

REPORT TO CABINET

Open		Would any decisions proposed:			
Any especially affected Wards	All wards within the King's Lynn Pride in Place Programme Boundary	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		YES	
Lead Member: Cllr Simon Ring E-mail: cllr.simon.ring@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet			
		Other Members consulted: E&C Panel			
Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk Direct Dial: 01553 616716 Lead Officer: Nicola Cooper E-mail: Nicola.cooper@west-norfolk.gov.uk		Other Officers consulted: Executive Director (place), Assistant Director Housing, Regeneration & Place.			
Financial Implications YES	Policy/ Personnel Implications Yes	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening/ Full Assessment	Risk Management Implications No	Environmental Considerations Yes
If not for publication, the paragraph(s) of Schedule 12A of the 1972 Local Government Act considered to justify that is (are) paragraph(s)					

Date of meeting: 11 November 2025

KING'S LYNN PRIDE IN PLACE PROGRAMME

Summary

King's Lynn is one of 75 towns selected by Government to receive up to £20m Pride in Place Programme (PiPP) funding (previously known as Plan for Neighbourhoods) over a ten year period from 2026 to 2036. The objective of the PiPP programme is to 'fix the foundations of those places most left behind' and to empower local communities by providing long-term, flexible funding to invest in local priorities.

Local delivery of Pride in Place programmes must be led by Neighbourhood Boards, with the Local Authority overseeing investment as the locally Accountable Body. Each Board is tasked with developing a Regeneration Plan to unlock the funding, setting out the vision for the next decade alongside a more detailed Investment Plan for the first four years of the programme.

This report sets out the work undertaken by Borough Council officers to prepare the Regeneration Plan with the King's Lynn Neighbourhood Board (KLNB) and seeks Cabinet endorsement for the S151 Officer to sign off submission of the Plan, on behalf of the Borough Council as the Accountable Body, to the Ministry of Housing, Communities and Local Government by the end of November 2025. This will unlock PiPP funding for King's Lynn.

Recommendation

Cabinet is recommended to:

1. Endorse the Regeneration Plan comprising the Ten Year Vision as detailed in Appendix 1 and the Four Year Investment Plan as detailed in Appendix 2

2. Delegate authority to the S151 Officer, in consultation with the Neighbourhood Board to sign off the final submission of the Regeneration Plan by the deadline on 28 November 2025.
3. Endorse inclusion of the Council led projects which have been proposed as priority projects by the KLNB as outlined in 7.2.
4. Endorse council officer support in administering, overseeing and monitoring delivery of the PiPP programme including recruitment for additional officer support if required during the development of the programme, to be met from the PiPP funding, as set out in section 11.

Reason for Decision

To support the delivery of the Council's strategic objectives through submission of the King's Lynn Regeneration Plan to UK Government within the published deadlines to unlock Pride in Place Programme Funding from 2026-2036, and to endorse Council support for King's Lynn PiPP programme delivery as led by the Neighbourhood Board.

1. Background

- 1.1 In June 2025, the Government announced the £1.5bn Pride in Place Programme (known as 'Plan for Neighbourhoods' at the time) to invest in 75 areas over the next decade to fix the foundations of those places most left behind. Each of the 75 areas will receive up to £20m, split 75% capital, 25% revenue for investment over ten years from 1 April 2026 to 31 March 2036. This is an un-competed fund to help revitalise local areas and fight deprivation at root cause by zeroing in on three strategic objectives: thriving places, stronger communities, and taking back control. King's Lynn has been selected as a PiPP priority area, with an eligible boundary for investment encompassing key areas of deprivation including the Town Centre, North and South Lynn, Fairstead and Gaywood. Metrics used by the Ministry of Housing, Communities and Local Government (MHCLG) for the selection of places to benefit from the fund include indices of multiple deprivation, population size, healthy life expectancy, Gross Value Added per hour worked and skill level (NVQ level 3+), with an overall programme aim of reducing inequality and improving access to opportunity as part of the Government's Plan for Change.
- 1.2 Delivery of the programme is delegated by the Government to Neighbourhood Boards with Local Authorities designated as the locally Accountable Body for the fund. Each Board, in partnership with their Local Authority has been tasked with the development of a Regeneration Plan to unlock the funding, setting out its vision to address deprivation and regenerate their local area over the next decade alongside the development of a more detailed Investment Plan for the first 4 years of local programme delivery.
- 1.3 The Pride in Place Programme (PiPP), replaces the previous Long Term Plan for Towns programme (LTPT) which was launched by the former Government in early 2024. PiPP guidance recognises the work undertaken in 2024 to move towards unlocking of the now removed LTPT programme and has advised that the extensive LTPT consultation work undertaken as part of this is still very relevant to inform continuing work for PiPP and to inform the establishment of the King's Lynn Regeneration Plan, but with a broader remit and focus on neighbourhoods and communities.

2. PfN and the Neighbourhood Board

- 2.1 The King's Lynn Neighbourhood Board (KLNb) came into effect on 28th March 2025 to lead the delivery of the Pride in Place Programme in King's Lynn, building on its pre-existing role as the Town Board. Through the extensive engagement that has been undertaken since 2024, the KLNb has set out a vision for the town's regeneration and how it plans to engage communities and coordinate resources to achieve its ambitions.
- 2.2 The KLNb will determine how to spend the allocated capital and revenue funding for King's Lynn within a defined list of interventions which have been pre-approved by MHCLG. These interventions provide flexibility to enable alignment of investment with local need and drive forward place-based priorities.
- 2.3 In consultation with the community, the KLNb has created a vision for the future of King's Lynn and set out a pathway to deliver that over the course of the 10-year programme (and beyond), considering opportunities to attract and combine new and existing private, public, and philanthropic funding streams.

3. PiPP Governance and the Borough Council

- 3.1 The Borough Council is the Accountable Body for the Pride in Place Programme funds for King's Lynn and will provide the governance frameworks and officer resources as necessary to deliver PiPP over the 2026-2036 period. The funding can be spent through direct delivery by the Council, grant programmes or commissioning. Depending on the nature of the project(s) to be funded through the programme, the Council will undertake necessary due diligence and enter funding agreements with external partners to deliver PiPP projects. The Accountable Body, via the S151 Officer will be ultimately responsible for overseeing delivery of the programme and monitoring and evaluation of the individual projects in compliance with the PiPP MoU with Government. Further details regarding the Council's assurance role are set out within the Ten Year Vision.
- 3.2 Council officer support has been essential to administer the KLNb, ensure compliance with government requirements and in enabling meaningful community and stakeholder engagement and subsequent analysis necessary to inform the establishment of local PiPP priorities. Officers have led the drafting of the Ten Year Vision and the Four Year Investment Plan for review and approval by the KLNb.

4. The Regeneration Plan

- 4.1 To unlock Pride in Place Programme funding Neighbourhood Boards must work with local people and the local authority to draft a Regeneration Plan. The Regeneration Plan comprises two documents:
 - **Ten Year Vision:** The long-term strategy to regenerate King's Lynn, outlining the community's vision for the future, setting out the 'where, why and how' with a clear plan of how the Neighbourhood Board will deliver against local challenges and opportunities through a programme of investment and local capability building over the next decade.
 - **Four Year Investment Plan:** A more detailed plan outlining how the funding will be invested in the first investment period 2026-2030, how

the local community has been involved in the plan's design, outcomes to be targeted locally, prioritised interventions, budgets, route to market, and management arrangements.

- 4.2 Both documents have been codesigned with local communities and stakeholders to provide an overarching vision for change over the next decade which reflects local people's priorities to deliver the strategic objectives of the programme. For King's Lynn, the plans have been developed by the Borough Council in partnership with the Neighbourhood Board and underpinned by extensive community and stakeholder engagement. This includes consultation undertaken in 2024 as part of the now deleted Long Term Plan for Towns programme, which identified clear local priorities for investment, and this has been further analysed, tested and refined through 2025 PiPP engagement work to set out eight local strategic priorities which will guide iterative local programme investment.
- 4.3 Initial capacity funding totalling £450,000 has been received to date to support KLN development, capacity building with communities and development of the Regeneration Plan through community-led engagement, with an additional £150,000 expected in 26/27. Payments of programme delivery funding will only commence once both documents have been submitted to MHCLG, assessed and accepted.
- 4.4 The Ten Year Vision will be a published Neighbourhood Board document to allow broader ownership of the plan, ongoing stakeholder engagement and transparency. The Four Year Investment Plan is to be submitted via an online form and is an iterative document which will be reported against annually, with investment targets updated in response to local needs and opportunities. Both documents set local priorities which are underpinned by:
 - Detailed analysis of data evidence and feedback of local challenges, assets, strengths and opportunities.
 - A vision for the town and high level planning for investment for the first four years 2026-2030.
 - Engagement and delivery, demonstrating buy in from local communities and stakeholders to support deliverability and measurable success.
 - Priorities for investment focusing on town centre revitalisation; transport connectivity; neighbourhoods & affordable housing; health & wellbeing infrastructure; safer streets; community capacity building; education & youth engagement; and employment & skills.
- 4.5 The draft Ten Year Vision (Appendix 1) and Four Year Investment Plan (Appendix 2) are subject to final modifications prior to submission and subject to final sign off by the Neighbourhood Board at their meeting on 24th October 25.

5. Consultation & Engagement

- 5.1 Comprehensive and detailed community and stakeholder engagement has taken an iterative approach engaging key participants including the wider community, board members, internal officers, stakeholders, partners, and community groups, charities, and organisations. This process has gathered insight and created connections which have empowered recent further engagement with local people through community conversations led by community groups and supported by partners. All of this work has been undertaken to inform the development of the Regeneration Plan under the

overall banner of Vision King's Lynn. This is not only required by the government but conforms with the borough's overall policy on community and stakeholder engagement. Full details of consultation that has been undertaken to date is included in the Four year investment plan and plans for continuous future engagement are outlined in the Ten Year Investment Plan.

6. Pride in Place Programme Funding Objectives

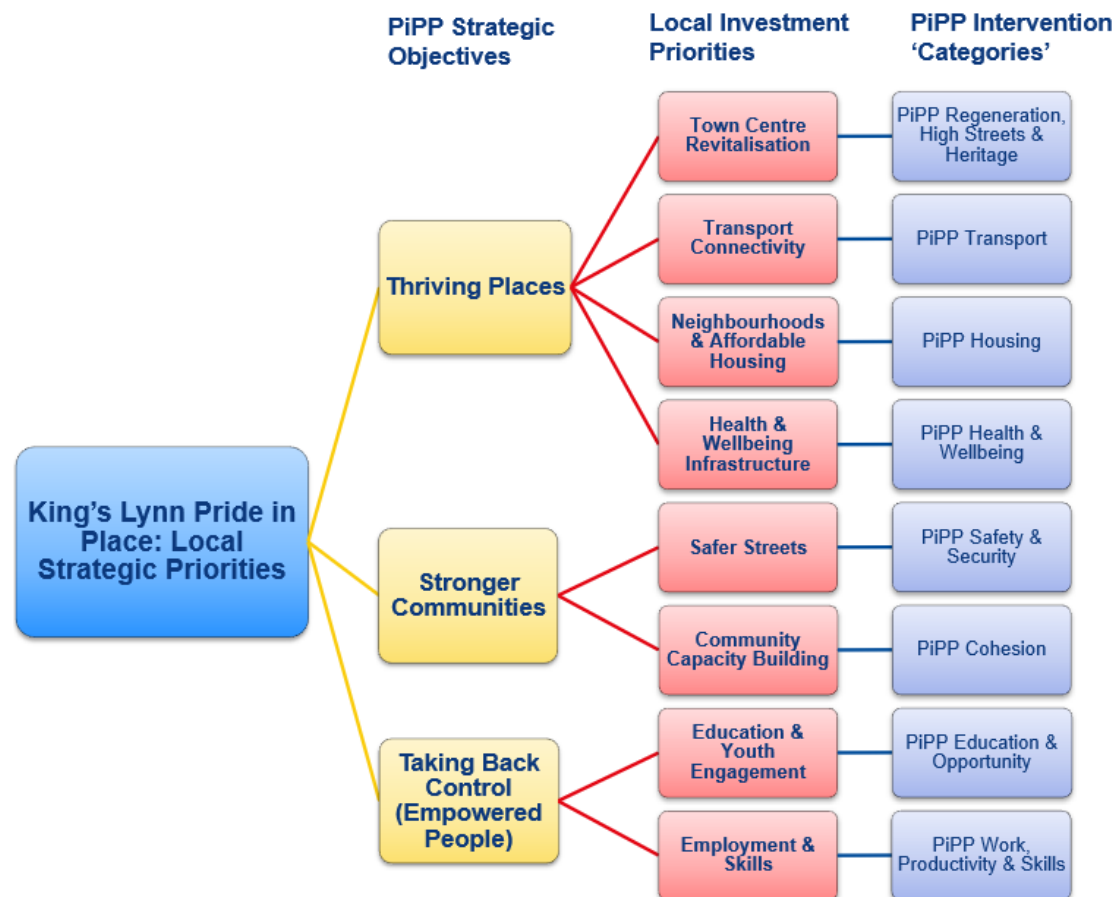
- 6.1 PiPP funding is guided by three strategic objectives: Thriving Places, Stronger Communities, and Taking Back Control. The KLN B has agreed that a local rewording of the taking back control objective would be preferred and therefore the third objective will be locally presented as Empowered People. The underlying context of all three objectives however, as set out in Table 1, will be adhered to.

Table 1: Government Pride in Place Programme Objectives

Thriving Places	Stronger Communities	Taking Back Control
<ul style="list-style-type: none"> • Pride in local area • High Streets, Town Centres and Neighbourhoods regenerated • Reflect needs and habits of the communities • Residents have great say in how they are designed • Vibrant neighbourhoods and communities with good range of local amenities, high quality physical infrastructure • High quality public services, tailored to local need • Investing on young people's futures and preventative measures 	<ul style="list-style-type: none"> • Resilience and community cohesion • Empower communities to tackle root causes, rebuild relationships • Restore collective sense of belonging • People to feel proud and safe in their neighbourhood • Tackling division and improving social capital 	<ul style="list-style-type: none"> • People empowered and in control of their lives • Best start in life for young people • Adults to live life to full potential • Skills for emerging job markets • Supporting entrepreneurship • Empowering people, workplaces and businesses • People empowered to say how local area is shaped

- 6.2 Underpinning the three strategic objectives are eight pre-approved '[intervention categories](#)' which guide local programme delivery. The categories have been drafted broadly by MHCLG to give flexibility to Boards as to how and what they can deliver, providing examples where possible to indicate ideas for spend, but it is not exhaustive. In King's Lynn locally identified opportunities have been categorised into eight local investment priorities which align with each of these categories. These have in turn been grouped against each of the three PiPP strategic objectives. This is illustrated in Figure 1:

Figure 1: Linking Local Priorities to the Pride in Place Programme



6.3 Each of the intervention categories are then supported by a 'menu' of more detailed **interventions** which provide the context within which targeted local investment can be delivered. The interventions which have been selected for the 2026-2036 period are indicated in the Four Year Investment Plan, but these can be amended without penalty as the plan is delivered. Locally it is acknowledged that many projects may be crosscutting against more than one intervention.

7. Pride in Place Programme Funding Priorities

7.1 The Four Year Investment Plan provides a high-level summary of local challenges and opportunities identified through extensive community, stakeholder and partner consultation and informed by supporting research and data analysis. The Neighbourhood Board will drive forward the delivery of a programme which expands existing provision and enables opportunities to address the most pressing locally identified challenges within the first four years, commencing delivery of a broad programme which will be guided by current and emerging challenges across the ten year programme and be responsive to opportunities for local provision. As the consultation process is still in progress through continued community engagement the programme will be further refined in the approach to the commencement of the programme and continually appraised as the programme evolves.

7.2 Unlike some other PiPP towns, King's Lynn is not starting from scratch on programmes of this nature due to its previous Towns Fund allocation and programme delivery since 2021. It is therefore recognised as a priority of the KLN to 'finish what its started.' As part of the local identification of investment priorities the Neighbourhood Board has therefore made a commitment in the first 4 year investment plan to supporting:

7.2.1 Continued investment in the St George's Guildhall and Creative Hub project through the creation of community and public spaces as part of the wider restoration project (as detailed in the July Cabinet report). This will provide match funding to this flagship project for the town and align with priorities identified in the Regeneration Plan.

7.2.2 Following the decision to reallocate funding previously allocated to the Devils Alley area of the riverfront in the Town Deal to the Guildhall, a commitment was made to continue progression of the riverfront regeneration through the PiPP. Under the work underway with the King's Lynn masterplan, investment has been prioritised to improve the public realm and green spaces to establish attractive and accessible public spaces as part of a wider ambition to maximise the riverfront assets of the town for residents and visitors.

7.2.3 Investment in town centre repurposing is a central priority in the King's Lynn Pride in Place Programme, aimed at transforming underused and neglected buildings, sites and areas, particularly the south end of the high street, into vibrant, multi-functional spaces. This includes redeveloping vacant buildings for residential, commercial, cultural, and leisure uses, enhancing the public realm, and improving the overall attractiveness and liveability of the town centre.

7.2.4 Other funding priorities identified through the engagement include a need for a community action grant scheme to address community needs, promote community development and tackle social issues by funding grassroot project development and delivery to tackle key local areas of need.

8. Programme Governance and Assurance

8.1 Programme governance and assurance plans are set out in the Ten Year Vision. The programme will be integrated with existing strategic initiatives and the subsequent structure will open up more place based programmes for communities to link into.

9. Risk

Risk	Risk Implications and Mitigation	Level of Risk
Pride in Place Programme Funding not secured	Risk The Ten Year Vision and Four Year Investment Plan are not approved by government on submission. Consequences/Mitigation Full PiPP allocation not secured to support delivery of the Four Year Investment Plan and Priority Projects.	Low

	Ensure inclusion of a robust evidence base for the priority projects and opportunities outlined. Ensure community consultation and engagement is fully reflected.	
Scheme Delivery	<p>Risk If successful, the Council will need to commit to oversee delivery of the PiPP programme for King's Lynn for ten years from 1 April 2026 to 31 March 2036.</p> <p>Consequences/Mitigation Estimated benefits from these schemes not delivered.</p> <p>Project programmes resources will need to be built into each project to ensure sufficient resource for delivery.</p>	Low
Scheme impacted by Local Government Reorganisation	<p>Risk Changes to local government structures could result in service disruption, changed financial management and staffing pressures.</p> <p>Consequences/Mitigation Possible programme delivery delays. Officer resource to enable delivery continuation to be identified at an early stage to minimise impact.</p>	
Cost Increases	<p>Risk Project costs could be higher than the funding available once the detailed business cases are completed.</p> <p>Consequences/Mitigation Costs will continue to be monitored through the key stages of project delivery by the Neighbourhood Board. The Regeneration Plan will inform partners strategic plans to support future funding opportunities as they arise.</p>	Medium

10. Environmental Considerations

- 10.1 Programme oversight will follow the recommendations of the Borough Council of [Kings Lynn and West Norfolk Climate Change Action Plan & Policy](#) and all projects undertaken as part of the PiPP programme delivery in King's Lynn will be required to minimise their environmental impact as a key condition of funding.
- 10.2 The PiPP programme specifically includes interventions which support the government's clean growth policies. One of the target outputs that will be monitored through programme delivery includes 'Reducing vehicle emissions.'

11. Financial Implications

- 11.1 £600,000 Capacity funding is provided as part of the Pride in Place Programme and part of this has been invested into community engagement activities upfront to establish local priorities, to analyse gaps in local provision and to identify areas of need to inform the ten year vision and four year Investment Plan. This work will be undertaken on a continuous basis to further engage communities in iterative early programme delivery. Additionally capacity funding will be invested in

progressing work on the feasibility of the Riverfront project, the development of the King's Lynn Masterplan and to fund Community Capacity Building work including Community Action Grants which will enable the delivery of small intervention projects at grassroots level in line with locally agreed priorities. Capacity spend will be agreed by the KLNb but managed by the Borough Council in line with their duties outlined in section 3.

- 11.2 Programme management costs are estimated at £750,000 over the period of the programme, including preparatory work to unlock the PiPP funding. This amounts to just under 4% of the whole programme budget over the ten year period and will cover operational costs including direct Borough Council programme management costs for evaluation and monitoring, PMO costs, finance support, admin support, communications and engagement costs (not staff costs), board recruitment and membership support, rooms and facilities hire and associated costs and a small contingency for unforeseeable costs.
- 11.3 Additional officer support may be required to undertake ongoing community engagement in the delivery of the PiPP programme to 2036. Funding for such a role would be sourced from the PiPP Programme Delivery budget but would be hosted by the Council. Further work is required under the community capacity building priority to determine the need and scope for this resource, however, if it is agreed as required, approval for this appointment is requested as part of this report.
- 11.4 The Council is not providing any additional capital or revenue funding directly to the shortlist of projects at this stage, other than what has previously been approved by cabinet and already agreed in the capital programme for the St George's Guildhall & Creative Hub.
- 11.5 The Pride in Place Programme Memorandum of Agreement will be issued following review and acceptance by MHCLG of the Ten Year Vision and Investment Plan.

12. Policy & Personnel Implications

- 12.1 The proposal for the submission is in line with the Corporate Business Plan objectives to:
 - deliver growth in the economy and with local housing
 - promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination
 - develop and facilitate the range and quality of business premises available
 - promote, lobby and support infrastructure improvements across the district
 - increase the supply of suitable housing in appropriate locations
 - protecting and enhancing the environment including tackling climate change
 - work with partners and the community to improve our natural environment
 - improving social mobility and inclusion
 - continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to
 - prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible

- work with partners to improve education attainment levels and the skills of local people
- creating and maintaining good quality places that make a positive difference to people's lives
- protect, promote and enhance the borough's natural and built environment
- maintain accessible, clean, pleasant and safe public places and communities

12.2 The plan is rooted in the town's rich cultural heritage and community identity, and responds to local challenges that include low skills, aspirations, health inequalities, poor connectivity, barrier to opportunities, and declining and underused assets. It strongly aligns with wider policy frameworks such as the Borough Council's Economic Strategy and the County Council's Local Growth Plan alongside national policy and investment through Kickstarting Economic Growth and Get Britain Working.

12.3 Officers are working with partners to ensure that the priorities identified in the Regeneration Plan complement other linked work being undertaken across the Borough. This includes implementation of the Marmot Principles. This will ensure our strategic priorities are reflected at a county/regional level to support future funding opportunities.

Appendices

Appendix 1 Ten Year Vision (To follow)

Appendix 2 Four Year Investment Plan

Background Papers

[Plan for Neighbourhoods Prospectus](#)

[Plan for Neighbourhoods: pre-approved interventions](#)



Stage 1 - Pre-Screening Equality Impact Assessment

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

Name of policy/service/function	Regeneration & Economic Development				
Is this a new or existing policy/service/function? <i>(tick as appropriate)</i>	New		Existing	✓	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	N/a				
Who has been consulted as part of the development of the policy/service/function? – new only <i>(identify stakeholders consulted with)</i>	Please see section 5 and further detail within the four year investment plan. Comprehensive and detailed community and stakeholder engagement has taken an iterative approach engaging key participants including the wider community, board members, internal officers, stakeholders, partners, and community groups, charities, and organisations.				
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, 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> <p><i>If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.</i></p> <p><i>*For more information on health inequalities please visit The King's Fund</i></p>		Positive	Negative	Neutral	Unsure
	Age	✓			
	Disability			✓	
	Sex			✓	
	Gender Re-assignment			✓	
	Marriage/civil partnership			✓	
	Pregnancy & maternity			✓	
	Race			✓	
	Religion or belief			✓	
	Sexual orientation			✓	
	Armed forces community			✓	
	Care leavers			✓	
	Health inequalities*	✓			
	Other (e.g. low income, caring responsibilities)	✓			
Please provide a brief explanation of the answers above:					

The Pride in Place Programme aims to raise living standards, reduce social exclusion, spread opportunities for young people, improve health and wellbeing, build stronger and more cohesive communities and reduce crime and anti-social behaviour

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. 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	N/A	Actions:
		Actions agreed by EWG member:
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:		
Decision agreed by EWG member:		
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	Yes	Please provide brief summary: PiPP funding is to be provided to address deprivation and regenerate the local area.
Assessment completed by: Name	Nicola Cooper	
Job title	Investment Programmes Officer	
Date completed	30.09.25	
Reviewed by EWG member	Louise Gayton	Date 30/09/2025