

# West Norfolk Economic Strategy

**Briefing – February 2024**

Duncan Hall – Assistant Director

Jemma Curtis- Regeneration Programmes Manager

Fiona Tuck, Metro Dynamics

Borough Council of  
King's Lynn &  
West Norfolk



# Aims & Approach

# Aims & Objectives

Over the last year the Borough has also developed a new Corporate Strategy, and is currently progressing/has progressed a range of strategic projects, such as Cultural & Heritage Strategy, Car Parking Strategy and Transport Strategy but does not currently have in place a specific economic strategy that will bring together the specific strategies in a holistic, joined up way.

**West Norfolk needs a compelling economic story**, which draws together the opportunities which are clearly present to position its vital economic role within Norfolk and the broader region and pursue **Net Zero targets**.

Fundamental in the project will be the **development of a unifying vision** which captures the breadth and strengths of the Borough and its different economic and population characteristics, and provides an agreed position on what the Borough wants to collectively achieve that can tie together and inform future project decisions and investment planning over the **next 10 years**.

The development of the strategy is made of up **three main components**:

- **A vision**, providing a strong, shared articulation of the story of King's Lynn and West Norfolk as a Borough to date and its ambition for the future.
- **A supporting strategy**, providing a clear plan and route forward for delivering the vision – with an outcomes framework that (ideally) can see through the next 10 years (or two political terms).
- An approach to developing and **prioritising projects for investment**, through which to deliver the strategy and vision.

# Context

Although West Norfolk does not have a pre-existing economic vision and strategy, there are several previous and concurrent pieces of work that connect to this project:

- Borough Council of King's Lynn and West Norfolk Corporate Strategy 2023-2027 (2023, in-house)
- King's Lynn Town Investment Plan (2021, Metro Dynamics)
- Borough Council of King's Lynn and West Norfolk UK Shared Prosperity Fund (UKSPF) Investment Plan (2022, Metro Dynamics)
- Norfolk Devolution Deal (2022, DLUHC & NCC)
- Local Plan Review
- And more...

# Context: UKSPF investment priorities

## A place to live, work, visit and invest



### Leading as a Centre of Excellence for the Visitor Economy

- With a culture-led approach to leverage culture & heritage assets
- Positioning King's Lynn & West Norfolk as Cultural Destination
- Driving innovation & productivity in Tourism & Hospitality



### Embedding approaches that are Active, Clean & Green

- With benefits for residents and local businesses
- Protecting/enhancing natural environment
- Domestic efficiency/sustainability
- Transport to get to and from work
- Business transformation and re-training



### Strengthening local enterprise and innovation systems

- Sector wide, but with specific focus on sector/workforce/value chain strengths
- Food (agriculture, food processing & manufacturing, food service & retail)
- Manufacturing
- Health



### Supporting people to access opportunities

- Creating better quality, higher skilled jobs across sectors
- Supporting people into employment and volunteering opportunities
- Improving skills that employers need

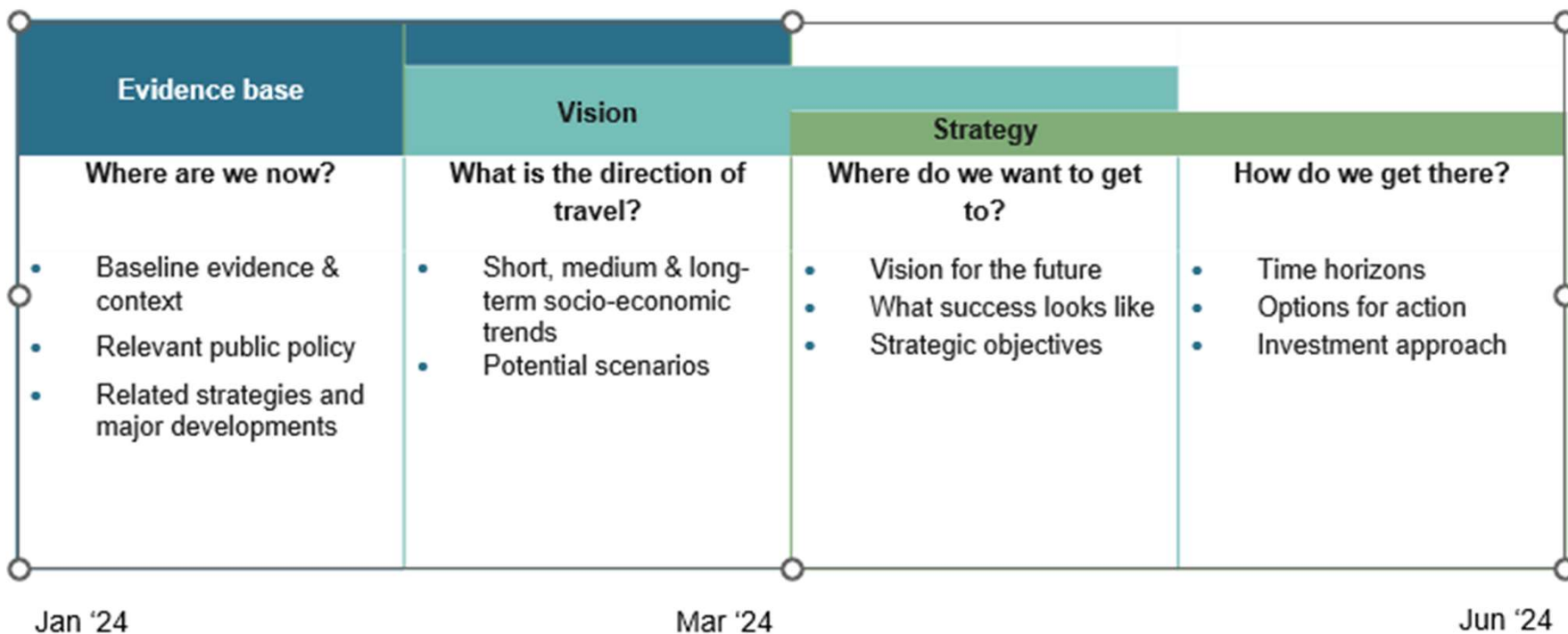


# Alignment with Norfolk County Council Economic Strategy

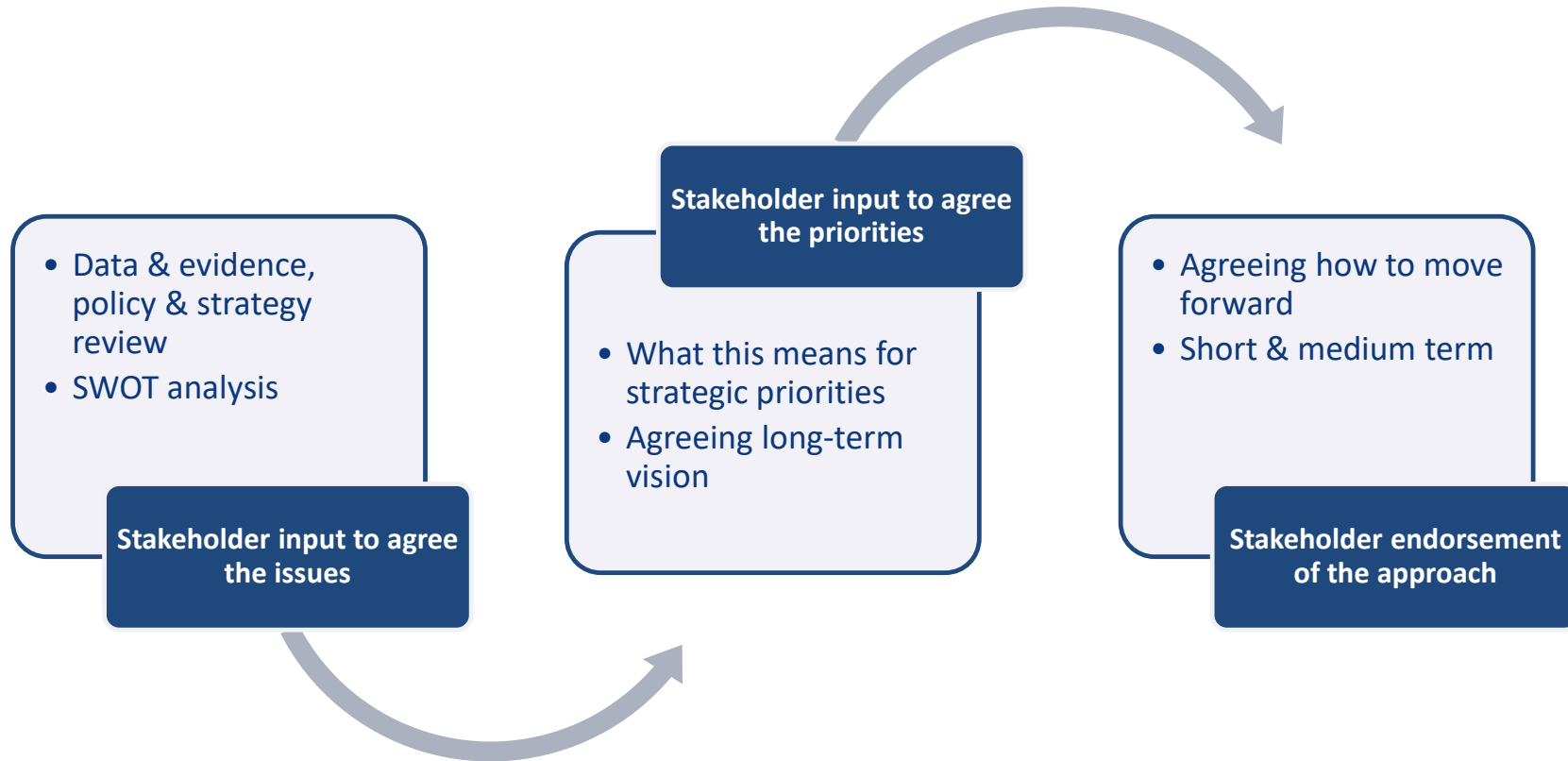
- During the same period in which the King's Lynn and West Norfolk Economy Strategy is being produced, Norfolk County Council (NCC) is also producing its own Economic Strategy, aligned to the new Devolution Deal.
- The County strategy necessarily has a broader geographical scope and is concerned *mainly* with county-wide priorities and projects which span the County geography and - crucially – are contained within its borders.
- The West Norfolk strategy will look in depth at the communities within the Local Authority area and how their priorities connect at the county level, it is also not necessarily constrained by the County boundary – recognising that it shares borders with four Counties.
- Stakeholder engagement will be co-ordinated between the two projects, ensuring that West Norfolk perspectives can influence the Norfolk strategy.
- There will also be separate, specific engagement on just the West Norfolk strategy, which will allow for greater detail. This should avoid an overly 'Norfolk generic' set of priorities dominating the West Norfolk strategy – whilst recognising that many of the priorities will be the same across the county, the solutions may not be.

# Project Approach

The project will follow a 'classic' strategy development process, moving through lines of enquiry in overlapping phases as set out below, along with broad timings for each phase. The ideal is to complete the core work on vision and strategic priorities ahead of the summer break in 2024. In practice, the investment and implementation phases of the project will then be ongoing.



# Involving Stakeholders





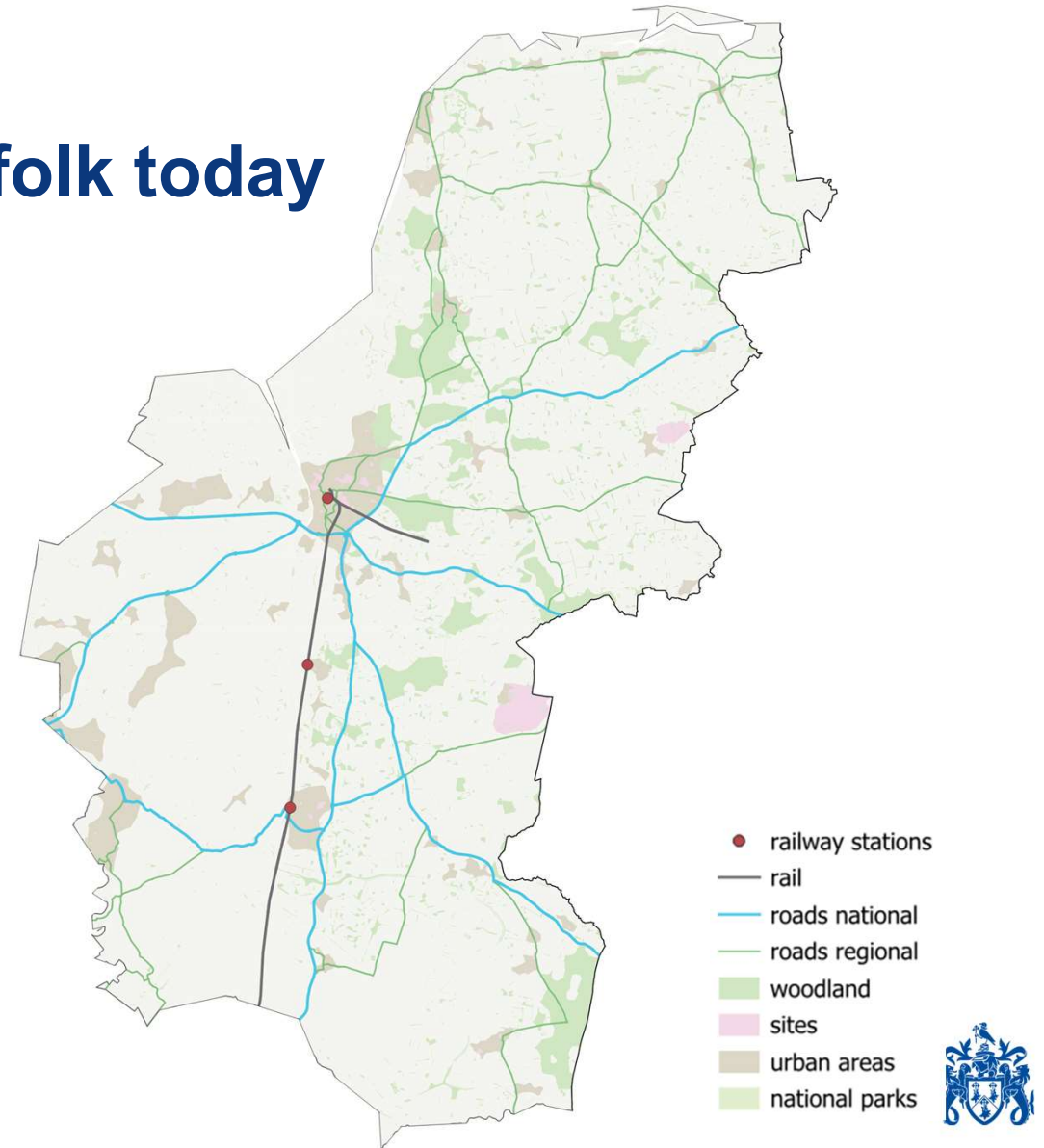
# Timeline

| Month:                              | Dec '23  | Jan '24                                | Feb '24   | March '24                                     | Apr '24  | May '24   | June '24             | July '24 |
|-------------------------------------|--|--|---|---|--|---|----------------------|----------|
| <b>Strategy development stages:</b> | Where are we now? What is the direction of travel? |  |   | Where do we want to get to?                   |  |   | How do we get there? |          |
| <b>Project Inception</b>            | Initial inception meeting<br>Project timeline      | Site-visit & full inception            |   |   |  |   |                      |          |
| <b>Evidence Base</b>                | NODA analytical work                               |  |   |   |  |   |                      |          |
|                                     |  | Desk research & stakeholder engagement |   |   |  |   |                      |          |
| <b>Vision</b>                       |  |  | Cabinet & Officer engagement + wider stakeholder engagement on ambitions & priorities |   |  |   |                      |          |
| <b>Strategy</b>                     |  |  |   |   | Drafting & iteration of the vision, strategic & investment priorities + further testing engagement |   |                      |          |
| <b>Investment Approach</b>          |  |  |   | Collation of current projects & pipeline list | Prioritisation approach design   | Iteration of investment priorities<br>Projects prioritised alongside strategic priorities |                      |          |

# What the evidence tells us

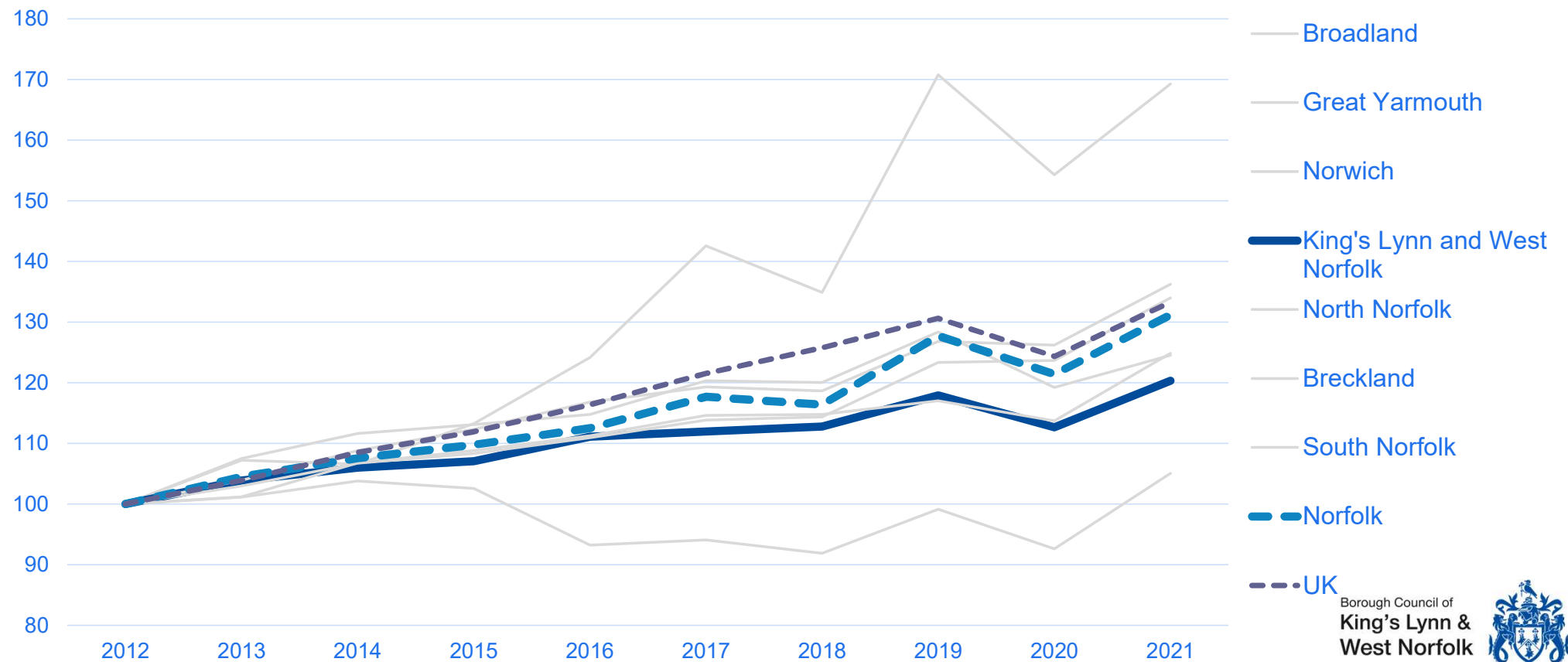
# King's Lynn and West Norfolk today

- 154,300 residents
- 6,650 businesses
- 63,000 jobs
- £3.2bn economy
- Strong manufacturing base
- Visitor economy with a diverse offer across culture, heritage, nature
- Direct rail link to Cambridge and London
- Contains some of UK's best agricultural land
- Nar Ouse Enterprise Zone, COWA, Queen Elizabeth Hospital, National Construction College East, RAF Marham, Associated British Ports



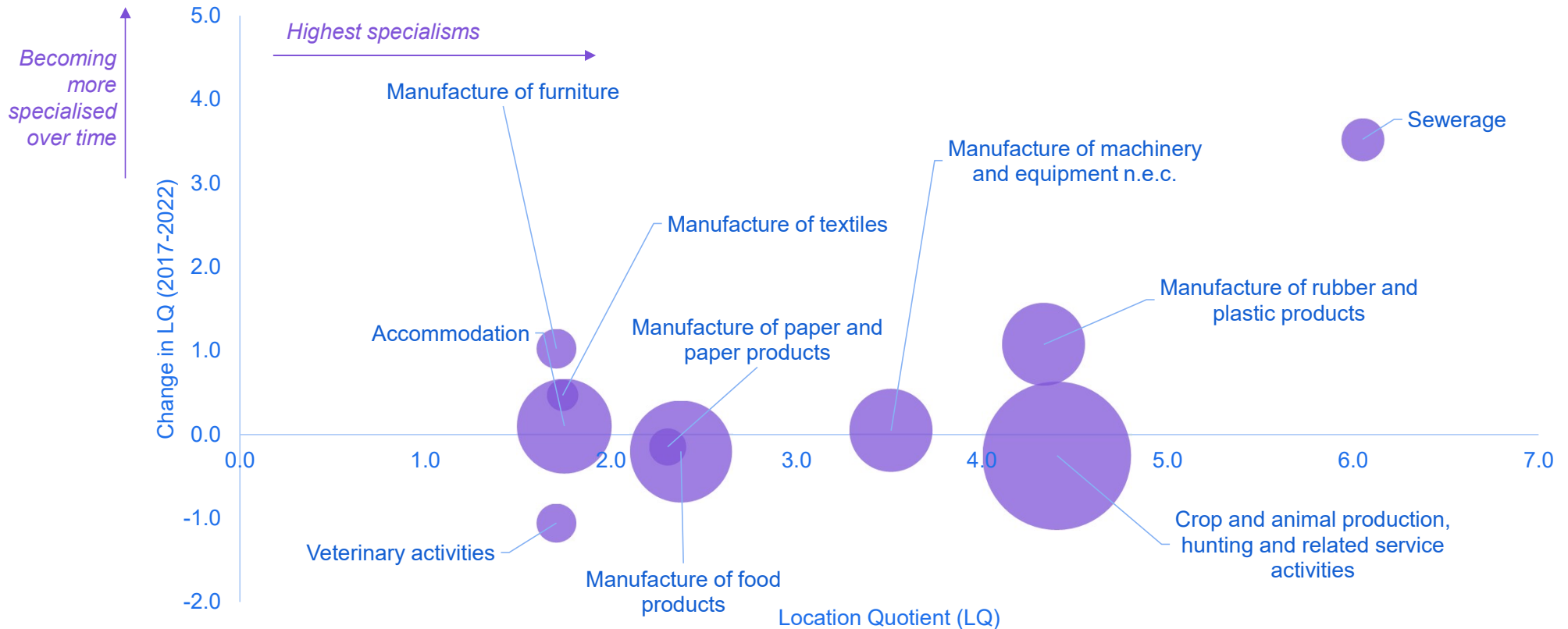
# The economy has been growing more slowly than elsewhere

% Change in economic output by district, 2012-2021 (2012 = 100)



# Specialisms in manufacturing, tourism, agricultural production

Top 10 most specialised sectors (min. 250 employees)



Size of bubble indicates amount of employment (2022)

A score of '1' on the x-axis means the district is as specialised in that sector as the UK average. Higher scores mean greater specialism.

# Our businesses: King's Lynn and West Norfolk



**Growth in  
business base  
since 2013**

2013 – 2023



**Productivity**

GVA per hour



**Business 3-year  
survival rates**

Based on 2019 births



**High growth  
companies**

% of total



**Proportion of  
larger  
businesses**

50+ employees



**Sole proprietors**

% of all businesses

King's Lynn  
and West  
Norfolk

+15%

£32.5

63%

0.46%

1.68%

20%

Norfolk

+14%

£32.9

63%

0.42%

1.94%

19%

England

+23%

£37.7 (UK)

56%

0.39%

1.90%

14%

# Living and working here: King's Lynn and West Norfolk



## Wages

## % of residents with NVQ4+ quals

## % of residents with no quals

## % change in employment since 2015

## Economic inactivity rates

## % of residents aged 65+

## Housing affordability ratio

## Residents living in 20% most deprived areas in England

Average gross weekly pay

Proportion of total aged 16 - 64

Proportion of total aged 16 - 64

2015 – 2022

% not seeking or in employment

Proportion of total

Median house price to income

IMD, 2019

King's Lynn and West Norfolk

£589

30%

6.7%

+8.6%

19%

26%

8.9

15%

Norfolk

£588

33%

7%

+4.2%

20%

24%

8.6

15%

England

£645

43%

6.5%

+7.8%

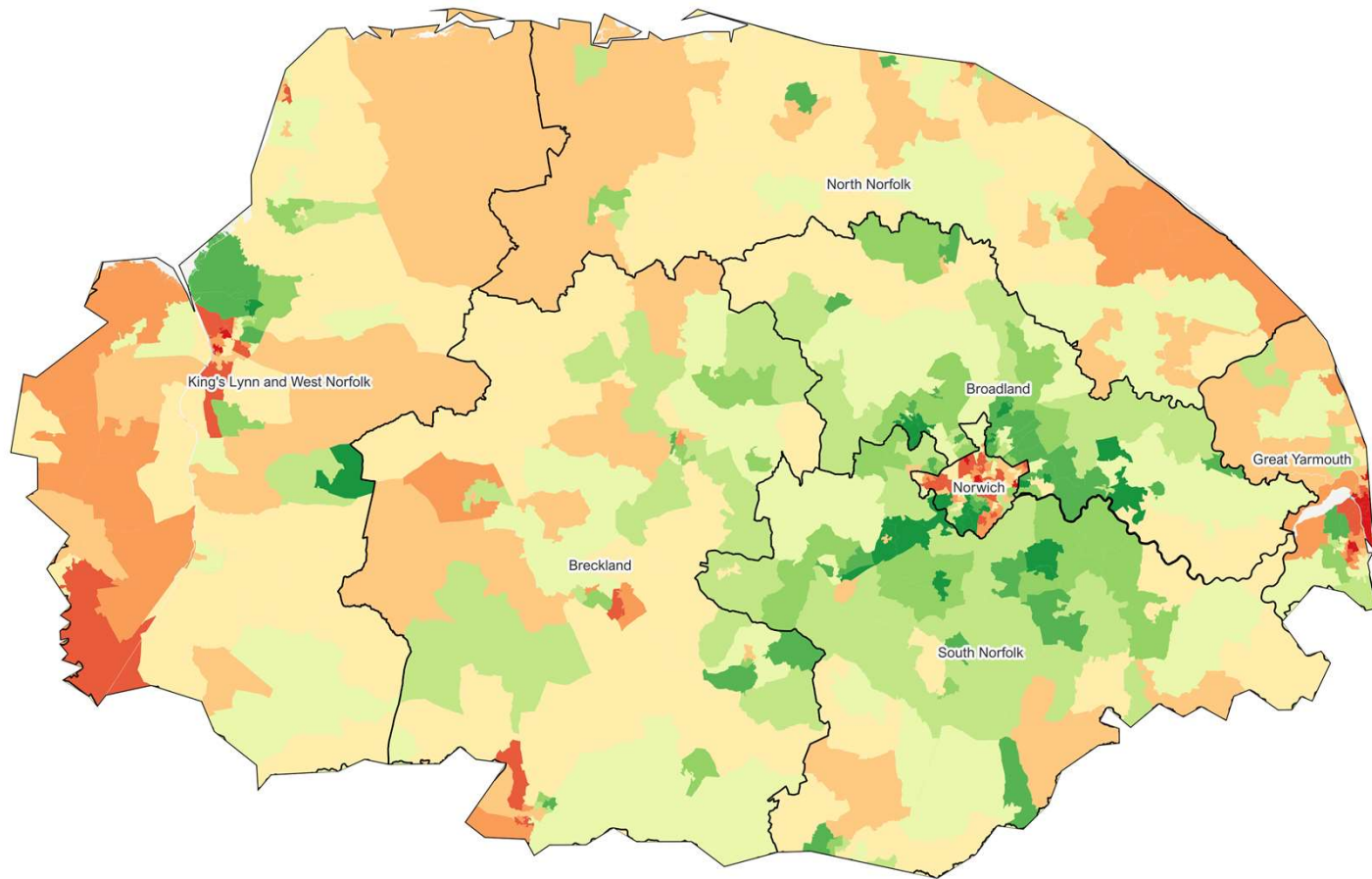
21%

18%

8.3

20%

# Example of deprivation disparities within the district



Most deprived decile      Least deprived decile

Source: IMD, 2019



# Developing a locally driven strategy means understanding the diversity of our district

- King's Lynn and West Norfolk encompass a diverse area, incorporating towns like Downham Market and Hunstanton, as well as numerous villages, coastal and rural areas.
- Data serves as a cornerstone for our strategy, but it's essential to complement it with local insights, acknowledging the disparities within our district.
- Population demographics, deprivation levels, employment and skill levels vary significantly between urban and rural or coastal areas.
- Awareness of these distinctions is vital for devising targeted actions that address the unique challenges and opportunities present in each locality.

# Strengths and Weaknesses

---

## Strengths

- Institutions and assets – COWA, Queen Elizabeth Hospital, National Construction College East, RAF Marham, Associated British Ports
- Strong manufacturing base
- Visitor economy with a diverse offer across culture, heritage, nature
- More high growth companies, good survival rates
- Direct rail link to Cambridge and London
- Contains some of UK's best agricultural land

---

## Weaknesses / challenges

- Wages are low and falling behind national averages
- Low skills attainment entrench poor outcomes. Fewer adults educated to degree level
- High and growing proportion of residents aged 65+, declining proportion of working aged residents
- Undersupply of housing
- Large number of brownfield sites, but inability to access funding
- Some areas over an hour by car from nearest employment centre

# Opportunities and Priorities

---

## Opportunities

- Supporting business growth in the Nar Ouse Enterprise Zone
- Maximising impact of King's Lynn Town Board & Town Deal Funding on high streets and heritage assets
- Greater promotion of West Norfolk's diverse tourism offer
- Investing in quality of life and promoting KLWN's distinct offer, attracting more working age residents to live here

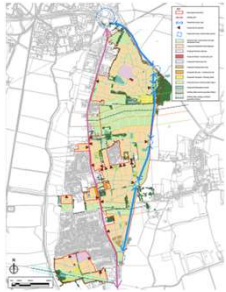
---

## Priorities

- Closing skills gaps in our sectors, particularly at degree-qualified levels
- Supporting more businesses to start, grow and mature in KLWN
- Supporting quality work in our high-employment sectors
- Avoiding the worst effects of the structural changes impacting rural economies
- Long-term investment in infrastructure and brownfield regeneration

# What we're already doing

## Housing development



West Winch Growth Area



Southend Road development, Hunstanton

## Enterprise and employment



Nar Ouse Business Park EZ



Multi User Community Hub



School of Nursing



REPF Business Grants

## Culture and heritage



St. George's Guildhall



Hunstanton Heritage Gardens

## Infrastructure and connectivity



STARS Southgates



Baker Lane Active Travel Hub



Nar Ouse Active Travel Hub



Hunstanton Travel Hub

## STARS Gyratory



## Health infrastructure



Queen Elizabeth Hospital

# Questions to consider

## All feedback welcome, in particular...

- In your view, what are the main strengths and weaknesses of our economy?
- What is good about living and working here, and what can be difficult?
- What actions could be taken to make King's Lynn & West Norfolk a better place to live, work and do business?
- What can be done to ensure that growth and investment genuinely benefits local people and communities?
- What are the most important priorities for the economic strategy to address?

# Next Steps

- We would like to continue to hear your thoughts. Look out for the slides and invitation feedback email we'll be sending out for your input.
- We will organize targeted group engagement sessions throughout March and April. These groups will cover various aspects of the strategy and aren't mutually exclusive; you may belong to multiple groups.
- Let us know if you're interested in participating in any of these sessions to contribute further; **please contact us via [economic.development@west-norfolk.gov.uk](mailto:economic.development@west-norfolk.gov.uk)**



**Residents**

- Young people
- Working age people
- Families
- Older people
- Etc.



**Businesses & Investors**

- Businesses and Business rep groups
- Employers
- Investors
- Etc.



**Asset Owners & Developers**

- Assets owners
- Developers
- Landlords
- Etc.



**Public Institutions & Policy**

- Schools, colleges, public health
- Town, local, regional, government institutions
- Agencies
- Etc.



**Visitors**

- Individual visitors
- Destination management and tourism's rep groups
- Etc.