>Workshops:</b> for stakeholders who have a keen interest in the future use of the building, workshops should be held which allow for an update and invite feedback to help to shape the future use.  <b>Email updates:</b> email updates should be shared with stakeholders around the key milestones, ensuring that they are informed about the building and its potential use.
King’s Lynn community	<b>Engagement:</b> using the baseline feedback from the survey in 2021, it will be important to identify when and how the wider community can give meaningful feedback. Given that a survey has already taken place, this may be more in the form of virtual and in-person workshops. There would be value too in having a drop-in display in the Carnegie building for people to provide comments. The type of consultative and engagement activity would be determined by the nature of the information that is being sought.  <b>King’s Lynn library users newsletter:</b> updates and invitations to feedback should also be shared with registered King’s Lynn library users.  <b>Online and social media:</b> content should also be shared for the community via the existing council channels, and potentially, relevant sites and forums such as Next Door.
Library staff	<b>Workshops:</b> the library staff will have a key role to play in shaping the future use of the Carnegie building. This can be done via workshops where feedback can be shared and concerns raised.

	<p><b>Information pack:</b> the library staff will be the first point of contact for queries about the future use of the building and so an information pack can empower them to address queries and collate feedback and questions.</p>
<b>Local media</b>	<p><b>Briefings:</b> ensuring the local media has a good understanding around the future use of the building will be vital and so conducting media briefings – with associated detailed media packs – will be key.</p> <p><b>Media engagement:</b> there is scope to work with the local media to identify ways for the public to feedback via their channels. This could be by sharing a simple poll on social media channels, or by inviting narrative feedback. Engaging with the public via media outlets offers another conduit for engaging the public.</p>
<b>Potential partners</b>	<p>When a future use is identified, there may also be a need to deliver <b>marketing activities</b> to engage potential partners. This could include advertising, regional or national media relations, social media activities, and events.</p>