



Pride in Place Programme (PiPP): King's Lynn

Four Year Investment Plan: Information for input to MHCLG Online Form

<p>1. Place and secondary contact information</p> <p><i>Which place are you submitting on behalf of?</i></p>	<p>Place: King's Lynn Local Authority: Borough Council of King's Lynn and West Norfolk Country: England</p>
<p><i>Who is the secondary contact for your place?</i> <i>This is the person we can contact if the nominated representative is not available.</i></p>	<p>Full Name: Nicola Cooper Organisation: Borough Council of King's Lynn and West Norfolk Role: Investment Programmes Officer Email: nicola.cooper@west-norfolk.gov.uk Contact number: 01553 616247</p>
<p>2. Community Engagement</p> <p><i>Tell us how you have engaged with your local community and key stakeholders to develop your Regeneration Plan.</i></p> <p><i>Give examples of:</i></p> <ul style="list-style-type: none"> <i>the numbers of people engaged</i> <i>the range of local community groups and organisations engaged</i> <i>when the engagement took place and the methods used</i> 	<p><u>Stakeholder Engagement approach</u> 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 but crucially has created connections which have empowered recent further engagement with local people through community conversations - led by community groups and supported by partners.</p> <p><u>2024 Consultation – Long Term Plan for Towns</u> Following the 2023 announcement that King's Lynn would receive £20M Long Term Plan for Towns (LTP) funding to invest in the town over a ten-year period, King's Lynn Town Board committed to delivering a comprehensive and inclusive programme of consultation and engagement to shape the plan. A priority for the board was ensuring that all members of the public were able to access opportunities to have their say, with a focus on offering varied methods of consultation and engagement. The results from this consultation have been included as the foundation for knowledge for development of the Pride in Place Investment Plan and provide a basis from which more detailed questions can be asked within subsequent community and stakeholder engagement.</p> <p>The LTPT consultation period ran from 8th July – 1st August 2024 and, during this time, 517 people had their say through a survey, sharing their feedback online or via a paper survey. The total sample size provides findings</p>



with a margin of error of 4% (at a 95% confidence level) (based on a King's Lynn town population of 47,610 – Source: ONS Census 2021).

Engaging young people was a priority for the board, and a concerted programme of activities was developed and delivered, led by partners experienced in youth engagement. This was part of the wider approach which also saw inclusive and interactive engagement activities designed to maximise interest and engender involvement, ensuring the Board's commitment to capturing the views of local people was achieved.

Approach to consultation and engagement

Community collaboration

A community collaboration workshop was held which drew out suggestions and ideas to inform the consultation and engagement programme. The workshop also gathered attendees' ideas around the funding themes.

Feedback mechanisms

Accessible feedback mechanisms were developed to enable people to have their say easily including:

- A survey which aligned closely with the themes of the funding programme which was made available online and paper copies with translated versions of the survey also made available.
- Feedback boards to facilitate ideas and suggestions in an interactive, easy, and informal way.
- Conversation cards were produced that could be used as a guide for organisations, groups, and charities to carry out 121 conversations about the funding opportunity.
- Targeted surveys were designed to capture the feedback of young people through engagement activities carried out by the Workshop.
- An online form was also created for the Vision King's Lynn website where people could put forward ideas aligned with the funding themes.

Young people engagement

The Board was committed to ensuring that young people were heard during the consultation and this engagement took different forms working with partners who specialise in youth involvement:

- A young people workshop.
- Dedicated engagement with young people, including in schools.
- A 'young reporters' workshop carrying out research around the funding topics.



- A creative engagement session.
- Themed family sessions.
- Vox pops.
- A competition for under 16's

Inclusive engagement

Taking an inclusive approach to the consultation and engagement was crucial and this included:

- Providing translated versions of the survey in Lithuanian, Russian, Latvian, Ukrainian, Turkish, and Polish.
- Together with a translator, engaging with attendees of the Gateway Church community café to provide an overview of the funding and what it means for King's Lynn.
- 11 surveys in different languages were received and translated for inputting into the reporting.

Interactive engagement

There was also a focus on offering appealing participatory opportunities for people to offer feedback. This included:

- Three feedback walkabouts led by the King's Lynn Town Guides.
- Feedback boards.
- A drop-in session for town centre businesses.
- Two focused workshops for people who work or volunteer in the creative, heritage and cultural sectors.
- Interactive workshops, using feedback boards and focused on the funding themes.

Existing events

The opportunity for people to share their views was also promoted at existing events, hosted by the council's Creating Communities team. At community roadshows in North Lynn and Docking, the survey was offered to the public.

Communications

Throughout the LTPT consultation period, rolling communications were produced to create awareness and interest resulting in participation. This included:



- Postcards that were distributed across town centre locations and with organisations and groups, promoting the consultation and linking directly to the survey and programme of activities via QR codes.
- Posters placed on town centre bins. These were also shared with organisations in the town.
- The consultation was also promoted digitally on the big screens at Festival Too, King's Lynn's hugely popular free music festival.
- A media release issued to all local media, and banner advertising in Your Local Paper encouraging people to have their say before the consultation closes.
- Rolling social media content, including a short interview with the Interim Chair of King's Lynn Town Board. Social media advertising also took place reaching 21,496 Facebook and Instagram accounts with the advert seen 51,000 times. The link on the social post to the survey was clicked 890 times.

2025 Plan for Neighbourhoods / Pride in Place Stakeholder Engagement Activities

Following the launch of the Plan for Neighbourhoods programme (now Pride in Place Programme) a series of structured engagement sessions were held to consolidate feedback already received as part of the LTPT consultation and encourage more focused thinking to shape the development of the King's Lynn Regeneration Plan to ensure it reflects the priorities of the town's communities and delivery partners. These activities were designed to build consensus, gather insights, and lay the groundwork for collaborative delivery.

1. Horizon-Setting Session with the King's Lynn Neighbourhood Board

A strategic session was convened to align the Board's vision and priorities with the emerging funding programme.

2. Attendance at the King's Lynn Area Committee meeting

Engagement with elected members provided an opportunity to share early thinking and gather feedback on the Plan's direction

3. Stakeholder Workshops – (July 2025)

Officers and external partners from various disciplines from BCKLWN, Norfolk County Council, Health, Housing Associations, Historic England and the Arts Council participated in focused workshops to explore insight from organisations working on the ground in delivering services in King's Lynn to understand the challenges and opportunities they foresee as priority areas, potential delivery mechanisms and cross-departmental coordination



to enable community led involvement and engagement in delivery. A key part of the discussion was also to understand how the funding can support and align with existing programmes and initiatives that are being delivered by other partners to ensure efficiency, collaboration and maximised impact in achieving shared outcomes.

4. Community Conference (July 2025)

Held at South Lynn Community Centre, the conference was attended by around 45 representatives from community groups, charities, and local councillors. Organisations represented included the Mancroft Advice Project, Purfleet Trust, Beacon Church, Civic Society and the Margery Kemp Trust amongst many others, alongside a cohort of young people.

The event provided a platform to:

- Provide an overview on the Plan for Neighbourhoods programme and insights from the Data pack and previous consultations.
- Gather feedback on local issues and opportunities to build on previous consultations.
- Explore methods for engaging residents.
- Initiate dialogue around capacity building, led by Community Action Norfolk.

The conference generated strong enthusiasm and commitment from attendees, signalling a high level of community readiness to support and co-deliver the Plan.

5. Community Conversations

Capacity Funding has been invested into events and activities led by community leaders and groups to hold conversations directly with the local community to identify challenges, needs and gaps and empowering and supporting the local voice. A toolkit has been developed to support these sessions and feedback has directly informed priority setting for the programme. Community groups are continuing to be invited to hold their own community conversations to shape the programme going forwards. Conversations to date include events that have been held led by councillors, Mancroft Advice Project (the West Norfolk Youth Advisory Board), PEACH West Norfolk (the local Cultural and Education Partnership), and Boost.

6. Community Conference (September 2025)



	<p>A second community conference took place on 16th September at the Discovery Centre, attended by around 45 representatives from community groups, charities, and organisations as well as board members and councillors. The Mancroft Advice Project, West Norfolk Community Transport, Freebridge, and Bridge for Heroes were amongst the groups in attendance. The event provided the opportunity to share the vision and priorities with attendees, with useful feedback provided on the vision as well as many ideas for the priorities. The vision has been updated in response to comments from the event, and the priority feedback – which is ongoing – is being collated. Attendees were also invited to get involved in the coming months, with information provided about Community Action Norfolk's ABCD (Asset Based Community Development) training as well as the working groups that are being established. Engagement will continue with community groups, charities, and organisations – including around the masterplan engagement – building on these connections.</p> <p><u>Ongoing Engagement</u></p> <p>Engagement and capacity building with stakeholders and VCSEs will be ongoing to shape delivery against the vision and the priorities which have been directly shaped by feedback from local people. Work will continue to further engage communities in specific thematic groups or methods to be agreed and co-produced by/with them and to inform the development of area specific action plans. Each Pride in Place priority area for investment will be given resources to help build capacity to develop locally focused projects and initiatives, building on existing activity and forums where they already exist. This will also open opportunities to identify and support community leaders to join the Neighbourhood Board. Members of the Board will be involved where appropriate to help shape project development and provide a two way mechanism between the community and the Board to help inform and provide confidence around investment decisions. Through this approach we will ensure that local people can meaningfully influence the direction of the Plan, feel ownership over its delivery and responsive to the opportunities that it creates.</p>
3. Is your place in a Mayoral Combined Authority?	<p>No</p> <p>Note: May be affected by devolution proposals for Norfolk and Suffolk Mayoral Combined County Authority.</p>
4. Has the MP for your place been consulted during development of this plan and reviewed it prior to submission?	<p>Yes</p>
5. Tell us the name and constituency for the MP.	<p>James Wild, North West Norfolk</p>



<p>6. Does the constituency of another MP make up more than 25% of your agreed place geography?</p>	<p>No</p>
<p>7. Does the constituency of another MP make up between 10% to 25% of your agreed place geography?</p>	<p>No</p>
<p>8. Your Regeneration Plan 10-year vision</p> <ul style="list-style-type: none"> • Upload your 10-year vision. • Would you like to upload any supporting documents? <ul style="list-style-type: none"> • [If 'Yes'] Upload any supporting documents and provide a brief description of their purpose. 	
<p>9. 4-year investment plan: key priorities</p> <p>For each of the 3 strategic objectives of the programme (thriving places, stronger communities and taking back control), we will ask you to:</p> <p>a) Tell us about the local challenges you have identified as priorities to address in the first investment period and why.</p>	<p>The following provides a high-level summary of local challenges identified through extensive community, stakeholder and partner consultation and informed by supporting research and data analysis. These will be reviewed by King's Lynn Pride in Place thematic groups in detail to establish a robust and responsive delivery programme which will address the most pressing challenges within the first 4 years and provide a route to establishing a comprehensive programme of delivery which will undertake to deliver against these locally identified challenges across the ten-year programme. As the consultation process is still in progress through continued community engagement this approach will be further refined in the approach to the commencement of the programme and continually appraised as the programme evolves.</p> <p>Locally identified challenges have been categorised into eight local investment priorities which align with the Pre-Approved Interventions (shown in brackets) and have been grouped against each of the three PiPP strategic objectives:</p> <p><u>THRIVING PLACES</u> TOWN CENTRE REVITALISATION (REGENERATION, HIGH STREETS & HERITAGE)</p>



Challenges / Gaps:

- **Town Centre and High Street:** Slow footfall recovery since covid-19 as result of the loss of large national retailers from the High Street, i.e. Debenhams, Wilkinsons, Burtons. While retail vacancy levels remain below national average, the size and scale of those properties that are vacant are having a detrimental impact on the towns attractiveness, vibrancy and footfall. People would like to see the appearance improved and appeal of the town centre widened to improve the opportunities for leisure and cultural activities, including better evening provision.
- **Young People** report feeling underserved in the town centre.
- **Empty buildings and shops:** There is a strong desire to bring empty buildings back into use and detailed action plans are necessary to tackle this at scale.
- **Retail sector:** The town's shopping offering could be improved, with people expressing a desire for more independent retailers and an improved market experience.
- **Traffic flow and parking:** better traffic management needed to improve the accessibility of the town.
- **Promotion of heritage:** There are numerous heritage assets that are underutilised and a gap in current marketing for consistent promotion and advertising of the town's heritage and cultural offerings. People would like to see an enhanced events programme, with particular interest shown for music events.
- **Sustainability for local businesses:** Many local businesses want to become more energy-efficient but lack the knowledge and resources to do so.

TRANSPORT CONNECTIVITY (TRANSPORT)

Challenges / Gaps:

- **Public transport:** There are gaps in current public transport provision, with concerns voiced around bus frequency, evening services and weekend provision.
- **Congestion:** Traffic congestion is a major identified issue in the town, limiting mobility.
- **Active travel:** Cycling infrastructure is disjointed and safety concerns on parts of the cycle network.
- Concerns are raised about the impact of **parking affordability** on visits to town.

HEALTH AND WELLBEING INFRASTRUCTURE (HEALTH & WELLBEING)

Challenges / Gaps:



- **Ageing infrastructure:** Existing leisure centres and facilities do not meet local demand for physical activity. 87% of respondents would like to engage more in physical activities, highlighting a clear need for improved leisure facilities. There is a clear desire for improved and affordable leisure facilities in the town. Accessibility and proximity play a significant role in individuals' decisions to use sports and leisure facilities.
- **Health inequalities:** Deprivation and health inequalities remain an issue, especially in the most disadvantaged areas. Need to support people to be 'well' and lead healthy lives.
- **Homelessness:** There's a significant rise in homelessness: 'the volume of households approaching the council as homeless has doubled since the COVID pandemic. Levels of rough sleeping in the borough are comparatively low, but there are people in the borough who are neither street homeless nor adequately housed. Services exist to help prevent homelessness, but we don't always get to people early enough.' ([BCKLWN Homelessness and Rough Sleeping Strategy 2024-2029](#))
- Health and wellbeing services need to be **integrated and accessible**.

NEIGHBOURHOODS AND AFFORDABLE HOUSING (HOUSING)

Challenges / Gaps:

- **Town centre housing density is low:** The town centre remains relatively underdeveloped in terms of housing, with only small-scale plans for more residential space.
- **Quality of housing stock:** 18.8% of housing in King's Lynn is deemed non-decent, which is above the national average (England 15.1%). The Homelessness Review identified the lack of local accommodation as a key barrier to personal and collective progress, as well as a key contributor to the volume (and cost) of people accessing emergency accommodation at any given time. ([BCKLWN Homelessness and Rough Sleeping Strategy 2024-2029](#))
- Concerns are raised about the availability of **affordable homes** within the area.
- **Green Infrastructure:** there is a need for improved access to high-quality neighbourhood level green spaces for recreation and leisure.

STRONGER COMMUNITIES

SAFER STREETS (SAFETY & SECURITY)

Challenges / Gaps:

- **Safety concerns at night:** People feel unsafe, particularly after dark.



- **Anti-social behaviour** remains a significant concern, especially at the bus station and in certain public spaces.
- **Crime rates:** King's Lynn has a higher-than-average crime rate, particularly for theft, public order and violence (recorded crime rate 98.6% per 1,000 population vs 76.7% England).

COMMUNITY CAPACITY BUILDING (COHESION)

Challenges / Gaps:

- **Limited community spaces:** There are a lack of widely available spaces where community activities can establish and thrive.
- Residents feel **disconnected** and under-supported.
- Decline in **volunteers**, and grassroots groups struggling to sustain activity
- Lack of visibility and **collaboration between organisations and services**

TAKING BACK CONTROL (EMPOWERED PEOPLE)

EDUCATION AND YOUTH ENGAGEMENT (EDUCATION & OPPORTUNITY)

Challenges / Gaps:

- **Limited youth engagement:** There are a lack of high-quality opportunities for young people in King's Lynn which leads to outmigration and missed potential.
- There's a clear desire for more **educational and extracurricular opportunities** for young people, such as youth clubs.
- **Low-income households:** 25.7% of under-16s in King's Lynn live in relative low-income households. This is 4.4% higher than the England average.
- **Educational inequalities:** King's Lynn has high deprivation levels and low educational attainment. (Only 42.9% of working-age residents hold Level 3 or higher qualifications vs. the national average of 56.6%, while 17.6% have no formal qualifications at all, significantly above the national rate of 12.4%)
- Education, Skills and Training (30.0%) and Income Deprivation (16.7%) domains have the largest proportion of King's Lynn's LSOAs in the top 10% most deprived in England.

EMPLOYMENT AND SKILLS (WORK, PRODUCTIVITY & SKILLS)

Challenges / Gaps:



	<ul style="list-style-type: none"> • Economic inactivity: There are high levels of economic inactivity, low wage and skill levels, and a relatively low gross value-added per job (£43k vs. national average of £63k). • Youth unemployment: Above average NEET levels and the challenges of creating career pathways for young people remain significant. • Above average levels of 16-64 year olds with no qualifications (17.6% vs 12.4% England) • Key sectors with workforce/skills challenges. (West Norfolk Economic Strategy). • Limited career path opportunities for young people reported. • Successful locally delivered programmes like BOOST and Tech Skills for Life, which help economically inactive people get back into work, are grant dependent and regularly at risk of a funding cliff edge.
<p>b) Tell us about any local opportunities for improvement or investment that you have identified and wish to pursue in the first investment period.</p>	<p>The following identified opportunities stem from the challenges and gaps identified through consultation together with research and data analysis, as outlined in the previous sections. 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 4 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.</p> <p>As consultation 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.</p> <p>Locally identified opportunities have been categorised into eight local investment priorities which align with the Pre-Approved Interventions (shown in brackets) and have been grouped against each of the three PiPP strategic objectives:</p> <p><u>THRIVING PLACES</u></p> <p>TOWN CENTRE REVITALISATION (REGENERATION, HIGH STREETS & HERITAGE)</p> <p>Local opportunities:</p> <ul style="list-style-type: none"> • Town Centre Repurposing: Continue to focus on improving empty spaces to broaden the town centre offer, including leisure, employment and evening economy opportunities. This will specifically look at significant vacant



buildings such as Debenhams with initial feasibility of key sites already underway to assess opportunities, viability and deliverability options.

- a. Explore use of powers and enabling grant schemes to **bring vacant town centre buildings back into use.**
- b. Support the creation of a **King's Lynn Place brand**
- c. Explore options to add vibrancy through **street art and creative displays.**

- **St George's Guildhall** Support the continued rejuvenation of the historic asset, focused on the public realm and amenity space in and around the complex as part of the wider regeneration project for the site which will transform this part of the town into a new cultural quarter.
- **Riverfront Regeneration** Develop the further phase of regeneration to the public realm and green space along the riverfront following the initial phase completed under the Town Deal. To continue the rejuvenation of the underutilised riverfront asset and widening the town centre offer for residents and visitors.
- Further develop the **events programme** including the promotion of cultural events and free of charge activities.

TRANSPORT CONNECTIVITY (TRANSPORT)

Local opportunities:

- **Active travel Infrastructure Enhancement:** Support continued implementation of the Local Cycling and Walking Infrastructure Plan alongside wider network improvements and enhancement of active travel infrastructure encouraging greener travel choices. This includes the development of safer, more accessible cycling routes in key areas and supports active travel enhancements to reduce vehicle emissions and provide affordable travel options. Consideration to active travel improvements will also feed into other priority projects i.e. the riverfront.
- Support the implementation of the King's Lynn Parking Strategy.
- Support the implementation of Norfolk County Council's Bus Service Improvement Plan (BSIP).

HEALTH AND WELLBEING INFRASTRUCTURE (HEALTH & WELLBEING)

Local opportunities:

- **Leisure Provision:** Support improved, accessible and affordable leisure facilities and provision in local communities and the town centre, including active spaces and inclusive play. Also linked with the Town Centre repurposing priority.



- **Joined up services:** Create opportunities for multi-agency service provision and improved access to physical activities for disadvantaged groups, particularly targeted at support in the communities aligned with other programmes and initiatives, i.e. Working Well Norfolk, NHS 10 year Plan, Marmot etc; all of which support system changes in service delivery to enable better life chances and outcomes.

NEIGHBOURHOODS AND AFFORDABLE HOUSING (HOUSING)

Local opportunities:

- **Neighbourhood renewal and community guided public realm improvements** to improve local facilities and amenities, including green spaces such as pocket parks and active spaces to provide better opportunities for recreation and social activities.
- **Measures to improve housing affordability** Collaborate with partners to coordinate services which enable housing providers to deliver quality affordable homes through schemes which are co-designed with the community, for example the Southgates Regeneration Area in South Lynn.
- Work with partners to increase **town centre housing** provision applying recommendations from Borough Council Local plan.

STRONGER COMMUNITIES

SAFER STREETS (SAFETY & SECURITY)

Local opportunities:

- Coordinate a multi-agency approach to effectively improve street safety and reduce the causes of anti-social behaviour in identified hot spots, violence and domestic abuse alongside the neighbourhood's renewal and joined up services priorities.
- Support continued implementation of the **King's Lynn Public Realm Action Plan** which highlights key routes to improve the safety, connectivity and attractiveness of the town centre. Ensure public realm designs and delivery reduce opportunities for crime and improve safety.
- **Youth Engagement:** Expand and develop successful local youth initiatives, encourage youth leadership and provide regular positive engagement to reduce opportunities for anti-social behaviour, for example through volunteering initiatives which provide incentives and build employment relevant skills.



COMMUNITY CAPACITY BUILDING (COHESION)

Local opportunities:

- **Community Asset Review and Space Development:** Audit existing community assets to identify deficiencies in provision not meeting resident needs. Identify opportunities to convert spaces into accessible hubs for local community initiatives alongside the opportunities for multi-agency services.
- **Social Capital:** Harness local community interest and grow social capital by providing resources and support and using social infrastructure like community spaces to open up opportunities for inclusive activities that build shared purpose. For example, community shops, pop up cafes, clubs and community projects.
- **Empower community voices** by providing training and skills development to enable communities to contribute towards local service improvements, have conversations about local issues, test and develop projects. This will also identify and bring forward new community representatives for the Neighbourhood Board.
- Strengthen **community support** to build neighbourhood networks.

TAKING BACK CONTROL (EMPOWERED PEOPLE)

EDUCATION AND YOUTH ENGAGEMENT (EDUCATION & OPPORTUNITY)

Local opportunities:

- **Youth Development Programmes:** Work with partners to develop and implement inclusive initiatives to improve educational engagement opportunities for young people e.g. Boost
- Provide opportunities for expansion / introduction of **community-based youth engagement** schemes e.g. pizza project, health eating and cookery classes – Discovery Garden
- Establishment of a **Learning events programme** – working with service providers
- St George's Guildhall **Education & Engagement programme** continuation. Providing outreach cultural activities, events, volunteering opportunities for young people. During this period the project will develop the proposed on-site education programme for the opening of the site once the refurbishment works are completed in 2027.
- Working with secondary schools to develop projects to inspire, raise aspirations, develop life skills, and create civic pride.
- Enable **youth engagement** in events development, local regeneration and investment.



- Ensure under-represented communities see themselves in cultural programming (e.g. SEND, immigrants, asylum seekers)

EMPLOYMENT AND SKILLS (WORK, PRODUCTIVITY & SKILLS)

Local opportunities:

- **Support for Youth Employment:** Continued support for youth-targeted programmes, for example **Boost**.
- **Establish a Central Hub** as a central point for information, training, career support, and services.
- **Launch a Collective Marketing Campaign** Collaboratively promote learning, upskilling, and employment opportunities across stakeholders, with campaigns taken to communities
- Expand Access to **Flexible Adult Learning**
- Create a **One Stop Shop for Careers & Skills**
- Promote **Soft Skills and Transferable Skills Training**
- Strengthen **Business–Education Partnerships**
- Deliver **Work Experience** for Year 10 & Young People
- Develop and use **Local Ambassadors** & Success Stories
- Improve **Outreach and Inclusion** via Community-Based Networks
- Increase Investment and Coordination in **Workforce Development**
- **Workplace Incubators:** Develop spaces such as the King's Lynn Enterprise Park for small businesses, as well as initiatives like retail improvement grants, support for environmental sustainability, and indoor pop-up spaces.
- Work with secondary schools, the College of West Anglia and the Queen Elizabeth Hospital to identify and improve opportunities for **training, apprenticeships, mentoring and employment**.
- Work with DWP to enhance local provision for work based and skills training.

10. 4-year investment plan: interventions

Which categories of pre-approved interventions do you plan to fund? You

Cohesion	Yes
Education and opportunity	Yes
Health and wellbeing	Yes
Housing	Yes
Regeneration, high streets and heritage	Yes



will have the option to select from the following:	Safety and security	Yes
	Transport	Yes
	Work, productivity and skills	Yes
	Not sure which pre-approved interventions we plan to fund at this stage	N/A
11. Depending on what was selected, you will then be asked to select the interventions you plan to fund relating to the categories chosen. An option will be provided if you do not know which pre-approved interventions you plan to fund yet.	Initial interventions proposed for Investment Period 1 2026-2036	
	PiPP Regeneration, High Streets & Heritage (KL TOWN CENTRE REVITALISATION)	
	Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs	Yes
	Creating and improving green spaces, community gardens, watercourses and embankments in the local area, along with incorporating natural features into wider public spaces	Yes
	Support for non-domestic energy efficiency measures and decarbonisation in local businesses, high streets, and community infrastructure	Yes
	Funding for new community and neighbourhood infrastructure projects, or for improvements to existing ones, including facilities that house public services or enhance community resilience to natural hazards, such as flooding. This could cover both capital spend and operational costs	Yes
	Enhanced support for arts, cultural, heritage and creative activities, projects and facilities and historic institutions that make up the local cultural heritage offer	Yes
	Funding for local arts, cultural, heritage and creative initiatives	Yes
	Investment and support for digital infrastructure for local community facilities.	
	PiPP Safety & Security (KL SAFER STREETS)	
	Design and oversight of the built and landscaped environment to 'design out' crime and encourage positive behaviour	Yes
	Policing interventions to target crime prevention in specific locations, in particular town centres	Yes
	Interventions to tackle anti-social behaviour, crime and minimise reoffending	Yes
	Co-location of crime reduction services	
	Improved town centre management	Yes
	Initiatives to reduce burglary	
	PiPP Education & Opportunity (EDUCATION & YOUTH ENGAGEMENT)	
	School-based programmes to support young people's development	Yes



Support to both reduce levels of child poverty and to prevent the negative impacts of child poverty on children and families	
Support for families and young children	Yes
Funding to help families with the cost of childcare where it may alleviate cost of living pressures, or support employment	
Support for growing the local social economy, including community businesses, cooperatives and social enterprises	Yes
Support for community-based learning and development	Yes
PiPP Work, Productivity & Skills (EMPLOYMENT & SKILLS)	
Support to improve awareness of, and access to, local provision that moves people closer to and into sustained employment, in line with an area's Get Britain Working Plan (England and Wales only)	Yes
Enabling community wealth building	
Developing and expanding existing local business support and networks for smaller businesses and social enterprises	Yes
Skills provision tailored to local opportunities and skills gaps, such as those identified in an area's Local Skills Improvement Plan (England only)	Yes
Funding to support the development, improvement, and promotion of the visitor economy, such as local attractions, historical trails, cultural tours, campaigns and other related tourism products	Yes
PiPP Health & Wellbeing (KL HEALTH & WELLBEING INFRASTRUCTURE)	
Supporting community-level health provision	Yes
Integration and co-location of health and wellbeing services	Yes
Funding for local sport and activity facilities, events, teams and leagues, to foster community engagement and connection	Yes
Funding to support preventative public health initiatives and campaigns	Yes
Provide drug and alcohol support for people with experience of homelessness and rough sleeping	
PiPP Cohesion (KL COMMUNITY CAPACITY BUILDING)	
Measures to improve community cohesion	Yes
Funding for impactful volunteering and social action projects to develop social and human capital in local place	Yes



Investment in capacity building and infrastructure support for local civil society, youth and community groups	Yes
PiPP Housing (KL AFFORDABLE HOUSING)	
Provide safe and supportive environments for people with experience of homelessness and rough sleeping	
Modernisation of social housing	
Support wider neighbourhood renewal by improving the attractiveness and liveability of homes and their surroundings	Yes
Provide healthy and climate-resilient homes support locally	Yes
Establish land trusts for the purpose of creating community-led housing to meet local needs	
Support local community initiatives that support people in bringing down their home energy bills and improve the energy efficiency of their homes	
PiPP Transport (KL TRANSPORT CONNECTIVITY)	
Support for active travel enhancements in the local area	Yes
Funding can be used to improve local bus services	
Funding for new, or improvements to local road networks to improve access within and to the town	Yes
Funding to improve rail connectivity and access	
Reducing vehicle emissions	Yes
Does your Neighbourhood Board wish to deliver off-menu interventions?	No.

Payment profile and spend forecast

Provide data for every year throughout the duration of the programme. This includes indicative spend forecast for:

- capacity funding (across 12 financial years from 2024 to 2036)
- programme delivery funding - capital and revenue (across 10 financial years from 2026 to 2036)
- any pre-approved interventions (across 4 years in the first investment period - 2026 to 2030), for all categories:
 - cohesion
 - education and opportunity
 - health and wellbeing
 - housing
 - regeneration, high streets and heritage



- safety and security
- transport
- work, productivity and skills
- any off-menu interventions (across 4 years in the first investment period - 2026 to 2030)
- any management costs (across 4 years in the first investment period - 2026 to 2030)
- unknown uses of funding (across 4 years in the first investment period - 2026 to 2030)

PiPP Payment Profile and Spend

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PIPP ALLOCATED BUDGET (MHCLG)				Investment Period 1												
		24-25	25-26	26-27	27-28	28-29	29-30	SubTotal 24-30	30-31	31-32	32-33	33-34	34-35	35-36	SubTotal 30-36	Total 24-36
Capacity and capability		250,000	200,000	150,000	-	-	-	600,000	-	-	-	-	-	-	0	600,000
RDEL grants		-	-	231,636	255,636	431,636	431,636	1,350,545	431,636	431,636	436,636	449,636	449,636	449,636	2,648,818	3,999,364
Total RDEL		250,000	200,000	381,636	255,636	431,636	431,636	1,950,545	431,636	431,636	436,636	449,636	449,636	449,636	2,648,818	4,599,364
Total CDEL		-	-	360,000	1,735,636	1,605,091	1,605,091	5,305,818	1,605,091	1,605,091	1,605,091	1,605,091	1,605,091	1,605,091	9,630,545	14,936,364
Totals		250,000	200,000	741,636	1,991,273	2,036,727	2,036,727	7,256,364	2,036,727	2,036,727	2,041,727	2,054,727	2,054,727	2,054,727	12,279,364	19,535,727

KING'S LYNN ALLOCATIONS		24-25	25-26	26-27	27-28	28-29	29-30	SubTotal 24-30								
Proposed Priority Projects									SubTotal 24-30							
Riverfront Regeneration	REV															
	CAP					900,727	1,099,273	2,000,000								
St George's Guildhall	REV															
	CAP			360,000	1,435,636	704,364		2,500,000								
Not yet project allocated:																
Regeneration, High Streets & Heritage	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	300,000	0	63,227	363,227								
Transport	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Housing	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Health & Wellbeing	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Safety & Security	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Cohesion	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Education & Opportunity	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Work, Productivity & Skills	REV			19,580	22,580	44,580	44,580	131,318								
	CAP			0	0	0	63,227	63,227								
Total Revenue		0	0	156,636	180,636	356,636	356,636	1,050,545								
Total Capital		0	0	360,000	1,735,636	1,605,091	1,605,091	5,305,818								
Total Project Delivery Inv Period 1		0	0	516,636	1,916,273	1,961,727	1,961,727	6,356,364								

Programme Management Costs REVENUE		24-25	25-26	26-27	27-28	28-29	29-30	SubTotal 24-30	30-31	31-32	32-33	33-34	34-35	35-36	Sub Total 30-36	Total 24-36
Capacity Funding	REV		193,282	157,000	100,000	75,000	74,719	600,000								
BCKLWN Programme Delivery Revenue	REV			75,000	75,000	75,000	75,000	300,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000	750,000
Total Programme Management Inv		0	193,282	232,000	175,000	150,000	149,719	900,000	75,000	75,000	75,000	75,000	75,000	75,000	450,000	750,000

* Programme & Project Mgt, Finance, Legal, Procurement, Comms and Engagement, Evaluation & Monitoring, Board Recruitment & support, Meeting Facilities, Travel, Admin

Programme Total INVESTMENT PERIOD																
Revenue		0	193,282	388,636	355,636	506,636	506,355	1,950,545								
Capital		0	0	360,000	1,735,636	1,605,091	1,605,091	5,305,818								
Grand Total Inv Period 1		0	0	360,000	1,735,636	1,605,091	1,605,091	7,256,364								



How have you developed your indicative spend forecast for capacity and programme delivery funding and why it is important for spend to occur in these years.

Capacity funding 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 four year Investment Plan. Funding will support continuous community capacity building work including the creation of a meaningful programme of training and development to support and empower individuals to participate, and take a leading role, in the delivery of the plan. This includes identifying what the role(s) are (for example, community connectors/champions/coaches as well as Board members) and then working with Community Action Norfolk to create the requisite training and development programme. A community development worker will further involve communities in iterative early programme delivery, bringing together community groups, councillors, organisations, and individuals in facilitated sessions to shape action plans for their local neighbourhoods. Recognising the distinct nature of neighbourhoods, these localised plans will be created for South Lynn, Fairstead, the town centre, and North Lynn, led by the people who know their areas best. Estimated total spend for 25/26 and 2026/27 community engagement and capacity building is £80,000.

The proposed community capacity building approach is not new to the town and recent work through RISE (a Clear Hold Build project) and Sport England Place expansion is already delivering long term change in North Lynn and has been recognised by Sport England.

Stemming from the community capacity building work a community action grant scheme will be established towards the end of 25/26 to enable the delivery of intervention projects led by community focused groups at grassroots level in line with the locally agreed priorities. It is envisaged that this will be developed over the course of the first investment period with an indicative grant pot of £371,718.50.

The Neighbourhood Board have committed £50,000 capacity funding towards the development of a new masterplan for King's Lynn which will set out the long term spatial vision for regeneration across the town and assess feasibility, viability and deliverability of priority sites identified by the community and Neighbourhood Board as a priority under the strategy priority for 'Thriving Towns.' This work will involve extensive engagement and co production with stakeholders and the community to inform future interventions and investment decisions for the Board.

£73,281.50 capacity funding has been committed to Commissioning of RIBA Stage 3 for the Riverfront Phase 2 project in 25/26 to progress the proposals for the Riverfront public realm and green spaces to support



community health and well-being in the Friars & St Margaret's ward, alongside reassessing the redevelopment opportunities of brownfield sites to provide quality housing and support repurposing and increased residential density of the town.

£25,000 capacity funding is also earmarked for delivery of a town centre repurposing feasibility study in 26/27 to establish recommendations for transforming underused and neglected buildings, sites and areas which will inform future programme investment.

Capacity Funding £	2025/26	2026/27	2027/28	2028/29	2029/30	Totals £
Community Engagement & capacity building	40,000.00	40,000.00				80,000.00
Community action grants	30,000.00	92,000.00	100,000.00	75,000.00	74,718.50	371,718.50
King's Lynn Masterplan	50,000.00					50,000.00
Riverfront Phase 2	73,281.50					73,281.50
Town Centre Repurposing study		25,000.00				25,000.00
	193,281.50	157,000.00	100,000.00	75,000.00	74,718.50	600,000.00

Programme delivery costs are estimated at £750,000 over the course of the programme from the period of 2026-2036. This amounts to just under 4% of the whole programme budget over the ten year period. This will be split equally across the ten year period from 2026-2036 with £75,000 costs anticipated per annum although this distribution may be subject to change as the programme develops.

• **Projects**

Can you provide details of any projects you have identified for funding?

YES

[If 'Yes'] Describe your project, including information about:

- project name
- brief description of project (maximum 10 words)
- primary intervention

Project Name: St George's Guildhall and Creative Hub

Description: Creation of community and public spaces as part of the wider restoration project.

Primary Intervention: Regeneration, High Streets and Heritage

Project Status: In Pipeline / selected by NB / **funding committed**

Delivery Organisation: Borough Council of King's Lynn and West Norfolk



- project status
- name of delivery organisation
- type of organisation
- amount of funding allocated from the Pride in Place Programme
- other sources of project funding
- total project budget (sum of the funding allocated from the Pride in Place Programme and other funding sources)

Type of organisation: Local Authority
Amount of funding allocated: £2,500,000
Other sources of project funding: King's Lynn Town Deal, Historic England, Borough Council of King's Lynn and West Norfolk
Total project budget: £30.1m

Project Name: Riverfront Phase 2
Description: Riverfront public realm and green spaces to support community health and well-being.
Primary Intervention: Regeneration, High Streets and Heritage
Project Status: In Pipeline / selected by NB / **funding committed**
Delivery Organisation: Borough Council of King's Lynn and West Norfolk
Type of organisation: Local Authority
Amount of funding allocated: £2,073,281.50 (capacity funding)
Other sources of project funding: King's Lynn Town Deal (first phase), Business Rates Pool
Total project budget: £2,137,997.50 (£2m PiPP, £73,281.50 capacity funding + £64,716.00 BRP)

Project Name: Town Centre Repurposing
Description: Enabling transformation of underused and neglected buildings, sites and areas.
Primary Intervention: Regeneration, High Streets and Heritage
Project Status: In Pipeline / selected by NB / funding committed
Delivery Organisation: Borough Council of King's Lynn and West Norfolk
Type of organisation: Local Authority
Amount of funding allocated: £325,000 (£25,000 capacity funding 26/27, £300,000 capital funding 27/28)
Other sources of project funding: None
Total project budget: £325,000

Project Name: Community Capacity Building and Assets
Description: Address community needs, promote community development, tackle social issues.
Primary Intervention: Cohesion
Project Status: In Pipeline / selected by NB / funding committed
Delivery Organisation: Borough Council of King's Lynn and West Norfolk



	<p>Type of organisation: Local Authority Amount of funding allocated: £451,718.50 (capacity funding) Other sources of project funding: None Total project budget: £451,718.50</p>
<p>• Capacity funding Tell us how you have used capacity funding since you submitted your Neighbourhood Board and place boundary form.</p>	<p>Since submission of the place boundary form in June capacity funding has been used to progress community consultation and engagement activities to shape the ten year vision and four year investment plan for King's Lynn. This has been explained in detail in the Community Engagement Section and has included hosting, catering, printing, translations, social media and communications and third party support to deliver stakeholder workshops and community conferences and to enable community led consultation events and activities. Communications and engagement have been delivered collaboratively by the Borough Council and supported by Engaging People, to expand capacity to deliver, in addition to the wider support provided through community empowered 'conversation' sessions.</p> <p>Capacity funding continues to support engagement prior to programme delivery to further involve communities in programme establishment and building capacity within the community to help drive delivery forward through ABCD (Asset Based Community Development) training.</p> <p>The King's Lynn masterplan has been commissioned. This will set out the long term spatial vision for regeneration across the town and assess feasibility, viability and deliverability of priority sites identified by the community and Neighbourhood Board as a priority under the strategy priority for 'Thriving Towns.' Work has commenced in undertaking engagement with the community and stakeholders, as part of the Regeneration plan community conference, and this will inform future interventions and investment decisions for the Board.</p>
<p>• Management costs Do you plan to use any programme delivery funding to cover management costs in the first investment period?</p>	<p>YES</p>
<p>[If 'Yes'] Tell us how the funding will be used to cover management costs.</p>	<p>Just under 4% of whole programme funding will be allocated to support programme delivery operational costs to be incurred by the Borough Council including administration for the Neighbourhood Board, coordination and support for the establishment and delivery of the Action Group, governance and assurance duties necessary as the Accountable Body, officer time for steering and coordination of programme delivery and strategic alignment,</p>



	management of programme information and activity, programme and project management costs for programme establishment, evaluation, monitoring and reporting, establishment and oversight of grant schemes, PMO costs, finance support, legal support, procurement support, admin support, communications and engagement costs, Board recruitment and membership support, rooms and facilities hire and associated costs and a small contingency for unforeseeable costs. The annual programme delivery costs have been split indicatively and it is anticipated that this cashflow forecast will be updated as the programme is delivered.
Have you received approval from your Neighbourhood Board to use revenue funding for management costs, and approval on how much funding will be used? If no, you must tell us why.	YES.
<p>• Milestones</p> <p>Which milestones are relevant for your place? You will have the option to select from the following:</p> <ul style="list-style-type: none"> • Consulting the community • Running a feasibility study • Call for projects & project selection round • Commissioning services • Project procurement <p>You will be able to add multiple milestones under each of the above categories.</p> <p>Depending on the options selected, you will be asked to summarise the activities for those milestones, and provide estimated start and completion dates. You will then have the opportunity to add any bespoke milestones if relevant,</p>	<p>Consulting the community</p> <ul style="list-style-type: none"> - Regeneration Plan engagement on Vision and Priorities – June-October 2025 - Ongoing consultation through mechanisms to be agreed with the community to help shape and deliver projects i.e. thematic groups, development of area specific action plans – November 2025 onwards <p>Running a feasibility study</p> <ul style="list-style-type: none"> - King's Lynn Masterplan – consultation and engagement October 2025 – January 2026, final masterplan and completed feasibility studies – April 2026 - King's Lynn Riverfront RIBA 3 – due to complete March 2026. <p>Call for projects and project selection round</p> <ul style="list-style-type: none"> - Extensive engagement to date has already produced a detailed pipeline of projects (2024-September 2025) - Some projects and interventions are at a more developed stage than others (i.e. St George's Guildhall), those that are at early stage of development i.e. Town Centre Repurposing, Community Assets, joined up services, youth engagement etc will have a period of project development between November 2025 – Spring 2026 to bring back more details proposals for the Neighbourhood Board to consider in accordance with its assurance framework.



<p>where we will ask you for a brief description, summary and estimated start and completion dates.</p>	<ul style="list-style-type: none"> - Overall project selection for delivery in 2026/7 will take place in April 2026. These are likely to contain projects that could be a combination of service commissioning and procurement during 2026/7 once the priorities are agreed by the Board.
<ul style="list-style-type: none"> • Management of funds <p>Tell us how your Neighbourhood Board will identify and select specific projects for investment across the first investment period.</p>	<p>Strategic oversight is provided by the King's Lynn Neighbourhood Board (KLNB), ensuring investments align with PiPP priorities and community needs. The Pride in Place Programme Action Group, comprising key delivery partners will coordinate programme activity and resource alignment.</p> <p>Identification of Investment Opportunities Investment proposals are generated through:</p> <ul style="list-style-type: none"> • Extensive engagement across existing structure and new working groups if required, • Community and stakeholder engagement, • Alignment with existing strategies (e.g. Place Expansion Programme, Skills Action Plan, Devolution etc). • Area specific action plans. <p>Appraisal Process Proposals are assessed against core criteria:</p> <ul style="list-style-type: none"> • Strategic fit with PiPP objectives, • Alignment with other programmes and initiatives. • Deliverability and readiness to proceed, • Value for money and cost-benefit analysis, • Match and leveraged funding • Community and stakeholder support • Social, environmental, and economic impact. • Technical input is provided by BCKLWN and relevant partners, including financial assurance from the Section 151 Officer. <p>Approval Mechanism</p> <ul style="list-style-type: none"> • Appraised proposals are reviewed by the Action Group and endorsed by KLNB. Final approval is granted by BCKLWN, acting as the Accountable Body, ensuring compliance with governance and funding requirements.



	<p>Routes to market include:</p> <ul style="list-style-type: none"> • Public sector partners (e.g. councils, NHS, Norfolk Police), • Private sector developers or operators, via procurement or partnership, • Community organisations, through grants or service contracts. <p>Monitoring and Reporting BCKLWN leads on programme monitoring, reporting to KLNB and funders. Investment performance is tracked against KPIs, with regular reviews to ensure delivery and impact.</p>
<ul style="list-style-type: none"> • Tell us how the accountable body, or any other parties, will carry out fund oversight functions in the first investment period. 	<p>The BCKLWN, as the accountable body, will ensure that the King's Lynn Pride in Place Programme will be delivered in accordance with the principles of regularity, propriety, value for money and feasibility, as set out in HM Treasury's Managing Public Money guidance.</p> <p>Robust governance structures are in place, including the Neighbourhood Board, the PiPP Action Group and other already existing bodies to oversee strategic decisions, programme management, and project delivery. These bodies ensure that all funding decisions are transparent, community-led, and aligned with the approved Regeneration Plan.</p> <p>Key assurance mechanisms include:</p> <p><u>Financial Governance:</u> All programme finances will be managed under the BCKLWN's Financial Regulations and Contract Standing Orders, with oversight from the Section 151 Officer. Delegated authorities and written records ensure accountability at all levels.</p> <p><u>Monitoring and Evaluation:</u> Quarterly highlight reports, annual expenditure profiles, and post-project completion reviews will ensure projects are delivered efficiently and lessons are captured for future schemes.</p> <p><u>Risk and Fraud Oversight:</u> A comprehensive PiPP Risk Register and Fraud Risk Assessment are maintained and reviewed quarterly, with escalation protocols to the Audit Committee and Management Team.</p>



	<p><u>Procurement Compliance</u>: All procurement will follow Public Contracts Regulations and BCKLWN's procurement strategy to ensure fairness, competitiveness, and legal compliance.</p> <p><u>Scrutiny and Transparency</u>: Strategic partners and internal panels will scrutinise performance, and all decisions will be auditable and subject to public accountability.</p> <p>Together, these measures ensure that public funds are managed with integrity, efficiency, and in alignment with community priorities—delivering maximum impact and long-term value for King's Lynn.</p>
<ul style="list-style-type: none"> Have you considered environmental impacts when designing your investment plan? 	<p>YES</p> <p>The King's Lynn Masterplan and Riverfront Phase 2 feasibility will specifically consider the environmental impacts of climate change on the flood risk to King's Lynn and how schemes will need to mitigate this in the proposed designs.</p> <p>Sustainability of King's Lynn is at the heart of this plan, particularly in consideration to how the town is planned to grow. We can ensure we minimise congestion and provide sustainable and active modes for residents to access the town while minimising the environmental impact.</p>
[If 'No'] Tell us why you have not considered environmental impacts when designing your investment plan.	N/A
<ul style="list-style-type: none"> Has the accountable body made appropriate arrangements to consider their environmental duty when implementing the investment plan? 	<p>YES</p> <p>Programme oversight will follow the recommendations of the Borough Council of <u>Kings Lynn and West Norfolk Climate Change Action Plan & Policy</u> 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.</p>
[If 'No'] Tell us when arrangements will be put in place.	N/A
<ul style="list-style-type: none"> Has the accountable body made appropriate arrangements to ensure that any funds awarded 	YES



through the programme are done in compliance with the appropriate public contract regulations?	Delivery of the King's Lynn PiPP will be in accordance with Public Contracts Regulations and BCKLWN's Procurement Strategy to ensure fairness, competitiveness, and legal compliance.
[If 'No'] Tell us when arrangements will be put in place.	N/A
<ul style="list-style-type: none"> Do you have a programme risk register with appropriate arrangements in place to manage risks identified? 	<p>YES.</p> <p>Risk management for the programme will follow best-practice guidelines. It will be an ongoing iterative process where risks are proactively monitored and managed throughout the delivery of the programme. This is recorded in a working risk register, for which the accountable body has day to day responsibility. Where appropriate, risk owners will be allocated risks and will be responsible for ensuring the likelihood of their occurrence is minimised. The Neighbourhood Board will oversee regular risk review meetings throughout programme delivery.</p>
[If 'No'] Tell us when arrangements will be put in place.	N/A
<ul style="list-style-type: none"> Do you have fraud risk assessment for this programme with appropriate arrangements in place to manage risks identified? 	<p>YES.</p> <p>Whilst we do not foresee any significant fraud risks, it is possible that PiPP funding could be used for ineligible activities. The Borough Council has robust financial management and assurance processes in place which will mitigate this risk. This includes procedures for compiling, authorising and ensuring only eligible and defrayed expenditure is included in claims for payment.</p> <p>The Council adheres to the Lord Chancellor's Code of Practice on the Management of Records under s.46 of the Freedom of Information Act 2000. The policy stipulates duties and responsibilities for the effective retention of records. All PiPP related documentation will be held on the council's document management system and financial system and retained for 6 years +1 (current) (to comply with HMRC default standard) after the final PiPP claim has been processed.</p> <p>This programme will be added to the Borough Council's internal audit programme as well as being subject to external audit. Any issues identified through internal audit reports will be reviewed at departmental level and a management action plan developed for corrections. Significant failings will be reviewed by the Council's Audit Committee. The Audit Committee has been in place since 2005. The 2024/25 self-assessments (based on the latest CIPFA guidance) identified that the Audit Committee was considered to be operating effectively within the Council.</p>



[If 'No'] Tell us when a fraud risk assessment will be conducted.	N/A
<ul style="list-style-type: none"> If England, Scotland or Wales: Has the accountable body made appropriate arrangements to consider their public sector equality duty when implementing the investment plan? <p>[If 'No'] Tell us when arrangements will be put in place.</p>	<p>YES:</p> <p>In developing the Regeneration Plan, equality of opportunities has been considered in relation to the community and stakeholder engagement process to ensure equal access to unbiased information with fair opportunity to respond to consultation. Consideration has been given to inclusive growth principles and understanding inequalities, and throughout the development of the evidence base consideration has been given to how the experiences of different communities may vary and any implications of this for the development of intervention priorities. Delivery of the Investment Plan will ensure that support is made available to help those not currently in employment, education and training to develop the skills they need to access opportunities.</p> <p>As the accountable body for the fund, the Borough Council will ensure that any available grant funding or commissioning of services is open to all groups, organisations and projects who wish to be considered for grant funding within the agreed PiPP Boundary and that the criteria and selection process are transparent and fair.</p> <p>All delivery partners will be required to comply with the Equalities Act 2010 and will need to demonstrate that a policy is in place to eliminate discriminatory practices and barriers to equal access. Equality Impact Assessments will be required by anyone who seeks PiPP funds from the Board and will be a key consideration in the assessment and investment of funding applications.</p> <p>The Borough Council will require delivery partners to gather and monitor information/data on protected groups benefitting from PiPP investment to inform long term evaluation.</p> <p>All staff and delivery partners engaged in the PiPP programme are expected to share the council's equality commitment including people, organisations, and companies we work in partnership with and those who provide goods and services on our behalf.</p> <p>A full Borough Council Equality Impact Analysis for the PiPP programme will be undertaken by the end of March 2026 once the delivery programme is further advanced.</p>
<ul style="list-style-type: none"> Has the accountable body made appropriate arrangements to ensure that the requirements of 	YES



<p>the Subsidy Control Act will be followed when administering the funding?</p>	<p>In the distribution of PiPP funds the Accountable Body will act in accordance with subsidy control. The BCKLWN's appropriate arrangements are:</p> <ol style="list-style-type: none"> 1. Contract Standing Orders, kept current. 2. Procurement Transformation Project carried out to ensure the 2022 Act requirements are met. 3. Procurement specialist team 4. Support of legal department where required.
<p>[If 'No'] Tell us when arrangements will be put in place.</p>	<p>N/A</p>
<p>• Available resources and skills Tell us about the resources and skills available to support delivery in the first investment period</p>	<p>The King's Lynn Neighbourhood Board: Led by a chair from the private sector, the board brings together diverse expertise, experience, and knowledge, and will be accountable for ensuring investments reflect community priorities and deliver measurable outcomes to drive long-term transformative change through investment of PiPP funding.</p> <p>The Action Group, comprising key local institutions such as the Queen Elizabeth Hospital, DWP, Active Norfolk, the College of West Anglia, and Norfolk County Council will bring sector-specific expertise and will provide the due diligence and forum for collaboration across multi agency services to ensure that projects are co-designed with local stakeholders, implemented efficiently, and monitored for impact, avoid duplicates, and connect programmes across other government programmes to maximise resources and impact.</p> <p>The Borough Council's S151 officer will be responsible for oversight of the programme on behalf of the Accountable Body.</p> <p>The Neighbourhood Board Chair (Co-Project Sponsor) is an independent chair, appointed by the accountable body following consultation with the local MP. The chair acts as a champion for the place and provides leadership for the KLNb, ensuring it is community-led and embedded within the local area.</p> <p>The PiPP Senior Responsible Officer (Co-Project Sponsor) is the Borough Council's Assistant Director for Housing, Regeneration & Place who has the overarching responsibility for steering and oversight of the King's Lynn Pride in Place Programme and will manage programme information and activity between the KLNb and the BCKLWN Cabinet.</p>



The Co-Project Sponsors will oversee programme management functions and be accountable for ensuring the realisation of the King's Lynn Regeneration Plan.

The Borough Council's Regeneration Programmes Manager will have responsibility for coordinating the delivery and monitoring of the PiPP programme, projects and grant schemes on behalf of the Neighbourhood Board and to provide update reports to the relevant Council panels, portfolio holders and Cabinet on behalf of the Accountable Body.

BCKLWN Project Officers will undertake delivery of agreed council led priority projects and grant schemes in addition to day to day programme oversight and undertaking of reporting and monitoring against KPIs and budgets.

Thematic groups will develop and provide specialist and focused insight to drive forward programme embedding and support the development of future projects and priorities, bring key partners together and ensure wider community and stakeholder engagement.

Community organisations: Capability development through training, partnership working, and shared services will empower technical competence and local responsiveness to support programme implementation and delivery.

Additional resources which will be made available to the programme from the Borough Council are:

- The Programme Management Office (PMO) principally supports the major council capital projects/programmes and smaller projects within a governance structure to provide project oversight, alignment and control, and provides support for governance requirements for projects enabling standardisation in appropriate processes, procedures and tools to maintain an up-to-date view of progress.
- Finance: The finance officer is an existing member of the Council's finance team and will oversee and manage the financial claims and evidencing process.
- Legal: The legal advisor is an existing member of the Council's legal team and will ensure the project is compliant with Subsidy Control and adheres to the Grant Agreement stipulated between the Council and MHCLG.



	<ul style="list-style-type: none"> • Procurement: The procurement advisor is an existing member of the Council's commissioning and procurement team and will oversee the procurement of contractors and ensure that the project adheres to the Council's procurement procedures. • Communications and Engagement: Existing team within the Council providing resources to inform, consult and involve the public and community stakeholders in decision making processes and programme activities.
<ul style="list-style-type: none"> • Additional support <p>Tell us which areas of support you may be interested in. You will have the option to select from the following:</p> <ul style="list-style-type: none"> • Building data capabilities • Central training resources for Neighbourhood Boards • Community engagement • Longer-term partnership support from MHCLG • Planning and property • Procurement regulations • Shared learning on best practices • Subsidy Control Act • Other (please specify) • I am not interested in any further support 	<ul style="list-style-type: none"> • Building data capabilities • Central training resources for Neighbourhood Boards • Community engagement • Longer-term partnership support from MHCLG • Shared learning on best practices • Subsidy Control Act
<p>Declarations</p> <p>You will be asked to confirm that you have read and agree with the declarations. The declarations differ depending on the country that your place is based in.</p> <p>England or Wales</p> <p>You must confirm that:</p> <ul style="list-style-type: none"> • the Neighbourhood Board has reviewed and approved this Regeneration Plan prior to submission 	



Borough Council of
**King's Lynn &
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- the Section 151 Officer from the local authority acting as accountable body, or an individual with responsibility for finance where an alternative governance arrangement is in place, has reviewed and approved this Regeneration Plan
- you have considered the public sector equality duty when designing your investment plan

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