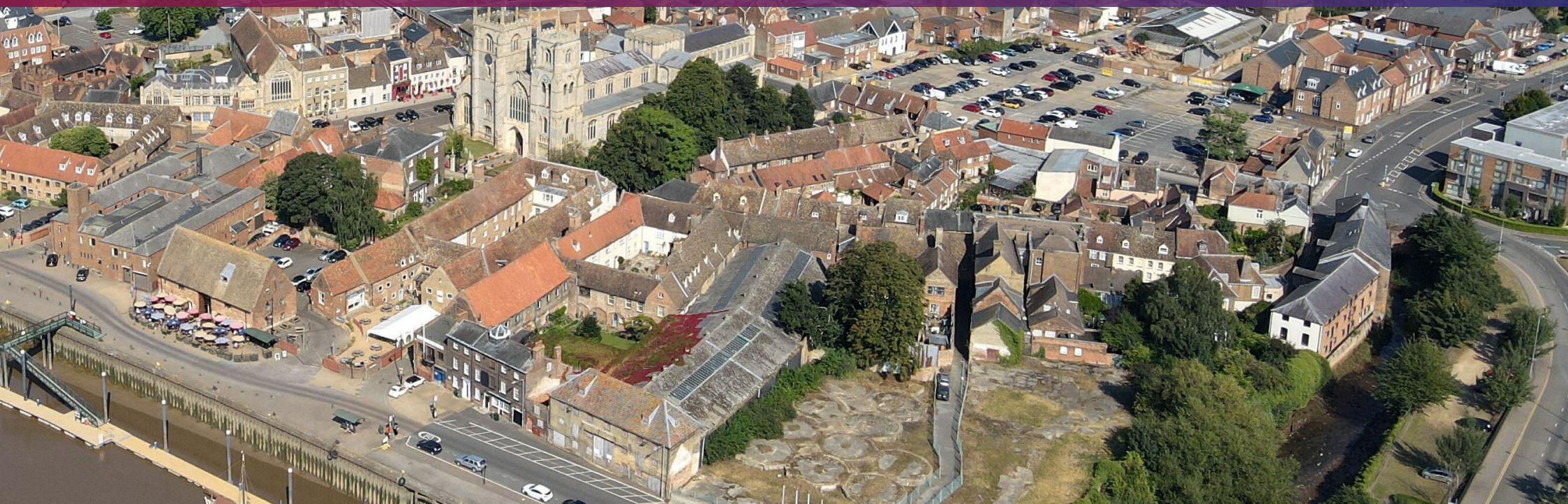




October 2025

King's Lynn Ten Year Vision

For the Pride in Place Programme



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Foreword from the Neighbourhood Board

We are proud to present this regeneration plan for King's Lynn, a town rich in heritage and community. This plan has been developed by the King's Lynn Neighbourhood Board (KLNB), in collaboration with the community. We are a passionate partnership of local businesses, community organisations, anchor institutions and public sector, and we are committed to achieving better outcomes for our residents and maximising the town's potential. Together, we have developed a vision that reflects what matters most to all our communities.

Our plan is built around three strategic themes and eight priorities, from heritage-led regeneration and clean, active transport to housing, skills, and community wellbeing. These themes reflect the ambitions of our residents and the challenges we must overcome—health inequalities, low skills, attainment, economic exclusion and underused assets to create a thriving, inclusive town place.

This is not just a plan for investment—it is a commitment to partnership, to listening, and to delivering meaningful change. We invite everyone in King's Lynn to be part of this journey.



*King's Lynn Neighbourhood Board Chairperson
Vicky Etheridge*



Glossaries

Term Glossary

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Acronym Glossary

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Term Glossary

Term	Description
Anchor Institutions	Large local organisations like hospitals, colleges or councils that play a big role in the community
Assurance	Making sure money is spent properly and projects are delivered as promised
Boost Programme	A local initiative helping young people into training, jobs, or education
Community Capacity Building	Helping local groups and residents gain skills, confidence, and resources to improve their neighbourhoods
Community Engagement	Listening to and involving local people in decisions and projects.
Devolution	Giving more powers and funding to local areas to make decisions that affect them
Index of Multiple Deprivation (IMD)	A national measure showing which areas face the biggest challenges, like poverty, poor health, or low education
King's Lynn Neighbourhood Board	A group of local leaders, businesses, and community organisations working together to guide regeneration in King's Lynn
Levelling Up Fund	A national fund aimed at improving towns and communities across the UK
Local Plan	A council document that sets out where and how new homes, jobs and services will be developed
Marmot Place	A special status recognising King's Lynn's efforts to reduce health inequalities and improve wellbeing
Masterplan	A long-term plan showing how different parts of the town will be improved over time
Modal Shift	Encouraging people to walk, cycle, or use public transport instead of driving

Term	Description
Neighbourhood Renewal	Upgrading housing, streets, and services in older or struggling areas
Pride in Place Programme	A government programme providing funding to improve local areas, focusing on community needs
Public Realm	Shared spaces like parks, streets, squares, and paths that everyone can use
Regeneration	Improving and renewing parts of the town—like buildings, streets, parks, and services—to make them better for residents
Social Value	The wider benefits a project brings such as jobs, training, or better health outcomes, not just the physical improvements
Spatial Targeting	Focusing funding and improvements in the areas that need the most help
Stakeholders	People or organisations with an interest in the plan such as residents, businesses, schools and charities
Strategic Objectives	The main goals of the plan: making places thrive, building stronger communities, and giving people more control over local decisions
Stronger Communities	Helping people feel connected, safe, and supported in their neighbourhoods
Taking Back Control	Giving local people more say in how their area is improved and run
Thriving Places	Creating attractive, lively areas where people want to live, work, and visit
Town Deal	A previous government funding programme that supported major projects in King's Lynn
UK Shared Prosperity Fund	Government funding to support local jobs, businesses and community projects
Value for Money	Getting the best results from the money spent

Acronym Glossary

Acronym	Full term	Description
ABCD	Asset-Based Community Development	A way of improving communities by building on their strengths and resources
BCKLWN	Borough Council of King's Lynn & West Norfolk	The local council responsible for services and planning in the area
CAN	Community Action Norfolk	A charity supporting local community groups and voluntary organisations
DWP	Department for Work and Pensions	The government department responsible for welfare, pensions and employment
GVA	Gross Value Added	A measure of the value of goods and services produced in an area
HAR	Heritage at Risk	A programme by Historic England to protect important buildings and sites
ICS	Integrated Care System	A partnership of health and care organisations working together locally
IMD	Index of Multiple Deprivation	A national measure showing which areas face the biggest challenges (e.g. poverty, health, education)
KLNB	King's Lynn Neighbourhood Board	The group leading regeneration efforts in King's Lynn
KPI	Key Performance Indicator	A measure used to track progress and success of projects
LCWIP	Local Cycling & Walking Infrastructure Plan	A plan to improve walking and cycling routes in the town
LEP	Local Enterprise Partnership	A group that supports local economic growth and business development, which ceased in 2024

Acronym	Full term	Description
LUF	Levelling Up Fund	A national fund to improve towns and infrastructure across the UK
MCA	Mayoral Combined Authority	A regional body led by a mayor, with powers over transport, housing and skills
MP	Member of Parliament	The elected representative for the area in the UK Parliament
NCC	Norfolk County Council	The county-level authority overseeing transport, education, and social care
NEET	Not in Education, Employment or Training	Refers to young people who are not currently studying or working
NPPF	National Planning Policy Framework	Government rules for how land should be used and developed
NVQ	National Vocational Qualification	Work-related qualifications in the UK
PiPP	Pride in Place Programme	A government programme providing funding to improve local areas, focusing on community needs
QEH	Queen Elizabeth Hospital	The main hospital serving King's Lynn & West Norfolk
STARS	Sustainable Transport and Regeneration Scheme	A local project to improve roads, walking, cycling and public spaces
UKSPF	UK Shared Prosperity Fund	Government funding to support local jobs, businesses, and communities
VCSE	Voluntary, Community and Social Enterprise	Local charities, community groups, and social businesses

The image is a split-panel aerial photograph. The left panel shows a wide, low-angle view of a coastal town, with a river or harbor in the foreground and a dense urban area extending into the distance. The right panel provides a closer, more detailed view of the same town, highlighting a large, historic church with a tall spire, a large parking lot, and various residential and commercial buildings. The foreground on the right shows a road with several cars and a body of water.

Executive summary

Executive summary

The King's Lynn Neighbourhood Board came into effect on 28th March 2025 to lead the delivery of the Pride in Place Programme (PiPP) in King's Lynn, building on its pre-existing role as the Town Deal Board. The King's Lynn Neighbourhood Board (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.

The Board brings together representatives from local government, business, education, health, police, the community and voluntary sector, working collaboratively to shape a shared vision for King's Lynn's future, all committed to delivering the best outcomes for our communities.

This 10-year vision sets out a clear strategic framework for the town's neighbourhoods, building on significant progress to date from previous funding programmes to continue the transformation plan for King's Lynn into a place residents are proud of, and where communities are empowered, cohesive, connected and inclusive by 2036.

The plan is rooted in the town's rich cultural heritage and community identity, and responds to local challenges including low skills and aspirations, health inequalities, poor connectivity, barriers to opportunities, together with 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.

The various priority interventions identified in this plan are structured around the Government's three Plan for Neighbourhoods strategic objectives:

- **Thriving Places** – revitalising the town centre, enhancing public spaces, and improving connectivity
- **Stronger Communities** – supporting wellbeing, inclusion, and civic participation
- **Taking Back Control** – empowering people to achieve their potential, local decision-making and ensuring accountability in how their local area is shaped to enhance their future opportunities

Our priority interventions and programmes have been developed through extensive engagement with our communities, voluntary sector, partners and stakeholders, led by the Neighbourhood Board.

The image is a split-page layout. The left half features a dark, semi-transparent purple overlay on an aerial photograph of a park. A central monument with a tiered base and a column is visible. The right half is a clear, bright aerial photograph of the same park, showing a large green lawn, a winding stone path, and a large brick building with a gabled roof in the background. The text 'Local Context' is prominently displayed in white on the left side.

Local Context

History and Identity 10

The Economy 10

People 12

Our story so far 13

Local Context

This chapter explores the local context behind the Ten Year Vision for King's Lynn. It begins with the town's historical foundations, including its role as a Hanseatic port and centre of religious and commercial life. It then considers the town's strong community identity, shaped by its working-class traditions, cultural heritage, and a growing sense of place-based pride. The economic landscape is also considered, reflecting on local strengths and long-standing inequalities.

History and Identity

King's Lynn is the largest town in the borough of King's Lynn & West Norfolk, and has a rich maritime heritage dating back to the 12th century. As one of England's most important ports, the town developed strong trade links to Northern Europe through the Hanseatic League, a powerful network of German and Baltic merchant sites.¹ Formerly known as Bishop's Lynn, it became a major Hanseatic trading port before transitioning to royal governance in 1537 as King's Lynn.² Key historic landmarks include the Custom House and St George's Guildhall, the latter uniquely linked to Shakespeare.³ The population of the town grew through the 1960s influenced by incoming residents and businesses from

Greater London.⁴ King's Lynn maintains strong working-class roots and civic pride.⁵ Its cultural legacy includes figures such as explorer George Vancouver and musician Roger Taylor, William Shakespeare's comedian (Robert Armin), and Margery Kempe, among others.^{6 7 8 9}

The Economy

King's Lynn town acts as the economic driver and largest urban centre for the West Norfolk Borough.¹⁰ The town has a population of just under 50,000,¹¹ and its larger catchment area spans 500 square miles of the Fens, along with several surrounding small villages totaling circa 250,000 residents.¹² The town is set to grow significantly with the South East Lynn expansion of 4,000 new homes as part of the housing targets set by government.

¹ [Hanseatic King's Lynn – Visit West Norfolk](#)

² [King's-Lynn - Norfolk Heritage Explorer](#)

³ [Home - St George's Guildhall](#)

⁴ [Looking back at lost King's Lynn | KL Magazine](#)

⁵ [King's Lynn and West Norfolk population change, Census 2021 – ONS](#)

⁶ [A Biography of George Vancouver - Local Histories](#)

⁷ [Queen drummer Roger Taylor remembers his childhood in King's Lynn | Eastern Daily Press](#)

⁸ [The King's Lynn man who made Shakespeare funny - BBC News](#)

⁹ [Margery Kempe | Norfolk Record Office](#)

¹⁰ [King's Lynn Town Investment Plan - February 2021](#)

¹¹ [East of England \(United Kingdom\): Settlements in Counties and Unitary Districts](#)

¹² [LGA Corporate Peer Challenge: Borough Council of King's Lynn and West Norfolk](#)

There is much to do to raise the quality of employment opportunities for residents. The borough has a current Gross Value Added (GVA) per job filled of £43,034, which is significantly below the national average – although it does reflect a diverse economic base.^{13 14} The job density of 1.04 (above the national average of 0.77) supports the presence of a balanced and active labour market. The manufacturing industry offers the highest future potential for growth within the economy.¹⁵

King's Lynn is home to international and world-class industry leading organisations in the pharmaceutical and manufacturing sectors including Bepak, Foster Refrigeration, Mars and Merxin, reflecting its strong connection to the global economy. However, this economic presence has not translated into widespread local prosperity, since King's Lynn is characterised by low wage levels and limited skills attainment and concerns have been raised at PiPP community conferences regarding the outward migration and missed potential of young people resulting from limited local opportunities.^{16 17} These findings underscore the persistent challenges in workforce development and educational attainment, which contribute to the perception of King's Lynn as a low-skilled economy despite its global economic links.

King's Lynn boasts a rich cultural and maritime heritage, anchored by historic assets such as the Grade I listed Custom House, St George's Guildhall and the town's medieval core.^{18 19} These landmarks reflect the town's historic role as a major Hanseatic port and are central to its identity and valued by local residents (PiPP Community Conference). Despite having the Guildhall of St George recognised as the largest extant guildhall in England, and the oldest functioning theatre in the United Kingdom, The King's Lynn Culture and Heritage Strategy acknowledges that the town's cultural offer is under-promoted and lacks visibility, limiting its potential to attract visitors and investment.²⁰ This gap in marketing and public engagement has been identified as a key barrier to realising the town's ambition to become a vibrant, living heritage destination and there is a need identified by residents for better promotion and advertising of the town's heritage and cultural offerings.^{21 22} Furthermore, it struggles with a declining retail offering and limited leisure activities for the youth and young families, both of which local communities highlight as key priorities for improvement.

13 [*King_s_Lynn.pdf Data Pack from MHCLG JULY slide 9 .pdf*](#)

14 [*King_s_Lynn.pdf Data Pack from MHCLG JULY slide 9 .pdf*](#)

15 [*west_norfolk_economic_vision_and_strategy_december_2023.pdf*](#)

16 [*Case Studies – Invest in King's Lynn & West Norfolk*](#)

17 [*King_s_Lynn.pdf Data Pack From MHCLG JULY slide 9 Updated.pdf*](#)

18 [*Maritime history of King's Lynn, Norfolk in ten buildings \(and a few more\)*](#)

19 [*Riverfront regeneration – Vision King's Lynn*](#)

20 [*Appendix 1 - Strategy.pdf*](#)

21 [*King's Lynn: Connecting Communities | Historic England*](#)

22 [*King's Lynn Culture and Heritage_SWOT_analysis_updated_august_2024.pdf*](#)

Transport

King's Lynn serves as a gateway for the rest of the county of Norfolk to the Midlands, through its relatively well-connected transport links. For instance, the A47, A10, and A17 are key routes for business and commerce in and out of the town to Norwich, Peterborough, Lincolnshire and the East Midlands.²³ King's Lynn rail station serves as the northern terminus of the Fen Line, providing direct rail connections to Cambridge and London King's Cross through an hourly service. Despite this, issues such as congested roads, limited public transport routes and limited rail frequency, have been identified as frustrating barriers for residents, tourists and others to travel easily into and around the town and West Norfolk.²⁴ The King's Lynn PiPP intends to catalyse a number of interventions to address some of these pressing issues and revitalise the local economy.

People

King's Lynn has a balanced age structure, with 19.6% under 16 and 18.1% aged 65 and over, reflecting both a growing youth population and an ageing demographic.²⁵ According to the latest 2021 census, the population in King's Lynn is predominantly white (95.6%), and within non-white minorities, Asian people being the largest, representing

the remaining 4.4% of the population.²⁶ The town has seen a decline in working-age adults, particularly those aged 35–49, which has implications for workforce sustainability and economic resilience.²⁷ Skills levels in King's Lynn are below national averages, with fewer residents holding higher-level qualifications (NVQ Level 4+).²⁸ Employment is concentrated in sectors such as retail, logistics, care, and manufacturing, with limited access to high-value or knowledge-based industries.

King's Lynn experiences notable health disparities. Life expectancy and healthy life expectancy are below national benchmarks, and the town reports elevated rates of obesity, smoking, and mental health conditions.²⁹ These issues are most acute in deprived neighbourhoods, where access to preventative health services is limited.

Several neighbourhoods in King's Lynn rank among the most deprived in Norfolk, with challenges around income, housing, and educational attainment. Despite this, the town benefits from a committed network of community organisations, though many may need more support. Strengthening community capacity, leadership, and civic engagement is essential to fostering pride, and long-term resilience.

²³ norfolk.citizenspace.com/consultation/norfolk-county-council-local-transport-plan-4

²⁴ [Network rail EACE North Area Committee presentation.pdf](#)

²⁵ [King's Lynn. Local Data Pack pg. 15 pdf](#)

²⁶ [King's Lynn and West Norfolk Demographics | Varbes](#)

²⁷ [How life has changed in King's Lynn and West Norfolk: Census 2021](#)

²⁸ [How life has changed in King's Lynn and West Norfolk: Census 2021](#)

²⁹ [kings-lynn-and-west-norfolk-social-determinants-of-health-data-pack.pdf](#)

Our story so far

Since the early 2000s, the challenges and the potential of this historic town have become more apparent. The current administration, and previous administrations, have placed regeneration as a key corporate priority. Recognising the constraints and viability issues that create a barrier to private sector led regeneration, through a proactive approach and innovative partnerships, the town has started its renaissance against a challenging funding landscape. This has included;

2000-2024: Delivery of primary infrastructure and remediation to regenerate 120-acre brownfield site at the Nar Ouse Regeneration Area in South Lynn under John Prescott's Millennium Communities programme. Since the early 2000s, the programme has delivered new highway infrastructure, 500 new homes, a new primary school, a community centre, parks, green spaces and play areas, including a 15ha Enterprise Zone to provide serviced plots and premises for growing businesses and start-ups.



Figure 1 - Nar Ouse Regeneration Area & King's Lynn Enterprise Park

2009: Heritage led regeneration of key town centre areas including restoration of the Walks urban Park and Tower Gardens.

2013-15: Public realm enhancements to Tuesday Market Place, Saturday Market Place and the King's Lynn Transport Interchange.

2013-17: Townscape Heritage Initiative to restore commercial properties in the town centre; all supported by the National Lottery Heritage Fund.

2015-present: Creation of a major housing partnership with Lovell Homes to deliver up to 1,000 homes in the borough (majority in King's Lynn) to meet the housing need in the absence of private sector delivery. To date, this has provided high quality mixed tenure and affordable homes including community infrastructure in key areas of the town including South Lynn, Gaywood and North Lynn.

2016: University Centre of West Anglia development at the College of West Anglia site, funded through the Local Enterprise Partnership Growth Deal.



2020-present: King's Lynn was one of 100 towns awarded a Town Deal securing £25 million to support major regeneration projects. These include a new School of Nursing, restoration of the St George's Guildhall, redevelopment of a former vacant town centre retail unit to a new multi user community hub, public realm and restoration of the riverfront, and active travel infrastructure. The programme has unlocked a total investment of £55m. A key focus across these major capital projects aims to tackle the issue of low skills and aspirations facing the town. To complement the capital programme, a pilot scheme to support 16–30-year-olds into training and employment was developed; 'Boost' engaged 594 young people in King's Lynn between 2021-2024 as part of the Town Deal and has since expanded across the borough engaging a further 245 young people with the support of UK Shared Prosperity Funding.

2022-26: King's Lynn and West Norfolk received £2.4m UK Shared Prosperity Funding bringing in an additional £1.2m match funding to support communities, local businesses and skills development. Investment into communities and place has enabled the establishment of a successful learning and events programme at St George's Guildhall, has provided small grants for multiple community projects, has supported programmes to keep people active, for community facilities to 'go green', has invested in environmental conservation, and has provided funding for our heritage assets and enabled key tourism projects. This programme provides a strong foundation for regenerating the local area and communities and will inform future investment through PiPP.

Partnership approach

The Towns Fund programme led to the creation of the Town Deal Board (TDB) bringing local authorities, businesses and key institutions in the town together for the first time in a decade to agree a strategic vision and priorities in the form of the Town Investment Plan. This collaborative approach not only progressed and secured the £25m Town Deal but also created new opportunities and strategic support for the backing of other investment opportunities including the Levelling Up Fund. The strength of the partnership has been recognised as well regarded and classed as exemplary by the Ministry of Housing, Communities and Local Government (MHCLG).

While significant progress has been made to date, macro-economic conditions and the long-term impact of the pandemic in 2020-21 has exacerbated challenges including:

- Worsening of health inequalities.
- Worsening of public transport accessibility to connect the town to rural areas for residents to reach employment, education, public services, leisure and recreation.
- Town centre retail decline with large retail units becoming vacant due to change in retail and consumer habits including some high street brands going into administration such as Debenhams, Wilkinsons and Burtons.

An aerial photograph of a residential neighborhood, showing rows of terraced houses and some larger buildings. The image is overlaid with a semi-transparent purple filter.

Spatial Targeting

Focus Areas for Intervention

19

Wider Economic Impacts for Surrounding Areas

22



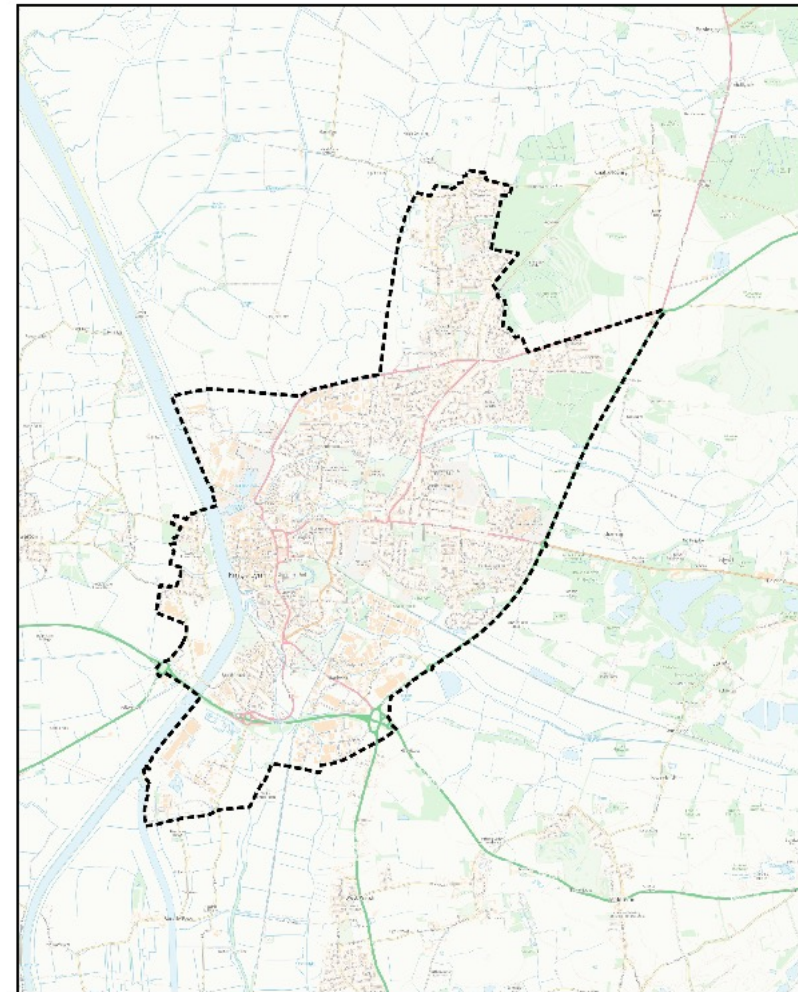
Spatial Targeting

To deliver meaningful and measurable change, the Ten Year Vision for King's Lynn focuses investment and interventions within a clearly defined area of the town. This chapter explains why this area was chosen, presents the agreed town centre boundary, and introduces the priority areas where funding will be concentrated over the next decade.

King's Lynn's Spatial Targeting Strategy prioritises investment that will benefit and achieve better life chances and outcomes for the most deprived areas through the Index of Multiple Deprivation (IMD), aiming to reduce inequality and improve access to opportunity.

The strategy focuses on connecting residential areas, employment, education and healthcare services, and the town centre, enhancing gateways, enabling safer active travel, and improving transport connectivity. These improvements will help provide new opportunities in the town for people to live, work, visit and play, reduce carbon emissions and congestion in the historic environment, and support a healthier, more inclusive urban environment.

Figure 3 is a map showing the agreed PiPP boundary for King's Lynn, marked by a specific outlined area within King's Lynn, marked by a dashed black boundary. It also includes visible roads, rivers, and green spaces



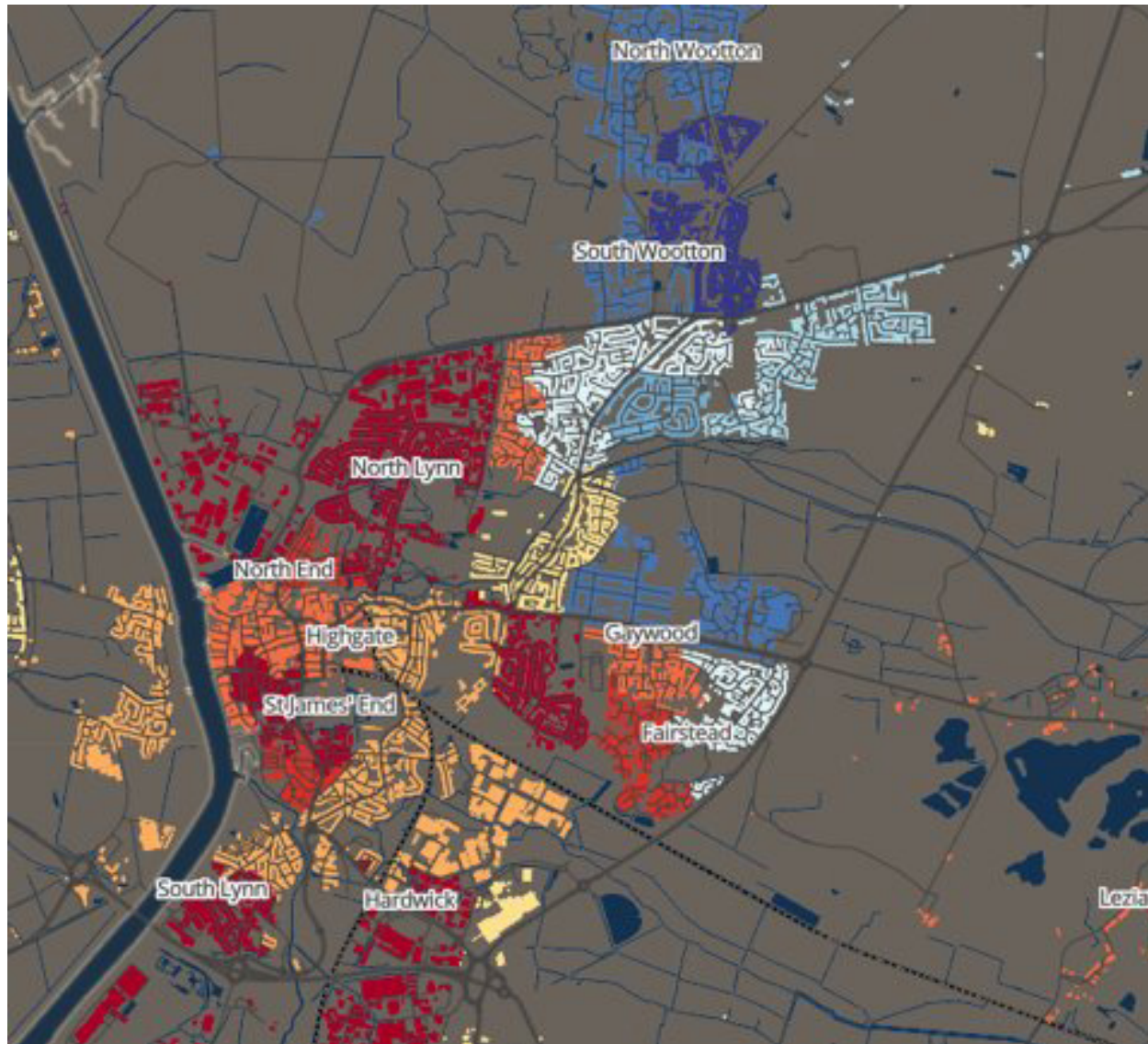


Figure 4: represents a map of King's Lynn and West Norfolk, showing the GeoDS Harmonised 2019 Index of Multiple Deprivation (IMD). It uses a color-coded scale to represent levels of deprivation across different areas:

- Dark red indicates the most deprived decile
- Dark blue indicates the least deprived decile
- Grey shows areas with no data

The map highlights significant spatial inequalities, with clusters of deprivation in North Lynn, South Lynn, and Fairstead.

The July 2025 MHCLG data pack, supported by polling and local insights, further presents a compelling case for targeted intervention in King's Lynn's most deprived neighbourhoods. Areas such as North Lynn, South Lynn, Fairstead, and Gaywood, etc., consistently rank among the lowest deciles in the Index of Multiple Deprivation (IMD), with acute challenges across income, education, health, and housing domains.^{1,2} While North and South Wootton are generally perceived as affluent neighbourhoods within King's Lynn, data gathered through the town's work as a Marmot Place has revealed pockets of deprivation within these areas. This underscores the importance of proportionate universalism—a core Marmot principle—which advocates for universal services delivered at a scale and intensity proportionate to need.^{3,4}

In King's Lynn, this means ensuring that regeneration efforts do not overlook smaller, less visible areas of need within otherwise well-performing neighbourhoods.

Key indicators reveal:

- High rates of economic inactivity and low qualification levels, with over 17% of residents aged 16–64 having no formal qualifications, compared to the national average of 12.4%.

- Low social trust, with King's Lynn scoring -11%, significantly below the national average of -3%, reflecting fragmented community cohesion.⁵
- Elevated crime rates, particularly in violence and sexual offences (49 per 1,000 population), and shoplifting (13.9 per 1,000), both well above national averages.⁶
- Digital exclusion, with gigabit broadband coverage lagging behind national benchmarks in several estates.⁷

Focus Areas for Intervention

The Neighbourhood Board has identified North Lynn and South Lynn, Friars/St. Margaret's, Fairstead and Gaywood as priority areas for PiPP investment. These neighbourhoods fall within the defined boundary for King's Lynn and exhibit some of the most acute indicators of deprivation and socio-economic need in the town. Areas outside of these priority areas, but within the Built-Up Area boundary, which also demonstrate the need for strategic and targeted funding will also be taken into account in Programme delivery.

North Lynn is widely recognised for its concentration of social housing and persistent socio-economic challenges⁸ borne from the historic trading and employment in the fishing industry which has subsequently declined leaving a legacy of worklessness and inequality. North Lynn

1 [*The English Indices of Deprivation 2019*](#)

2 [*Index of Multiple Deprivation \(IMD\) | Open Geography Portal*](#)

3 [*Insights from Marmot Places | Local Government Association*](#)

4 [*Health Equity in England_ The Marmot Review 10 Years On.pdf*](#)

5 [*King's_Lynn.pdf Data Pack From MHCLG JULY slide 9.pdf*](#)

6 [*King's_Lynn.pdf Data Pack From MHCLG JULY slide 1.pdf*](#)

7 [*King's_Lynn.pdf Data Pack From MHCLG JULY slide 3.pdf*](#)

8 [*north-lynn-community-plan-pdf*](#)

scores significantly worse than the England average across most health indicators, except long term unemployment. Men in North Lynn live on average 11.5 years less than men in more affluent areas like Burnham and Docking (72.2. vs 83.7 years). For women, the gap is 7.9 years compared to Springwood (77.6 years ⁹). The RISE project and Norfolk Police's 'Clear, Hold, Build' framework have helped to tackle North Lynn's high levels of deprivation and inactivity, with the top reported crimes/incidents being violence, sexual offences and anti-social behaviour. ¹⁰ The King's Lynn Masterplan and other critical associated documents from the Borough Council of King's Lynn and West Norfolk highlight the area's need for infrastructure investment and improved public spaces. ¹¹

South Lynn is the strategic focus of the Southgates Masterplan, the area is positioned as a key gateway into King's Lynn and suffers from poor connectivity and fragmented land use. South Lynn has long been shaped by its role in accommodating population growth through the London overspill programme of the 1960s, which led to extensive development of social housing and associated infrastructure. This legacy has contributed to the area's distinct urban character and demographic profile. More recently, South Lynn has been a focal point for regeneration through the Nar Ouse Regeneration Programme, initiated in the early 2000's. ^{12 13 14} South Lynn stands to benefit significantly from targeted

interventions aimed at raising aspirations, renewing ageing housing stock, improving health and wellbeing and enhancing local infrastructure.

Friars and St Margaret's lies in the core of the historic town centre and has huge potential to contribute to King's Lynn's cultural and economic revitalisation. These neighbourhoods face challenges related to underutilised heritage assets, limited green space and poor public realm quality, and a need for improved connectivity to the urban centre. The King's Lynn Neighbourhood Board intends to focus regeneration funding here to enhance the attractiveness of the town centre, restore key heritage sites, and create a more vibrant, inclusive environment for residents and visitors alike. The area is rich in heritage, featuring notable assets such as St. Margaret's Church (King's Lynn Minster), the Whitefriars Gate – the last remaining structure of the 13th century Carmelite Friary and historic streets like Carmelite Terrace and Priory Lane which reflect the town's medieval religious legacy. Despite these architectural strengths, Friars and St. Margaret's faces persistent issues including poor housing conditions, limited public realm investment and socio-economic isolation all of which contribute to its current levels of deprivation.

Friars and St Margaret's stands to benefit significantly from targeted interventions aimed at raising aspirations, improving health and wellbeing, and enhancing local infrastructure. Investment will support projects that improve public spaces, promote cultural engagement, and

⁹ [*Making West Norfolk a Marmot place.pdf*](#)

¹⁰ [*RISE project launched in North Lynn | Norfolk Constabulary*](#)

¹¹ [*King's Lynn in line for major investment under Pride in Place Programme*](#)

¹² [*Borough council to take next step towards new health and fitness facilities in BCKLWN*](#)

¹³ [*southgates masterplan development brief document november 2022*](#)

¹⁴ [*local_plan_2021_2040_july_2025.pdf*](#)

foster community cohesion—aligning with the broader goals of creating thriving places and empowering local communities.¹⁵

Fairstead has been prioritised due to its socio-economic challenges and the need to improve access to services, employment, and education. As a predominantly residential area with pockets of deprivation, Fairstead benefits significantly from its close proximity to the Queen Elizabeth Hospital in King's Lynn, offering residents convenient access to essential healthcare services and employment opportunities within walking distance. Targeted interventions aimed at raising aspirations, improving health and wellbeing, and enhancing local infrastructure will further strengthen the estate's potential and quality of life for its community. The Neighbourhood Board recognises the importance of inclusive growth and intends to channel funding into initiatives that support skills development, youth engagement, and improved transport links. By investing in Fairstead, the Board aims to create a more equitable and resilient community, ensuring that residents have the opportunity to thrive and contribute to the town's long-term success.¹⁶

Gaywood has been selected as a priority area due to its strategic location and potential to serve as a key gateway into King's Lynn. Despite its assets, including Gaywood Park, a large open area of land used for sporting activities and dog walking as well as a weekly Sunday Market and a car-boot sale – Gaywood faces several challenges. The

area benefits from amenities such as a Tesco supermarket, an Aldi store, a launderette, multiple cafes and various takeaways. However, it continues to grapple with issues like traffic congestion, and a lack of modern community facilities. Gaywood is part of the Active and Clean Connectivity project. As part of the initiative, the BCKLWN has received planning permission to build 380 homes, offering a mix of one-bedroom apartments and four-bed houses. The Neighbourhood Board plans to direct investment toward improving transport infrastructure, enhancing public amenities, and supporting local businesses. Gaywood stands to benefit from targeted interventions aimed at raising aspirations, improving health and wellbeing, and enhancing local infrastructure. These interventions will help unlock Gaywood's potential as a well-connected, attractive Neighbourhood that supports both residential life and economic activity. The focus on Gaywood reflects the Board's commitment to balanced development across the town, ensuring that regeneration benefits are felt beyond the central core¹⁷.

¹⁵ [*King's Lynn in line for major investment under Pride in Place Programme | Borough Council of King's Lynn & West Norfolk*](#)

¹⁶ [*fairstead-gaywood-community-plan-fch0476-005-1.pdf*](#)

¹⁷ [*New King's Lynn homes at Gaywood Parkway to be named in honour of First World War veteran Florence Green*](#)

Wider Economic Impacts for Surrounding Areas

The wider benefits of this targeted approach include:

1. Spillover Investment and Property Uplift

As the town centre becomes more attractive and economically vibrant, surrounding areas such as North Lynn, Gaywood, and South Lynn—which currently fall within the most deprived IMD deciles—are likely to experience uplift in property values and increased interest from developers and landlords.

2. Improved Access to Employment and Skills

Regeneration projects will support the generation of job opportunities in construction, hospitality, culture, and tourism. This will benefit residents in deprived outer neighbourhoods, especially when paired with targeted employment and skills programmes like BOOST and other people and skills initiatives.

3. Enhanced Connectivity and Infrastructure

Investments in the public realm, active travel and public transport (e.g. through the King's Lynn Transport Strategy, the Local Cycling and Walking Infrastructure Plan, and the Bus Service Improvement Plan) will improve access to the town centre from peripheral neighbourhoods reducing isolation and increasing economic participation.

4. Cultural and Civic Inclusion

The revitalisation of the Guildhall and riverfront will create inclusive cultural spaces and events that engage residents from across the borough, fostering civic pride and social cohesion.

5. Catalyst for Neighbourhood Renewal

Demonstrated success in the town centre can build momentum for future investment in outer areas, supporting the long-term goals of the PiPP and the West Norfolk Economic Strategy.

Vision for the Future

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Vision for the Future

The Vision

At the heart of this chapter is a clear and compelling vision and set of objectives to create a more resilient, connected and inclusive King's Lynn. This vision is underpinned by extensive community engagement with key local stakeholders and the Ten Year Vision's three strategic goals – as well as alignment with local, regional and national policy priorities such as the Borough Council's Economic Strategic 2045 and the County Council's Local Growth Plan 2024 – 2029.

We set out a bold and unifying vision for King's Lynn through to 2036. It reflects the town's collective ambition to nurture thriving places, build stronger communities, and empower people. These principles underpin the Ten Year vision and form the foundation of all interventions and investment.

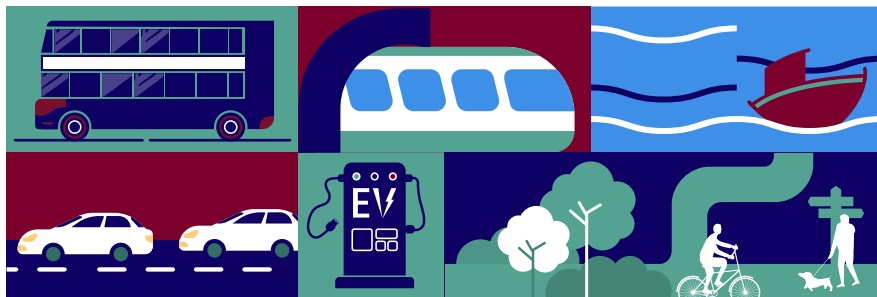


King's Lynn will be a successful and inclusive town for everyone, with flourishing communities and new opportunities for people to live, work and visit. It will be easy to travel in to and throughout the town, with a healthy, safe, and welcoming environment. Improved facilities, leisure, experiences and culture for people of all ages will ensure we are able to achieve our town's ambitions for...



1. A vibrant, prosperous, and attractive town with a wide offering and easy access to green spaces and rich heritage

2. A better connected town



3. A town where people feel safe and well, that offers better life opportunities where healthy lives are supported

4. A town where people are inspired to aim high and achieve their ambitions and better opportunities



Over the next decade, King's Lynn will become a resilient, connected and inclusive town that builds on its heritage and gives residents the power to shape their future.

Through investment in **thriving places**, the plan will repurpose and enhance community assets, underused spaces, heritage buildings and the environment to support improvements to business, culture, and community life. Improving public realm, green spaces and opportunities for better homes that respect King's Lynn's heritage and to improve the overall attractiveness and liveability for both residents and visitors. We will support enhanced connectivity, sustainable development to enhance mobility by bringing about a bold modal shift towards active travel and public transport, making bus routes more frequent and better connected to our rural hinterland, and expanding and greening cycling and pedestrian pathways to encourage sustainable travel choices, support healthier lives and progression towards net zero. Support will be provided to community and voluntary groups for events and initiatives to reduce health inequalities and promote wellbeing contributing to our vision of becoming a 'Marmot Place'.

By nurturing **stronger communities**, the plan will promote cohesion, inclusion, and opportunity – backed by local initiatives and civic engagement that bring people together. We will address causes of anti-social behaviour and crime through programmes that provide activities and opportunities for young people to raise aspirations and make positive social and economic contributions to the town.

And **empowered people**, will enable decision making to be made locally, ensuring priorities reflect the needs and ambitions of its residents. Work will be undertaken to raise aspirations, boost local talent, fostering entrepreneurship, supporting business start-up provision, employment and skills programmes for residents, linked to opportunities in key sectors of our economy that will create more prosperous lives for residents.

Community shaping the 10-Year Vision

The 10-Year Vision for King's Lynn has been shaped and refined through extensive community engagement, reflecting the aspirations and lived experiences of local residents. Originally focused on economic regeneration and infrastructure, the Vision now places greater emphasis on sustainability, inclusive opportunities, and quality of life improvements.

Inclusive Opportunities:

- *"Youth provision – somewhere young people can go – skate parks, graffiti boards, shelters, youth clubs in community buildings."*
– PiPP Conference attendee
- *"Working with employers to generate multiple work placements allowing youth to experience multiple work environments."*
– PiPP Conference attendee

- *"More opportunities for young people under the age of 18 (16+) who can volunteer."*
– PiPP Conference attendee
- *"Volunteering + Work experience Programmes."*
– PiPP Conference attendee
- *"Accessible play areas – accessible play equipment/sensory items & plants."*
– PiPP Conference attendee

Quality of Life Improvements:

- *"Bus station feels unsafe. As a parent, worried about children going out alone."*
– Male, North Lynn
- *"Free Wi-Fi. More public toilets. There are not enough in the centre."*
– Female, 35, South Wootton
- *"Shops close too early. Even til 7 will make an improvement."*
– Age 46, King's Lynn
- *"More street lighting in blindspots."*
– PiPP Conference attendee
- *"Community mental health services – not NHS ones etc, with shorter waiting lists."*
– PiPP Conference attendee
- *"Make Lynn more appealing and keep people here with more to do."*
– Resident, King's Lynn

- *"Need more inclusive, interactive and celebratory community experiences to bring people together, such as events and festivals"*
– PiPP Conference attendee

Sustainability:

- *"More greenery and trees. Support and protect wildlife. Animal crossings and bridges, more fencing to protect animals."*
– Female, 8, King's Lynn
- *"Encourage more cycling to work by better & more secure parking and lit routes – not everybody (especially young) has a car."*
– PiPP Conference attendee

What does success look like in 2036?

By 2036, King's Lynn will be recognised as a thriving, inclusive town with a vibrant centre, empowered communities, and a resilient economy.

The plan, will engage with communities, partners and private sector to revitalise the town centre through mixed-use development, adding new homes, enhancing cultural opportunities, improving public areas, green infrastructure and sustainable transport connectivity.

In residential neighbourhoods, targeted interventions will focus on improving safety, community cohesion, amenities, access to services, and youth engagement through skills and employment, public health initiative pathways to enable people to live well and lead productive and healthier lives.

The King's Lynn Regeneration Plan targets a set of priority neighbourhoods including North Lynn, South Lynn, and the town Centre, where entrenched deprivation, poor connectivity, and underutilised assets have constrained opportunity. These areas will benefit from a coordinated Programme of interventions designed to unlock their potential and improve quality of life.

Success will be measured by tangible improvements in economic productivity (e.g., increased GVA per job), reduced health and education inequalities (e.g., fewer NEETs, improved life expectancy) and stronger community cohesion.



King's Lynn Riverfront

Strategic Case for Change

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Strategic case for change

This strategic case is not just about economic uplift; it's about ¹ changing mindsets, restoring civic pride, and creating a town where people can live well, work well and where people choose to visit and invest.

Market Failure and Social Disadvantage

King's Lynn has a clear economic and social need for regeneration, as evidenced by a range of data and local strategic assessments. Many parts of the town face higher-than-average levels of deprivation especially in areas, such as income, employment, health, and education. ² These long-standing socio-economic challenges hinder inclusive growth and people's quality of life. The town's historic riverfront and central areas, once vital to its identity and economy, are now underutilised and disconnected from the wider urban fabric due to past development decisions. This has weakened the town's sense of place, discouraged private sector investment, reduced footfall, and limited opportunities for local businesses and cultural activities to thrive. What was once the source of the town's prosperity has gradually declined especially following the post-industrial activities that came as a result of the 1960's overspill in the post war era.

¹ [kings-lynn-youth-retraining-project-business-case-draft.pdf](#)

² [King's Lynn data pack.pdf](#)

King's Lynn faces real challenges in attracting private sector investment in key areas, particularly the riverfront, town centre and surrounding neighbourhoods. Despite the town's rich heritage and strategic location, the absence of coordinated public spaces, environmental constraints and infrastructure gaps have made it harder to draw commercial interest. This has been acutely felt in the town centre where the retail led quarter has followed the national trend in loss of national retailers but inability to replace these businesses with other leisure and private sector investment due to the social and economic limitations that face the town.



Closed and empty Debenhams building

This cycle is compounded by market failure: local employers cite skills gaps, yet many young residents remain disengaged from training and education. Over 1,300 young people aged 18–24 are employed without training,³ and pockets of King’s Lynn have over 30% of residents with no qualifications or only NVQ Level 1.⁴ The result is a mismatch between labour market demand and workforce capability—limiting productivity, innovation, and inward investment. Social disadvantage is evident in the town’s ranking among the most income-deprived areas in Norfolk, with nine neighbourhoods in the lowest decile nationally⁵. These conditions correlate with higher rates of crime, poor health outcomes, and reduced quality of life.⁶ During consultation at PiPP conferences, it was found that more opportunities for young people under the age of 18 (16+) who can volunteer was cited as a potential solution by local residents.

Socially, this regeneration plan offers significant opportunities. It will raise aspirations, improve access to quality public spaces, foster community pride, and support healthier lifestyles through upgraded connectivity and quality amenities. The anticipated outcomes include reduced crime and anti-social behaviour, increased civic participation, and enhanced opportunities for local employment and skills development.⁷ By aligning with national priorities and local aspirations, the PiPP in King’s Lynn represents a transformative opportunity to

address long-standing inequalities and build a more resilient, vibrant, and inclusive town.

Socio-economic challenges

King’s Lynn faces entrenched socio-economic challenges that limit opportunity and prosperity. Despite a relatively high employment rate (79.8%),⁸ the town is characterised by a low-wage, low-skill economy, with median weekly pay (£549) falling below both regional (£604) and national averages. Educational attainment is persistently low: only 32.5% of students achieved GCSE English and Maths Grade 9–5 in 2019, compared to 43.2% nationally.⁹ This suggests that King’s Lynn continues to trail slightly behind the national average, though the gap has narrowed compared to previous years. Participation in higher education is just 17%, less than half the national rate.¹⁰ These indicators reflect a cycle of low aspirations, particularly among young people, which contributes to insecure employment, economic inactivity, and higher deprivation.

3 [*Democracy West Norfolk King’s Lynn Youth Retraining Pledge*](#)

4 [*Democracy West Norfolk King’s Lynn Youth Retraining Pledge*](#)

5 [*Map of Norfolk’s richest and poorest areas reveals huge inequality | EDP*](#)

6 [*Is King’s Lynn a nice place to live?*](#)

7 [*Riverfront Regeneration - Towns Fund Business Case.pdf*](#)

8 [*King’s Lynn and West Norfolk’s employment, unemployment and economic inactivity - ONS*](#)

9 [*Key stage 4 performance, Academic year 2023/24 - GOV.UK*](#)

10 [*Search by postcode - Office for Students*](#)

Housing

King's Lynn has a high number of smaller homes, including flats (22%) and terraced housing (26%). The historic nature of the town and the legacy of being a post-war London overspill town means a high proportion of the housing stock is of poor quality (in terms of energy-efficiency and condition) which exacerbates the levels of deprivation in health and quality of life for low-income families. Overcrowding is a growing issue, particularly in the private rented sector (PRS), which accounts for 24.7% of houses are overcrowded – the highest rate among sub-areas in the borough. This suggests a mismatch between housing size and housing needs, particularly for families and low-income groups.

Letting agent surveys indicate that demand for affordable, well-maintained rental properties exceeds supply, especially for larger homes. Residents reported concerns about the affordability of local housing at our PiPP conferences. Agents also reported concerns about applicant quality, limited availability and rising rents, which may force households into unsuitable or poor-quality accommodation ¹¹.

These trends emphasise the need for targeted investment in higher-quality, well-maintained, affordable housing particularly in the private rental sector, to reduce housing stress, address overcrowding, improve living conditions and support inclusive regeneration.

¹¹ [residential_needs_assessment_final_2020.pdf](#)

Health inequality challenge

The COVID-19 global pandemic exposed and deepened existing, long-standing health inequalities across King's Lynn and indeed West Norfolk. As seen in the *Build Back Fairer* Marmot Review, the unequal burden of illness and mortality during the pandemic was closely tied to pre-existing social and economic disparities. In King's Lynn, these disparities are particularly stark: higher rates of mental health issues, obesity, alcohol related hospital admissions and loneliness – conditions that were already prevalent before the pandemic ¹².

The long term social and economic consequences are significant. The pandemic has increased the risk of generational disadvantage, with children in deprived areas facing setbacks in education and wellbeing. Adults in insecure work or poor housing have experienced deteriorating physical and mental health, further straining local services and widening the gap in life chances.

The Marmot Place Programme, launched in King's Lynn in March 2025, aims to tackle these inequalities through a place-based strategy focused on the social determinants of health. It brings together the Institute for Health Equity, Public Health, Borough Council, NHS, voluntary sector and community partners to co-design interventions that promote health equity from early years support and housing improvements to employment access and community infrastructure.

¹² [Build Back fairer - the COVID-19 Marmot review](#)

The borough's designation as Norfolk's first Marmot Place underscores the urgency of addressing these challenges. In North Lynn, for example, life expectancy for men is 11.5 years shorter than in more affluent areas like Brancaster and Burnham.¹³ For women, the gap is nearly 8 years.¹⁴ These disparities are the widest in Norfolk and are driven by unequal access to housing, transport, education and employment – factors that worsened during lockdowns and service disruptions. PiPP investment will provide essential support to tackle these identified issues.

Case Studies

By investing in community-led regeneration, youth engagement, and skills development, the programme inspires young people to reimagine their futures. Projects such as BOOST, as funded through the King's Lynn Town Deal and latterly UK Shared Prosperity Funding (UKSPF) and Volunteer It Yourself, as funded locally through UKSPF, are already demonstrating their value.¹⁵ In total, 839¹⁶ young people across West Norfolk have engaged with the programme from 2021-2025. Employers, training providers, the BOOST team and stakeholder organisations concur that the greatest benefits to young people engaging with the project have been in improvements to confidence, self-esteem, and communication skills.



Figure 6 - BOOST programme participants at a site visit

Furthermore, **the Pizza Project** in North Lynn has been praised for helping reduce anti-social behaviour and violent crime.¹⁷ This pilot project led by the Youth Service, supported by the Police and Active Norfolk has provided a model for youth engagement and diversionary activities. This initiative has the opportunity to roll out to other areas of the town where youth engagement is most needed.

¹³ [*New programme aims for better health across West Norfolk's communities*](#)

¹⁴ [*King's Lynn and West Norfolk becomes county's first Marmot Place and will take on strategy to improve health inequalities in borough*](#)

¹⁵ [*Five UKSPF People and Skills projects 2024-2025*](#)

¹⁶ [*Lifting-Life-Chances-and-Local-Prosperity-in-Kings-Lynn-and-West-Norfolk pdf*](#)

¹⁷ [*North Lynn Youth Group credited with reduction in local crime - BBC News*](#)

It has improved confidence for my children, but also it has given life opportunities, including career progression, for people who may not have had that otherwise. I believe it has been inspirational for some who may have been lacking in self-belief and aspiration, and it has opened doors for them.

Parent of Boost participant

The Place received funding through the Community Renewal Fund in 2021 and UK Shared Prosperity funding from 2022-2025 to open a flexible, multi-use space in a former town centre retail unit and provide support to entrepreneurs and micro businesses who are looking to test out ideas, trial having a physical shop front, or want to see whether their side hustle can become their main source of income. Over the period March 2022 to March 2025, the Place provided non-financial support to 132 enterprises, enabled 60 events and provided assistance to 16 entrepreneurs to be enterprise ready.



Figure 7: Keen shoppers sifting through at The Place



Figure 8: Young participants of in a play at St. George's Guildhall

St. George's Guildhall represents a unique cultural asset with untapped potential to drive inclusive economic growth, heritage-led regeneration, and community wellbeing in King's Lynn. Strategic investment is essential to unlock its role as a regional anchor for creative industries, tourism, and civic engagement – addressing long standing underutilisation and ensuring its sustainability for future generations.

Kids are the future and hearing children in the building is great... There has been a new energy in the venue with these events and since the Learning & Engagement postholder joined.

Volunteer guide, September 2024

This sentiment, echoed by a dozen other volunteers, highlights the transformative impact of educational programming which has been supported through the UK Shared Prosperity Fund – such as Play in a Day and school visits – on revitalising St. George's Guildhall as a vibrant, inclusive cultural space.

Priorities for change

The following priorities emerged from a combination of qualitative analysis of responses to the MHCLG Zen City Survey and extensive community engagement undertaken by the Neighbourhood Board during 2024-5.

The survey invited open-ended feedback on how £20 million in regeneration funding should be used locally. Responses reflect a broad and deeply felt desire for improvements across housing, infrastructure, youth services, safety, and the town centre. The word cloud (Fig 9) highlights the most frequently mentioned priorities for change in King's Lynn, with larger words indicating higher frequency.



Figure 9 - King's Lynn Zen City Survey Word Cloud

Key Takeaways:

- Town centre regeneration is the most frequently cited priority, with residents wanting a more vibrant, accessible, and culturally rich environment.
- Housing and infrastructure are critical concerns, especially in light of ongoing development and affordability challenges.
- Youth engagement and safety are seen as essential to improving community wellbeing and cohesion.

Local data from Norfolk Insight further highlights entrenched deprivation in these areas, with persistent issues in child poverty, poor health outcomes, and limited access to green space and cultural amenities.

A deeper and richer understanding of the issues to aid a greater understanding behind the data has been gathered from residents and stakeholders through an extensive range of consultation and engagement during 2024-5. This has been gathered through face-to-face workshops, surveys, community led events and one-to-one meetings. An extensive review of other topic specific consultations undertaken by other services and our agency partners has also been completed to provide a robust basis for identifying priorities. For example, community-led engagement, such as the North Lynn Community Plan which has been developed on the back of the 'Clear, Hold, Build' framework and Sport England Place Expansion programme with Active Norfolk, reinforce these findings with lived experience accounts of key issues facing the town and opportunities on how these could be addressed.

Table 1 - Gap analysis linked to eight strategic priority areas

High level consultation insights are summarised below against the government's eight programme interventions:

Theme	Current Strengths	Challenges / Gaps	Key Opportunities
1. Regeneration, High Streets & Heritage	Strong community engagement in regeneration projects - Active interest in independent businesses- Successful cultural events (e.g., St. George's Guildhall) - Interest in revitalising public spaces	Empty buildings and shops (e.g., Debenhams)- Traffic flow and parking issues- Insufficient promotion of heritage and culture- Lack of sustainability resources for local businesses- support for independent retailers – improved retail provision- limited leisure and cultural activities	Town Centre Regeneration: Focus on bringing empty spaces back into use- Support the continued rejuvenation of St George's Guildhall. Support further regeneration along the riverfront. Promotion of Cultural Events: Strategic marketing for arts and heritage- Environmental Support: Incentives for sustainable business practices
2. Housing	Plans for increased housing density Public realm improvements (e.g., Public Realm Action Plan) - Commitment to Net Zero through heat-sharing initiatives	Low housing density in town centre- Poor quality housing stock (18.8% non-decent) Poor town centre housing density - need for improved access to green spaces	Measures to improve housing affordability. Neighbourhood renewal and community guided public realm improvements e.g. Southgates and Riverfront Regeneration:
3. Work, Productivity & Skills	Town Deal and UKSPF-funded projects (e.g., BOOST, Tech Skills for Life)- Up-skilling opportunities for residents	High economic inactivity and low wages- High NEET levels and lack of career pathways for youth- Underdeveloped retail sector Youth engagement/participation; barrier to employment include transport and lack of aspiration and confidence	Youth Employment Support: Expand initiatives like BOOST- Workplace Incubators: Develop spaces for small businesses, work with partners to identify and improve opportunities for training, apprenticeships, mentoring and employment and to enhance local provision for work based and skills training. Implement the recommendations of the WN Skills Group
4. Cohesion	Strong community support for local initiatives (e.g., The Beacon, The Pizza Project, RISE)- Multi-user community hub projects	Limited available community spaces for activities, lack of neighbourhood amenities.	Community Asset Review and Space Development - Review of community amenities; identify hotspots and quick wins to improve communities open spaces. Grow social capital and empower community voices to contribute towards service improvements.

Theme	Current Strengths	Challenges / Gaps	Key Opportunities
5. Health & Wellbeing	High demand for physical activities (87% interested)- Proposals for integrated health services Community support for vulnerable groups (e.g. homeless)	Outdated leisure facilities unable to meet demand- Health inequalities, especially in deprived areas Rise in homelessness since the Covid pandemic.	Improved, accessible and affordable leisure facilities and provision in local communities Opportunities for multi-agency service provision
6. Transport	Plans for improved cycling infrastructure- Focus on enhancing public transport	Gaps in current public transport provision, especially late at night- Traffic congestion limiting mobility Missing links and safety concerns on parts of the cycle network.	Public Transport Improvements: Expand bus routes and reliability- Active Travel Infrastructure Enhancement: Develop safer, more accessible cycling routes
7. Safety & Security	Youth-focused initiatives (e.g. The Pizza Project, RISE in North Lynn)	Safety concerns at night, particularly in high-crime areas- High crime rates (theft, public order, violence).	Multi-agency approach to effectively improve street safety Continued implementation of the King's Lynn Public Realm Action Plan to improve the safety, connectivity and attractiveness Design out crime Youth Engagement: Expand initiatives like The Pizza Project and RISE to reduce anti-social behaviour
8. Education & Opportunity	Strong interest in youth activities and education- St. George's Guildhall Education Programme	Limited youth engagement leading to outmigration- High educational inequalities and deprivation	Youth Development Programmes: Implement initiatives to improve educational opportunities for young people Community Garden and 10x10 scheme to enhance skills development, learning events programme, work with secondary schools to raise aspirations and create civic pride.

Eight Strategic Priorities

The Regeneration Plan responds directly to these challenges and opportunities identified through our community engagement activities. The £20 million investment through the PiPP offers a once-in-a-generation opportunity to break ingrained issues by tackling their root causes working in partnership with communities and key organisations to address **low aspirations, low skills and attainment, significant health inequalities, poor connectivity and market failure**.

Interventions will be developed that will seek to deliver positive change against the following **eight strategic priorities** ¹⁸.

1 Town Centre Revitalisation: Focus on bringing empty buildings back into use, enhancing market offerings, supporting the continued rejuvenation of key heritage assets, improving green spaces, regenerating the riverfront, and supporting independent businesses.

2 Neighbourhoods and Affordable Housing: Undertake neighbourhood renewal through community guided public realm improvements and collaborate with partners to coordinate services to deliver quality affordable homes.

3 Employment & Skills: Raise skills levels by continuing support for youth targeted programmes, providing opportunities for economically inactive & NEET youth people to move closer to training and employment.

4 Health & Wellbeing Infrastructure: Support improved, accessible and affordable leisure facilities and provision in local communities. 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. Integrate health services and address health inequalities.

5 Transport Connectivity: support continued active travel improvements alongside wider network improvements to address congestion, reduce emissions and create a safe cycling network.

6 Safer Streets: coordinate a multi-agency approach to effectively improve street safety and reduce the causes of anti-social behaviour. Improve public safety through infrastructure upgrades. Expand and develop successful local youth initiatives, providing regular positive engagement.

7 Education & Youth Engagement: Expand and enhance opportunities for youth development programmes, learning and skills development and positive activities for young people to raise aspirations and create civic pride.

8 Community Capacity Building: Providing support to strengthen skills, knowledge and resources to empower communities to enable positive change and grow social capital. Review and harness opportunities to improve community assets and spaces to meet local needs.

Alignment with Pride in Place's 3 strategic objectives

Our eight priorities respond directly to the government's three strategic objectives of the programme through:

Government Objective: Thriving Places

KLNB Priorities:

Town Centre Revitalisation
Neighbourhoods & Affordable housing
Health & Wellbeing Infrastructure
Transport Connectivity

Opportunities for change:

Investments in the town centre—such as the revitalisation of St George's Guildhall and the Riverfront—will enhance cultural experiences, attract footfall, and support a modern, mixed-use economy. These interventions will create a more vibrant and economically resilient town centre, directly contributing to the goal of building thriving places

Government Objective: Stronger Communities

KLNB Priorities:

Safer Streets
Community Capacity Building

Opportunities for change:

By improving safety, wellbeing, and access to services in neighbourhoods like North Lynn and South Lynn, the Plan will foster greater community cohesion and pride in place. Projects focused on health, youth engagement, and public realm improvements will empower residents and reduce inequalities, supporting stronger, more connected communities.

Government Objective: Taking Back Control

KLNB Priorities:

Employment & Skills
Education & Youth Engagement

Opportunities for change:

The KLNB's community-led governance model ensures that local voices shape investment decisions. Through capacity building, co-design, and inclusive engagement, the Plan enables residents, businesses, and civil society to take ownership of their future—delivering on the objective of giving people opportunities to thrive and achieve their potential. live.

Priority Projects and Rationale

Flagship projects have been identified as early priorities for investment under the King's Lynn Regeneration Plan's three themes for:

- Thriving Places
- Stronger Communities
- Empowered People (empowerment naturally leads to taking back control – over one's life, choices and future).

Thriving Places:

St George's Guildhall and Creative Hub

As the oldest working theatre in the UK, St George's Guildhall is a nationally significant cultural asset with untapped potential. Investment will restore and modernise the venue, creating a vibrant creative hub that supports local artists, attracts visitors, and anchors the town's cultural economy.

Rationale: This project will support the creation of community and public spaces as part of the wider restoration project and directly supports the outcomes of improving town centre attractiveness, enhanced footfall to unlock private sector investment, enhancing cultural experience, and raising aspirations—particularly among young people through creative skills pathways. The St George's Guildhall and Creative Hub will provide local residents with access to affordable arts, culture, and heritage experiences, while also creating new jobs,

supporting creative businesses, and offering education and skills development opportunities.



Drone shot of St George's Guildhall

King's Lynn Riverfront Phase II

This project will unlock the potential of the River Great Ouse waterfront through public realm and green space improvements, better pedestrian and cycle connectivity, and activation of underused spaces for leisure, events, and enterprise. This next phase of Riverfront Regeneration builds in the initial work to revitalise the Custom House under the Town Deal. This phase will seek to unlock this underutilised potential by transforming the public and green spaces to be **active, accessible and attractive** along South Quay through to Boal Quay and the Southgates¹⁹ as part of a wider ambition to be set out in the forthcoming King's Lynn Masterplan. These interventions aim to improve the health, wellbeing and connectivity for adjacent residents, providing improved amenities that will catalyse private investment, improve perceptions of the area, and stimulate the visitor economy—addressing both demand-side and supply-side failures.

¹⁹ [Nelson Quay | Nelson Quay | Borough Council of King's Lynn & West Norfolk](#)

Rationale: The riverfront is a key gateway and heritage asset. Enhancing its accessibility and appeal will support a modern, mixed-use town centre and improve wellbeing through inclusive, safe, and active public spaces.

[Table 8 highlights community voices to support the rationale identified here.](#)

Town Centre Repurposing

Town centre repurposing is a central priority in the King's Lynn PiPP, 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 centre²⁰.

²⁰ [klnb regen and investment plan august 2025](#)



Rationale: Repurposing supports a mixed-use economy, attracting footfall, increasing dwell time, and boosting local business resilience.

Stronger Communities

Community Capacity Building, Assets and Empowerment

This priority project focuses on strengthening the ability of local communities, voluntary groups and grassroots organisations to shape and deliver regeneration outcomes. It includes supporting community groups and local champions to lead engagement and co-design activities. Using the ‘Asset Based Community Development’ model, communities will be supported to strengthen skills, knowledge and networks to enhance local collaboration, problem solving and leadership, building resilience and self-sufficiency in communities. Through building long term capacity for self-sustaining social action, a programme of community action projects will be developed and supported through grant funding to target neighbourhood specific opportunities.

Rationale: enabling residents to take a leading role in shaping their neighbourhoods which should foster pride and trust.

Table 8 highlights community voices to support the rational identified here.

Empowered People

Work to raise skills and aspirations is being led by the West Norfolk Skills Group, which brings together VCSEs, employers, education providers, and public sector partners to identify and respond to workforce needs. This partnership is closely aligned with the Norfolk’s Connect to Work Programme, which supports economically inactive residents and those facing complex barriers to employment, including care leavers, people with health conditions, and disadvantaged youth.

The Skills Group works in tandem with the Employment & Skills Board, ensuring that interventions are strategically aligned and responsive to local labour market challenges. Together, these initiatives are building a locally rooted skills ecosystem that enables residents to access meaningful training, employment, and progression opportunities.

Rationale: This approach directly supports this key objective by ensuring accountability and alignment with the KLNb’s strategic priorities, especially around youth development, inclusion, and long-term opportunity creation.

Table 8 highlights community voices to support the rational identified here.

Intended use of powers

Entity	Power/Function	Use of Power(s)	Link to KLNB thematic priorities
Borough Council of King's Lynn & West Norfolk (Accountable Body)	<ul style="list-style-type: none"> Local Listed Building Consent Orders; Planning and Procurement Powers, Licensing Section 215 of the Town and Country Planning Act 1990 – Clean Up Notices 	<ul style="list-style-type: none"> Facilities heritage-led regeneration (e.g. Guildhall); streamlines planning for listed buildings; manages funding and contracts Exploring use of High Street Rental Auctions to support town centre repurposing 	Regeneration, High Streets and Heritage
Norfolk Police Constabulary	Anti-Social Behaviour, Crime and Policing Act 2014, Respect Orders.	Joint Operations with BCKLWN and the Operational Partnership Team (OPT) to identify and address hotspots of ASB or criminal activity.	Safer Streets
Norfolk County Council	Highways	Co-design and deliver transport schemes identified in the King's Lynn Transport Strategy and PiPP Investment Plan (e.g. Southgates junction, active travel corridors).	Transport Connectivity
Community Organisations & VCS	Community Right to Bid; delivery of funded projects	Nominates assets of community value; leads grassroots initiatives funded and PiPP	Community Capacity Building
Borough Council of King's Lynn & West Norfolk (Planning Enforcement)	Repair Notices	Planning Enforcement and Conservation Team, section 48 of the Planning (Listed Buildings and Conservation Areas) Act 1990. These have been used by planning and can lead to CPO action being considered. Also used are notices served under section 54, urgent works.	Town Centre Revitalisation
Borough Council of King's Lynn & West Norfolk (Local Planning Authority)	Clean-up Notices	Planning enforcement, Section 215 of the Town and Country Planning Act 1990, these notices are used by the department	Town Centre Revitalisation
Borough Council of King's Lynn & West Norfolk Community Safety, Noise & Nuisance (CSNN)	Fly Tipping	The CSNN team regularly use The Environmental Protection Act legislation and The Antisocial Behaviour Crime and Policing act 2014 to address fly tipping and regularly issue FPN's and Community Protection Warning's and Community Protection Notices. If necessary, given appropriate time, some meaningful data quantifying number of complaints and number of informal and formal interventions and their type could be provided.	Safer Streets

Long term outcomes of the King's Lynn PiPP

Below are some long-term outcomes aligned with the King's Lynn Neighbourhood Board's PiPP. These outcomes reflect the strategic ambitions of the Board and the transformative potential of priority interventions like the St. Georges Guildhall restoration and the Riverfront Regeneration Project:

1. A vibrant, prosperous and attractive mixed-use town that offers different uses and easy access to green spaces and our rich heritage

- King's Lynn becomes a nationally recognised cultural destination, anchored by restored heritage assets and vibrant public spaces.
- Increased visitor numbers and dwell time in the town centre, supporting local businesses and cultural organisations.
- A thriving year-round programme of events and exhibitions that reflects local identity and attracts regional audiences.

2. A better connected town

- Seamless active travel routes connect neighbourhoods to the town centre, schools, and health services.
- Improved transport infrastructure reduces travel times and increases access to employment and education.
- Digital connectivity upgrades ensure equitable access to online services and opportunities.

3. A town where people feel safe and well, where healthy lives are supported

- Public realm improvements and community-led design reduce anti-social behaviour and increase perceptions of safety.
- Increased access to green spaces and cultural venues supports mental and physical wellbeing.
- Stronger local networks and civic engagement foster resilience and social cohesion.

4. A town where people are inspired to aim high and achieve their ambitions and improve life opportunities

- Heritage and regeneration projects provide platforms for youth engagement, volunteering, and creative learning.
- Partnerships with schools, colleges, and employers deliver targeted skills programmes and career pathways. A more dynamic local economy that supports job creation, innovation, and inclusive growth.

King's Lynn priority projects and their desired outcomes

Projects	PiPP Strategic Objectives	King's Lynn Vision	King's Lynn Strategic Priorities	Outcomes
St Georges Guildhall & Creative Hub	Thriving Places	Vibrant, prosperous mixed-use town	Town Centre Revitalisation	Increased cultural participation
King's Lynn Riverfront Phase II	Thriving Places Take Back Control	Vibrant, prosperous mixed-use town	Town Centre Revitalisation Health & Wellbeing Infrastructure:	Enhanced public space, visitor economy
Town Centre Repurposing	Thriving Places	Better connected town	Town Centre Revitalisation	Improved town centre experience, diversified use of spaces
Empowered People	Stronger Communities	People feeling safe and well	Education & Youth Engagement:	Better life opportunities
Community Capacity Building & Assets	Stronger Communities	Healthy lives supported	Community Capacity Building	Empowered residents, improved health & wellbeing

Measures of success and long-term outcomes

Key Performance Indicator (KPI)	Description	Linked long-term outcome
Town Centre Footfall	Increase in visitor numbers to the town centre	Improve town centre attractiveness and cultural experience
Vacancy Rate of Commercial Units	Reduction in empty retail and commercial spaces	Create a successful, modern mixed use town centre
Public Transport Accessibility Index	Improved access to public transport across key neighbourhoods	Enhance connectivity and accessibility
Crime Rate (ASB and related offences)	Reduction in anti-social behaviour, violence and sexual crime	Improve safety, security and community wellbeing
Youth in Further Education or Apprenticeships	Increase in post-16 participation rates, number of NEETs, uplift in KS3 & KS4 educational attainment rates	Raise young people's aspirations
Business Start-Up Rate	Growth in new local enterprises and SMEs	Support business and skills growth
Cultural Participation Rate	Increase in attendance at cultural venues/events (e.g. Guildhall, Hanse festivals, etc)	Improve town centre cultural experience
Private Sector Investment leveraged	Increase in private sector investment in the town	Reduction in market failure
Green and public open spaces	Increase in quality and quantity of green and public spaces	Improved connectivity, health and well being

Alignment with other programmes & investments

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Alignment with other programmes & investments

This chapter explains how the King's Lynn Neighbourhood Plan aligns with wider strategies and funding programmes to ensure coordinated, impactful delivery. The PiPP regeneration plan aligns closely with a range of local, regional, and national programmes aimed at strengthening place-based investment, empowering communities, and enhancing local control.

Since 2020, the Neighbourhood Board, local Authorities and partners have made strong progress in developing priority projects and a future pipeline of projects informed by local strategies and masterplans. The Regeneration Plan will build on this momentum by aligning with initiatives like the Towns Fund, UK Shared Prosperity Fund and Levelling Fund, whilst supporting broader goals such as West Norfolk's Economic Strategy. This joined-up approach will help to unlock funding and deliver meaningful change for King's Lynn.

Existing Programmes and Investment

The Towns Fund and the Levelling Up Fund have unlocked over £65m of public sector investment that is in the process of being delivered and implemented as part of the vision and priorities set out in the Town Investment Plan (2021). These programmes complement the Plan's objectives by focusing on regeneration, transport connectivity, and unlocking underutilised assets. Priority projects being delivered through these programmes include:

Innovative, growing businesses and skilled workforce				
Project	Project Cost	Funding	Timeline	King's Lynn Vision (2021)
School of Nursing	£750,000	Town Deal accelerated funding & Department for Health	Completed 2022	A skilled workforce for growing industry
Boost	£840,000	Town Deal, UK Shared Prosperity Fund & Norfolk County Council	2021-2026	A skilled workforce for growing industry
St George's Guildhall & Creative Hub	£30.1m	Town Deal, Historic England, Borough Council, UK Shared Prosperity Fund and other fundraising	Construction 2025-7	A skilled workforce for growing industry A home for innovative business
The Library	£15.1m	Town Deal & Norfolk County Council	Construction 2025	A skilled workforce for growing industry A repurposed town centre

Sustainably Connected town				
Project	Project Cost	Funding	Timeline	King's Lynn Vision (2021)
Active & Clean Connectivity	£7.1m	Town Deal, Business Rates Pool	Construction in 2023-6	A sustainably connected town
Southgate Regeneration Area	£35m	RIBA 1-3 funded by Levelling Up Fund, Borough Council and Business Rates Pool. Funding for construction phase required.	Construction 2027 onwards	A sustainably connected town
Sustainable Regeneration and Transport Scheme (STARS) Gyratory & Baxters Plain	£24.1m	Levelling Up Fund & Norfolk County Council	Construction 2026-7	A sustainably connected town

Historic waterfront and repurposed town centre				
Project	Project Cost	Funding	Timeline	King's Lynn Vision (2021)
Riverfront regeneration (Phase 1 Custom House)	£2.3m	Town Deal	Construction in 2025-6	A revived historic waterfront
Rail to River Public realm	£300k	Town Deal & UK Shared Prosperity Fund	Construction 2023-5	A repurposed town centre

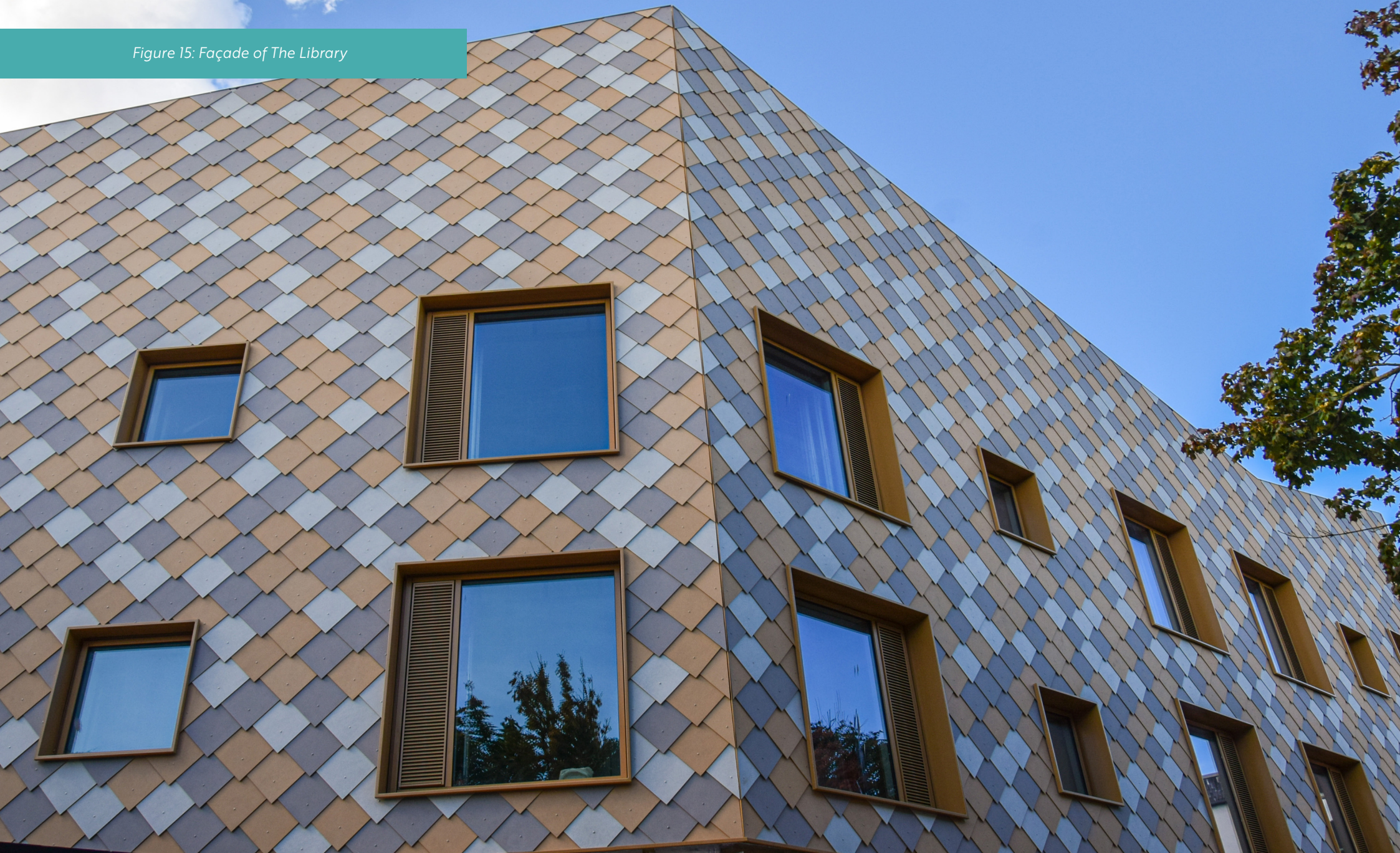
Furthermore, King's Lynn has been designated as Norfolk's first Marmot Place, a programme led by the Borough Council in partnership with Norfolk County Council Public Health and the Integrated Care Board which aims to reduce health inequalities by addressing the social determinants of health—such as housing, education, and employment. The recommendations from this 2-year research project aim will make system-led changes to embed new ways of working and thinking that underpin and has the ability to change the determinants of health for the people who live in King's Lynn. This is directly aligned with the plan's ambition to create Thriving Places and Stronger Communities.

In addition, the New Hospital Programme 2.0 represents a major strategic investment already underway in King's Lynn, with the confirmed development of a new District General Hospital to replace the ageing Queen Elizabeth Hospital Estate.^{1,2} The new hospital will be delivered

¹ [Our future vision - A brand new hospital for King's Lynn and West Norfolk](#)

² [New Hospital Programme: plan for implementation - GOV.UK](#)

Figure 15: Façade of The Library



in partnership with Norfolk and Norwich University Hospitals and James Paget University Hospitals under a Group Model, enhancing clinical pathways and operational efficiency across the region,³ and is aligned with the designation of King's Lynn as a Marmot town, reinforcing its role in tackling health inequalities and improving population outcomes.⁴

King's Lynn is also one of 53 areas selected for the Sport England Place Partnership, which targets communities with the highest levels of inactivity and health inequality. This programme supports localised, community-led approaches to increasing physical activity and improving wellbeing, particularly in areas of deprivation. The Place Partnership complements the PiPP by fostering inclusive growth, enhancing public health, and promoting active lifestyles through infrastructure and engagement.

The Norfolk Connect to Work Programme is a £16.6 million initiative led by Norfolk County Council, delivering the local ambitions of the Get Britain Working White Paper through the Get Norfolk Working Local Plan⁵. This programme aligns with this Plan by targeting support to deprived communities, promoting inclusive employment, and integrating health and skills support. Together, these programmes provide a robust framework for delivering long-term, place based and community-driven regeneration in King's Lynn through a collaborative approach, supporting long-term regeneration goals.

³ [Case-for-Establishing-a-Group-Model-FINAL-VERSION.pdf](#)

⁴ [New programme aims for better health across West Norfolk's communities - ICS](#)

⁵ [Get Britain Working White Paper - GOV.UK](#)

Policy Alignment

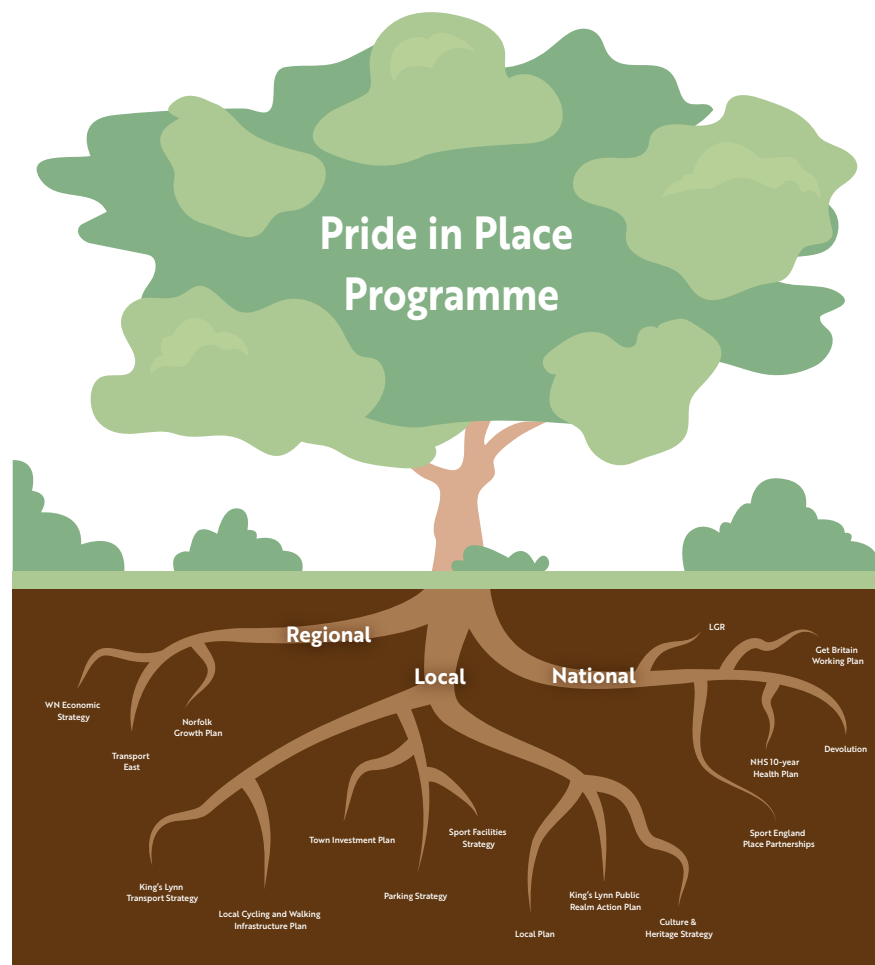


Figure 16 - Local, regional and national policy alignment of PiPP

National Policy Alignment

Nationally, the PiPP reflects and complements a number of new government policies and funding programmes which will be important to coordinate and collaborate with in order to maximise the outcomes and leverage further funding to achieve the vision and objectives set out in our plan. These include:

Devolution Bill: Local Government Reorganisation & Mayor Combined Authorities

Norfolk and Suffolk are in the priority programme for Local Government Reorganisation due to take place in 2028. This will enhance the capacity of local areas and provide greater flexibility to meet local needs and share the benefits of economic growth across its people and places.

Furthermore, plans for the creation of a Mayoral Combined Authority for Norfolk & Suffolk in 2026 will open up wider opportunities, encourage place-based leadership and community empowerment and align local regeneration priorities with regional growth strategies and national missions through the unlocking of funding through initiatives like the Homes England Place Partnership, Adult Education Budget, and Transport East's strategic investment framework. In this new format, the KLNb will provide the strong and unified place-based voice for identifying local, unique investment needs of the community.⁶⁷

6 [*Reforming the local government funding system in England | Local Government Association*](#)

7 [*Local Regeneration Fund - GOV.UK*](#)

National Planning Policy Framework (NPPF)

The NPPF (2024) sets out planning policy at the national level with sustainable development at its heart and key economic, environmental and social objectives. Significant increases in housing targets for the Borough, and the amendments to open opportunities for brownfield land development proposals, means that previous studies identifying town centre brownfield land for development are more relevant than ever and have the additional benefit of meeting a need for residential density to be delivered in the sustainable centre of King's Lynn. To improve the town's vibrancy and viability. The commissioning of a new long-term masterplan for King's Lynn as part of the PiPP will inform and correspond with planning policy development at the council, for a joined-up approach to delivery of the required housing alongside the aims of the Neighbourhood Board.

Get Britain Working Plans

The Get Britain Working guidance promotes localised employment and skills interventions aligning strongly with the King's Lynn PiPP programme's focus on youth development and employment and working collaboratively with the Department for Work and Pensions on programmes like Connect to Work. PiPP interventions will target NEET reduction, apprenticeships, and skills pathways directly support the ambition to improve transitions for young people and build upon existing initiatives like King's Lynn's BOOST and Volunteer it Yourself.

Sport England Place Partnership Expansion

King's Lynn is one of 53 areas selected for the Sport England Place Partnership, which targets communities with the highest levels of inactivity and health inequality.⁸ This programme supports localised, community-led approaches to increasing physical activity and improving wellbeing, particularly in areas of deprivation.⁹ The Place Partnership complements the PiPP by fostering inclusive growth, enhancing public health, and promoting active lifestyles through infrastructure and engagement.¹⁰

Fit for the Future: 10 Year Health Plan for England

Published in July 2025, the Fit for the Future: 10 Year Health Plan for England sets out a bold vision to reinvent the NHS. The plan emphasises local leadership, community empowerment, and cross-sector collaboration, with a new operating model designed to deliver change at pace. The King's Lynn programme aligns strongly with the Health Plan's ambitions for health inequality reduction through planned targeted investment and community-led delivery.

Dormant Assets Scheme Strategy

The Dormant Assets Scheme Strategy, published by the Department for Culture, Media & Sport in June 2025, outlines how the government

will unlock and deploy £440 million from dormant financial assets to support youth, financial inclusion, social investment and community wealth funds. The strategy emphasises place-based delivery, cross-sector collaboration, and community empowerment and aligns closely with the objectives and delivery model of the King's Lynn PiPP in terms of expanding access to youth, enrichment, skills and employment, raising aspirations and reducing NEETs.

Regional Policy Alignment

At the regional level, the Ten Year Vision supports the ambitions of **Transport East's Regional Transport Strategy**, which calls for inclusive growth, decarbonisation, and better rural connectivity. The Neighbourhood Board's focus on sustainable mobility and economic inclusion directly contributes to these priorities, especially through projects like the Southgates Regeneration and active travel corridors.

In parallel, the Ten Year Vision aligns with the **Norfolk Local Growth Plan (2024–2029)**, which prioritises placemaking, skills development, and cultural regeneration as drivers of inclusive and sustainable growth. Investment in St George's Guildhall supports the Growth Plan's ambition to strengthen Norfolk's visitor economy and cultural assets, while the Plan's emphasis on raising aspirations and supporting business and skills growth complements the Growth Plan's strategic pillar on People and Skills. Through targeted interventions and community-led delivery, the Neighbourhood Board is helping to realise Norfolk's vision for a more productive, resilient, and equitable economy.

⁸ [*First 53 Place Expansion Partnerships announced | Sport England*](#)

⁹ [*Place Partnerships expanded to help those in greatest need | Sport England*](#)

¹⁰ [*Place partnerships | Sport England*](#)

Local Policy Alignment

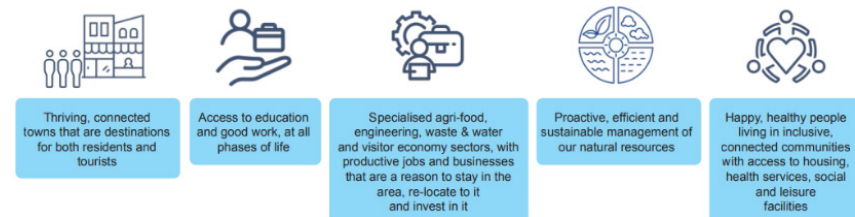
The PiPP builds on the work undertaken since the development of the King's Lynn Town Investment Plan (2021) by continuing investment in the town centre heritage assets, and connectivity improvements

¹¹. The creation of a new spatial masterplan for King's Lynn alongside the Regeneration Plan will also bring together a range of topic or site-specific policies and plans for the town into one holistic spatial vision.

The **West Norfolk Economic Strategy (2024)** sets out the goal for:

In 2045 King's Lynn and West Norfolk is a model for sustainable, active and inclusive rural communities, where the benefits of economic growth are shared widely, and natural and cultural heritage is preserved, enhanced and celebrated for future generations

King's Lynn and West Norfolk will be a vibrant economy, characterised by:



Specific to King's Lynn, it is identified that King's Lynn has a rich cultural and heritage offer, as well as maritime and river assets. However, the town is not perceived as a cultural destination. It struggles with a declining retail offer and limited leisure activities for young people and families, leading residents to prefer nearby cities like Norwich. The town has good rail and road connections to Cambridge and London, but congested roads and limited public transport create barriers for residents to come into town.

This provides a further overview of the aims of the Borough Council and the vision going forward that the Regeneration Plan considers and accords with. These challenges and opportunities will be fully considered in the development of the masterplan for King's Lynn and priorities for the Board.

¹¹ [King's Lynn Town Deal | Borough Council of King's Lynn & West Norfolk](#)

Borough Council of King's Lynn & West Norfolk's Corporate Strategy 2023 – 2027

The Corporate Strategy sets out the Council's ambitions for the period up to May 2027 with the following priorities:

- Promote growth and prosperity to benefit West Norfolk
- Protect our environment
- Efficient and effective delivery of our services
- Support our communities

This provides a backdrop for the overarching aims of the Borough Council and should influence the delivery of the regeneration plan.

Local Plan 2021-2040 (Adopted March 2025)

Within this local plan review, King's Lynn remains the main town of the Borough with policy representing this. Policy LP40 King's Lynn Area outlines that the strategy for growth is to provide at least 4,430 new dwellings within and around King's Lynn.

At least 1,729 of these dwellings are provided as part of the regeneration of the main urban area, consisting of the historic core of King's Lynn and later suburbs and the remaining number will be/are allocated within urban expansion areas to the north and south east of the town.

This policy outlines the focus for regeneration to be waterfront and regeneration projects, including the Riverfront.

Policy E1.1 King's Lynn - Town Centre outlines that the Borough Council will promote this area as the prime focus in the Borough for retail, community and professional services, leisure, culture and entertainment. The historic character, local distinctiveness, facilities, amenity and vibrancy of the area will be maintained and enhanced, both for their own sake and to strengthen the appeal of the town centre. This policy also offers support for residential development within the town centre.

Policy E1.KLR: King's Lynn Riverfront Regeneration Area sets out the high-level requirements for this area and covers the allocated sites E1.5 - Boal Quay, E1.8 – South Quay & E1.10 - North of Wisbech Road, collectively are allocated for regeneration to create a high calibre mixed-use waterfront area.

The King's Lynn masterplan will be developed to inform and be a part of the development of a new local plan. This will be prepared in accordance with a new plan-making system, which it is currently anticipated that the Government will introduce in Autumn 2025. A new local plan will be required to respond to the increased local housing need. The ambition is for the King's Lynn Masterplan to work hand in hand with a new local plan to establish a level of consistency, a clear vision and ensure the projects within the masterplan are investable, viable, deliverable and align with planning policy.

Town Investment Plan (2021)

The King's Lynn Town Investment Plan (TIP) was prepared and submitted to Government in 2021 to secure Town Deal funding and sets out the vision, strategy and investment priorities for King's Lynn from 2021-2031. During 2020, residents, businesses and a range of local institutions worked together, through the platform of Vision King's Lynn and the King's Lynn Town Deal Board, to set clear priorities and a vision for King's Lynn that delivers:

- New opportunities for skills and jobs for our young people and all those affected by Covid-19
- Growing innovative businesses
- A repurposed town centre with new experiences and enterprise
- A high-quality residential and leisure offer in the historic town core and riverfront
- A sustainably connected town

The outcome of this work created an agreed set of priorities with the then Town Deal Board which informed the prioritisation of investment under the Towns Fund programme.

- Creating a town where people want to come to live and stay
- Developing a local skills pipeline for local opportunities responding to Covid-19
- Improving digital and sustainable connectivity
- Repurposing the town centre and historic assets for visitors and residents

King's Lynn Public Realm Action Plan (2021)

The Public Realm Action Plan sets out guidelines, identifies area concept plans and provides a street furniture guide. Guidelines will be applied in responding to PiPP identified areas of need and include;

- Reinforce the network of spaces and their character
- Improve walking routes and the pedestrian environment
- Expand the cycling infrastructure
- Increase green infrastructure
- Provide opportunities for pop-up initiatives and events
- Aid legibility through consistent wayfinding
- Enhance the night-time economy
- Establish a consistent material palette
- Opportunity for art in public spaces
- De-clutter the public realm

King's Lynn Local Cycling & Walking Infrastructure Plan (2022)

This joint plan developed by Norfolk County Council and the Borough Council identifies and prioritises local cycling and walking network improvements. The objective of the priority schemes identified is to improve the connectivity and accessibility of the King's Lynn cycling and walking network for everyone. The overall aim is that these improvements will encourage more people to choose active travel for making journeys, bringing health, environmental and economic benefits.

The development of the King's Lynn LCWIP has identified a network of key active travel routes as well as improvements that can be implemented which must be included and incorporated in the King's Lynn masterplan and incorporated into priority projects like the Riverfront and Southgates Regeneration Area.

King's Lynn Culture & Heritage Strategy (2025)

This strategy is currently in draft form and is a collaboration between the Borough Council and Arts Council England to prepare a new ten-year Culture & Heritage Strategy for King's Lynn. The creation of a Culture & Heritage Strategy is needed to bring together our array of creative partners, residents and businesses on the priorities to support the development of Creative Industries in the town.

The key themes will be applied as part of PiPP delivery including:

- Young People as Makers, Creators and Producers
- Animating King's Lynn heritage
- Collaborative working for resilience
- Embedding sustainability, inclusivity and diverse voice in King's Lynn Culture and Heritage

King's Lynn Transport Strategy (2025)

The King's Lynn Transport Strategy (KLTS), developed by BCKLWN and Norfolk County Council (NCC), sets out a long-term plan to improve connectivity, support growth, and promote sustainable travel across the town. The strategy aims to support sustainable economic growth in King's Lynn by improving travel choices for all.

The strategy set out a series of proposals including projects like the Sustainable Transport and Regeneration Scheme (STARS), the Southgates junction transformation, bus network upgrades, and active travel improvements and provides a delivery framework for transport investment. A review and update of the strategy is currently underway by NCC and is due to complete by end of 2025 for adoption early 2026. This will include an updated set of priority actions and interventions to support the sustainable economic growth of the town.

Delivery of King's Lynn PiPP priorities to improve access to services and encouraging people to use more sustainable ways of travelling, such as walking, cycling, or public transport will align with the recommendations of the emerging plan.

Investments or other funding streams

Philanthropic and Private Investment Opportunities

UK Nature Impact Fund: Provides investment for nature-based solutions, public realm, and biodiversity projects—ideal for waterfront and green infrastructure schemes.

Local Business and Anchor Institutions: Potential for match funding or in-kind contributions from organisations such as the College of West Anglia, Queen Elizabeth Hospital, and local employers engaged through the PiPP Action Group 12

Charitable Foundations and Trusts: Targeted funding for youth, arts, and community wellbeing initiatives (e.g. Esmée Fairbairn Foundation, Paul Hamlyn Foundation).

Masterplans

King's Lynn Masterplan

The project will work together with the community to develop a long-term plan for future uses of buildings, sites and public spaces, including the infrastructure that is needed to help people access and move around the town sustainably in King's Lynn. The King's Lynn masterplan is being led by the council and local people will be asked for their thoughts and ideas on proposals for regeneration in the town over the next 20 years which importantly will inform future planning policy in the new Local Plan. Alongside the proposals for areas which have already been developed to date, including the former Post Office site, Southgates and Baxter's Plain, the masterplan will focus on six other key areas in the town where improvements could make a big difference. These are the former Debenhams, St James Swimming Pool, Common Staithe Quay, Church Street car park, part of the Port and Timber Yard area, West Lynn (former Del Monte and dredging sites). The masterplan will also include a review of design plans with the community and other stakeholders for Devil's Alley as part of a priority area for phased riverfront regeneration under the PiPP and devolution, potentially connecting South Quay through Boal Quay to Southgates.

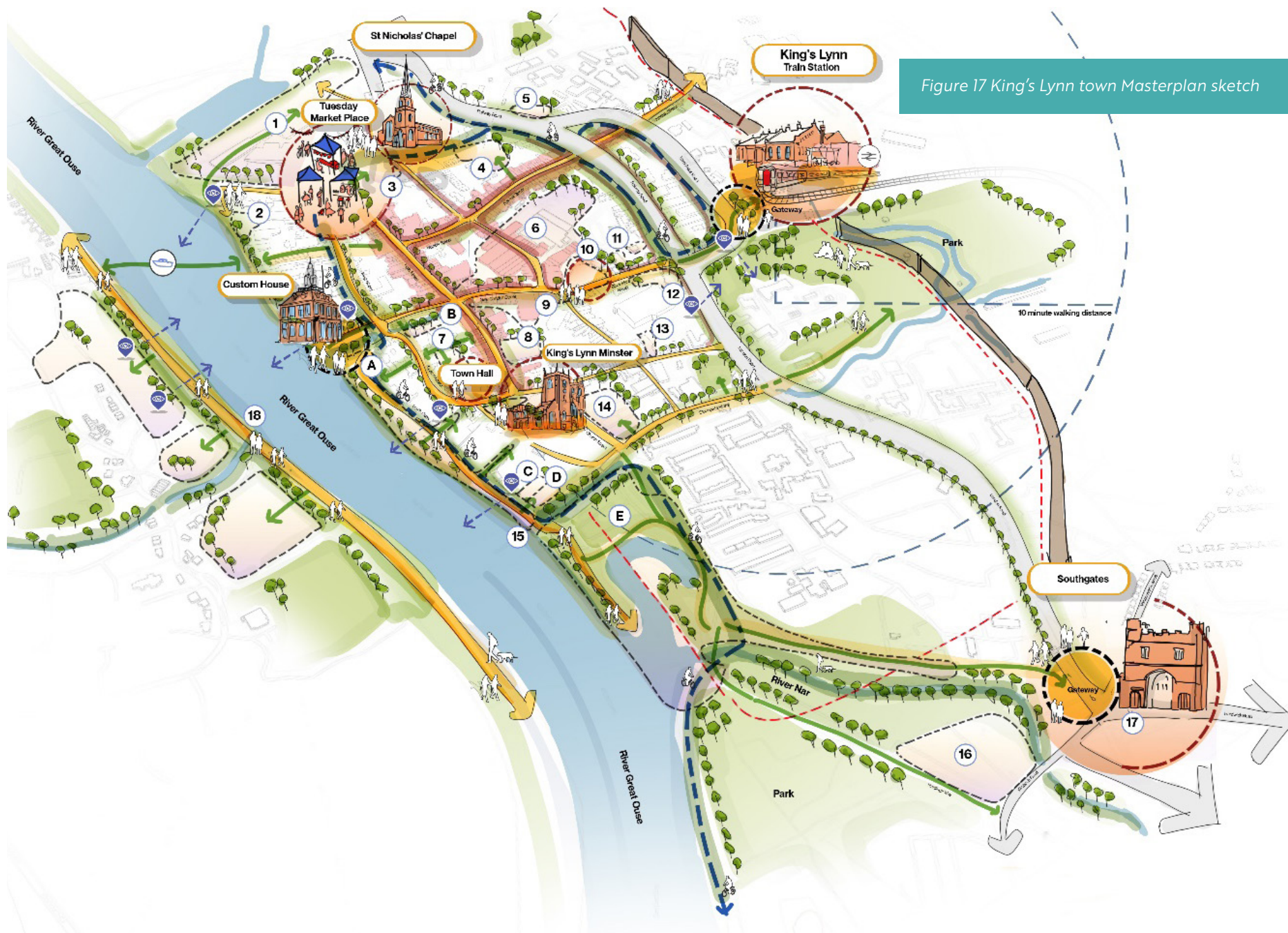


Figure 17 King's Lynn town Masterplan sketch

The masterplan sits side by side with the Regeneration Plan that is being developed for the £20M government funding coming into King's Lynn under the PiPP, and both share the same vision for the town that has been shaped by public feedback shared over the last few years. The masterplan will directly contribute to improving town centre attractiveness and cultural experience, creating a successful, modern, mixed-use town centre, enhancing connectivity and accessibility alongside improving safety, security, and community wellbeing and raising young people's aspirations and supporting business and skills growth. This long-term masterplan, by considering future uses of buildings, sites, and public spaces in the town alongside the infrastructure that's needed to meet the town's future needs, will provide a spatial representation of the vision within the Regeneration Plan accompanied by clear plans to set out achievable routes to delivery.

Southgates Regeneration Area Masterplan (2023)

The Southgates area is a strategic location for the Borough Council of King's Lynn and West Norfolk and a priority for the King's Lynn Transport Strategy and the Town Investment Plan. This project aims to create an attractive and active gateway to King's Lynn with the Grade I listed South Gate as the centrepiece to the area. The project will retain the gate's historic function as the entrance to the town, now for active travel, and an improved setting that is no longer compromised by vehicle dominance. This will be aided by improvement and simplification of the road junction (with removal of the current roundabout) and the road diverted around the Southgate. This will ensure efficient movement of

motorised vehicles alongside safe and convenient pedestrian and cyclist access, encouraging more people to walk, cycle or use sustainable travel options through connections to existing and future active travel routes surrounding the site.

This is a key gateway site for the town and the current masterplan delivers a comprehensive vision for the area. This site and area are also included within the Norfolk Local Growth Plan 2024-2029 and West Norfolk Economic Strategy (2024). This is an advanced and developed project that could be ready for delivery in the near future once an agreed funding package is agreed.

Provision of significant areas of public realm and green space will be included and new mixed-use development will provide new homes, together with commercial and retail uses which activate the area as a local destination, serve the needs of the town's people, and complement both existing provision on London Road and planned development in the area.



Figure 18 - Southgates Regeneration Area Sketch



Figure 19 - Southgates visualisation of a future Public Realm

Baxter's Plain Feasibility Study (2023)

Baxter's Plain is a key area of open space and public realm in the town centre acting as a gateway into the pedestrianised shopping core outside of the new Library currently in development under the Town Deal. This is a key node where Tower Street, Blackfriars Street and New Conduit Street meet. The area is fronted by The Grade II Listed Majestic Cinema, several businesses and restaurants as well as the historic and currently vacant former head post office (King's Lynn Athenaeum).

To date, a comprehensive scheme for public realm enhancements to RIBA I has been developed by BDP on behalf of NCC and the Borough Council. This is expected to be developed when funding allows and will complement the redevelopment of the area in terms of The Library. In addition, the former head post office (King's Lynn Athenaeum) has planning permission for conversion into commercial uses at ground floor with residential above which would further activate this area.

The new King's Lynn Masterplan should be informed by this study and the opportunity it presents for this area of the town as well as the developments in the locality.

This aligns with the regeneration plans objectives for Thriving Places and our specific identified priority for town centre repurposing. Funding for this scheme is currently being considered under the Levelling Up Fund STARS project and subject to final business case approval by the Department for Transport.

The study developed proposals for public realm enhancements in the area, the proposal seeks to:

- Create an identity for Baxter's Plain, linking it to King's Lynn historic context.
- Reinforce the character of the spaces within a connected network.
- Improve walking routes, designing a pedestrian friendly environment.
- Enhance Green Infrastructure, with new trees and planting.
- Provide opportunities for temporary events and art installations.
- Rationalise the existing paving and street furniture palette.



Match funding and leveraged investments

Existing Commitments 66

Future Investment Opportunities 69



Match Funding and leveraged investment

This chapter explains how current funding commitments and future investment opportunities will be used to deliver lasting impact and long-term sustainability. King's Lynn has already secured significant public and private sector investment—most notably through the £25 million Town Deal, which has unlocked over £55 million in total investment through contributions from partners including the Borough Council and Norfolk County Council.

Existing Commitments

The King's Lynn Regeneration Plan benefits from a wide range of funding sources and partnership contributions, including public sector investment, charitable organisations, and community-led initiatives.

Funding sources and alignment with PiPP

Funder / Partnership Contributions	Description	Alignment
Town Deal	<p>A first phase of Riverfront Regeneration has been funded by the Towns Fund, with co-funding provided by the Borough Council of King's Lynn & West Norfolk (BCKLWN). This includes contributions from the Business Rates Pool. Further investment in future phases through the PiPP.</p> <p>£10.1m allocation towards the St George's Guildhall with a total project cost of £30.1m</p> <p>£2m allocation to Riverfront Phase 1 project supporting the rejuvenation of the Custom House and providing dryside facilities on South Quay.</p>	<p>Future phases of the Riverfront and Guildhall projects will build on existing investment to deepen community impact and improve the town center.</p> <p>Both programmes share core objectives—improving town centre attractiveness, enhancing cultural experiences, and supporting inclusive economic growth.</p> <p>Leveraging community engagement: insights from Town Deal consultations have shaped PiPP's regeneration priorities, ensuring that new investments reflect local aspirations.</p> <p>The existing Town Board infrastructure has been repurposed into the Neighbourhood Board, ensuring consistency, local leadership, and readiness for delivery.</p>
Borough Council	<p>Leisure Services Review; seeking investment in relocation of St James Swimming Pool and enhancing facilities at Lynnsport to create a regional centre for sports and leisure.</p>	<p>Investment in active lifestyle infrastructure supports PiPP's goal to reduce health inequalities and promote community wellbeing, particularly in deprived neighbourhoods. Aligned strongly with the work through Marmot and the Sport England Place Expansion programme.</p>
Charitable and Community Sector Engagement	<p>Organisations such as Community Action Norfolk, Purfleet Trust, Beacon Church, Gateway Church, The Workshop and Margery Kemp Trust have actively participated in shaping the Regeneration Plan through community conferences and workshops¹.</p>	<p>These groups are expected to contribute in-kind support, including volunteer time, venue access, and local engagement networks to support the development and delivery of the plan.</p>

¹ [Culture and Heritage Strategy -.pdf](#)

Funder / Partnership Contributions	Description	Alignment
Levelling Up Fund/ Department for Transport	£24.1m allocation from the LUF transport strand towards the STARS project (subject to business case approval due to be submitted in 2026 towards active travel and public realm infrastructure at the Gyratory and Baxter Plain.	<p>The STARS scheme improves access from the West Winch strategic growth area, supporting housing and employment growth.</p> <p>Promotes walking, cycling, and bus use—key elements of PiPP’s climate and health agendas by encouraging people to choose these healthier and more sustainable ways of getting around.</p>
Department for Work & Pensions	Working Well Norfolk helps residents living with long-term health conditions to start work and to stay in work. This includes mental health challenges or physical impairments. Employment specialists can give you one to one support to help you start sustainable employment. If you’re unemployed, they will help you find sustainable employment.	Delivery of the 2025-29 programme will be in the community focused, therefore provides an opportunity align and complement employment support with other community-based engagement activities and initiatives that empowers residents to achieve the outcomes of the PiPP programme.
Sport England: Place Expansion Programme	Through Active Norfolk, is part of Sport England’s Place Partnerships program, receiving funding to create system-based plans that tackle inactivity and inequalities in the community. Initial funding was secured in October 2024, to help understand local priorities by reviewing data. Consultation with residents and stakeholders has explored assets and engaged communities to identify knowledge gaps. Initiatives are currently being delivered to inform the 2025 full award submission.	Investment needs to focus on areas where people face barriers to participation, be it financial, accessibility, or lack of facilities, especially for underrepresented groups. These are the same priority areas identified in our analysis therefore close partnership working will be needed to ensure efforts are aligned.
Historic England Heritage at Risk (HAR)	£721k of capital funding approved in August 2025 to support the restoration of the St George’s Guildhall roof, a Grade I* listed building.	<p>HAR data helps pinpoint which assets in King’s Lynn are at risk, informing PiPP regeneration priorities and spatial planning.</p> <p>Heritage assets contribute to place identity, community pride, and economic vitality—all key PiPP goals.</p>

Future Investment Opportunities

The Neighbourhood Board will take a strategic, place-based approach to attracting and combining funding streams to maximise the impact of the PiPP. This includes:

Strategic Alignment: Projects will be designed to align with national, regional, and local priorities—making them attractive to external funders such as government departments, charitable foundations, and private investors including the Arts Council and National Lottery.

Community-Led Vision: The Board will use its community-generated vision and Regeneration Plan to demonstrate strong local buy-in and long-term commitment, which is a key criterion for philanthropic and public sector investment.

Flexible Intervention Framework: The pre-approved list of interventions allows the Board to tailor investment to local needs, creating opportunities to co-fund projects with partners in housing, health, education, and culture.

Operational Coordination: The PiPP Action Group will coordinate resources across sectors, including NHS, DWP, Norfolk County Council, and the College of West Anglia, to identify match funding opportunities and delivery partnerships.

Capacity Building and Co-Design: Community groups and local organisations will be supported to co-design and deliver small-scale initiatives, which can attract additional funding through grants, sponsorships, and social investment.

Communications and Engagement: A targeted communications strategy will showcase the impact of the programme and build investor confidence, including through media campaigns, stakeholder workshops, and a community conference.

Devolution

The KLNb is committed to maximising the impact of the £20 million PiPP programme investment by attracting additional funding from private, public, and philanthropic sources. This will be achieved through a strategic approach to partnership development, project co-design, and alignment with wider regional and national priorities.

The upcoming Norfolk and Suffolk mayoral combined authority, expected to be established in May 2026, presents a significant opportunity to unlock new powers and funding streams for King's Lynn.² The devolution deal includes provisions for strategic planning, housing, transport, and skills—areas that directly align with KLNb's thematic priorities and regeneration objectives. By aligning with the Combined Authority's investment framework, local projects and interventions that address King's Lynn's unique needs have already been identified,

2 [*Government asked to explore new powers and funding for Norfolk - Norfolk County Council*](#)

therefore KLNb will be well-positioned to secure match funding and participate in regional programmes such as the Local Growth Fund and devolved transport budgets.³

KLNb will also explore partnerships with philanthropic organisations and trusts focussed on place-based regeneration, health equity, and community development. The Board will work with local anchor institutions, including the Borough Council, Norfolk County Council, and local businesses, to co-invest in infrastructure, skills, and wellbeing initiatives. This blended funding model will ensure that the PiPP delivers long-term, sustainable impact—leveraging every pound of public investment to catalyse broader economic and social transformation in King's Lynn.^{4,5}

Social Investment

Other major investments committed and planned for King's Lynn include a new Hospital to replace the Queen Elizabeth Hospital under the New Hospitals Programme and a £110m Housing Access Road for the West Winch Growth Area to the south east of King's Lynn which will unlock 4,000 new homes.^{6,7} Both programmes will be delivered during the period 2027-2033 and provide extensive opportunities to leverage

social value from the contract to benefit local SME supply chains, apprenticeships, training and educational opportunities that align with the Neighbourhood Board's priorities under Youth development and employment.

Private Sector

To attract and maximise opportunities for private sector investment and funding, the Neighbourhood Board under the PiPP framework can take a strategic, place-based approach that aligns public priorities with private sector interests. The KLNb includes local businesses and investors, who have helped shape the Town Investment Plan and regeneration priorities.⁸ These stakeholders are expected to play a role in co-investment, particularly in commercial, cultural, and mixed-use developments. Projects like the revitalisation of St George's Guildhall and Custom House are being positioned to attract private cultural and hospitality operators, once restoration is complete. Working with the Economic Development Team at the Borough Council, opportunities for inward investment and market engagement will be exploited to leverage further investment required in the town, particularly for residential and commercial uses in the town centre and Enterprise Park. The King's Lynn Masterplan (which will be embedded in the next Local Plan) once completed will provide a clear, coherent and strategic vision for the town to provide confidence and certainty to the private sector to invest.

³ [Local_Growth_Plan_Norfolk_Economic_Strategy_2024to2029.pdf](#)

⁴ [Regeneration and economic development BCKLWN](#)

⁵ [PiPP: 10-year vision content checklist - GOV.UK](#)

⁶ [About us - Our Strategy 2024-30 | The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust](#)

⁷ [West Winch Housing Access Road - Norfolk County Council](#)

⁸ [King's Lynn in line for major investment under PiPP | Borough Council of King's Lynn & West Norfolk](#)

BCKLWN leads on programme monitoring, reporting to KLNb and funders. Investment performance is tracked against KPIs, with regular reviews to ensure delivery and impact.

Guildhall and Custom House are being positioned to attract private cultural and hospitality operators once restoration is complete.

Working with the Economic Development Team at the Borough Council, opportunities for inward investment and market engagement will be exploited to leverage further investment required in the town, particularly for residential and commercial uses in the town centre and Enterprise Park. The King's Lynn Masterplan (which will be embedded in the next Local Plan) once completed will provide a clear, coherent and strategic vision for the town to provide confidence and certainty to the private sector to invest.



Community and stakeholder engagement

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Community and stakeholder engagement

The success of the PiPP in King's Lynn depends on strong collaboration, shared ownership, and ongoing conversations with the local community. This chapter explains how the Neighbourhood Board leads inclusive, engagement across King's Lynn, involving a wide range of stakeholders and partners, beyond the Borough Council.

A comprehensive engagement process has been undertaken to shape the Plan, including a review of past consultations and feedback from workshops, strategy sessions and well-attended community conferences. These efforts have ensured that local voices are central to shaping regeneration priorities.

King's Lynn Neighbourhood Board

Previously established as the King's Lynn Town Deal Board in 2020, the King's Lynn Neighbourhood Board (KLNb) is a diverse, knowledgeable, collaborative public-private partnership that brings together expertise from all tiers of local government, the Member of Parliament, local businesses, the Business Improvement District, Queen Elizabeth Hospital, the College of West Anglia, Norfolk Police, and community organisations.¹ Chaired by the Manager of Discover King's Lynn (King's Lynn BID), with the Deputy CEO of the College of West Anglia acting as Vice Chair, the Board reflects a diverse mix of leaders across VCSE, public and private sectors committed to delivering the Government's PiPP and overseeing transformative investment programmes such as the Town Deal and Levelling Up Fund.² Its structure and membership are designed to ensure inclusive decision-making, local accountability, and long-term regeneration for King's Lynn.

¹ [*King's Lynn Neighbourhood Board – Vision King's Lynn*](#)

² [*King's Lynn Neighbourhood Board – Vision King's Lynn*](#)

Vicky Etheridge

Discover King's Lynn Business Improvement District – Chair

KLNB Chairperson - leads board meetings, ensures strategic alignment, and champions town centre revitalisation.

Kerry Heathcote

Deputy CEO & Vice Principal at the College of West Anglia

KLNB Vice Chair Oversees curriculum and quality; leads strategic education initiatives and employer engagement

CLlr Alistair Beales

Leader, BCKLWN

Provides political leadership, oversees BCKLWN strategy, and drives major housing and regeneration projects

Kate Blakemore

Chief Executive, BCKLWN

Manages council operations and budget, statutory head of paid service; advises councillors

Carly West-Burnham

Director of Strategy and Integration, Queen Elizabeth Hospital

Leads strategic planning, integration with ICS, and the development of place-based care

CLlr Stuart Dark

Chair of Norfolk County Council for Dersingham Division

Civic ambassador; promotes volunteerism and community engagement across Norfolk

Laura Dunn

Founder and Managing Director of KL Magazine

Leads editorial direction, business development, and community focused media initiatives

Nova Fairbank

Chief Executive of Norfolk Chambers

Connects, supports, and lobbies for Norfolk businesses; drives sustainable growth

James Wild

Local Member of Parliament for North West Norfolk

Advocates for infrastructure, health investment, and local economic development

Sonia Humphreys

District Commander Superintendent KLWN and Breckland for Norfolk Constabulary

Leads local policing strategy; coordinates multi-agency efforts to reduce crime and improve community safety

Rik Martin

CEO at Community Action Norfolk (CAN)

Leads strategic initiatives supporting vulnerable communities, delivers training, develops funding bids and promotes digital inclusion and community resilience

Kirsty Macleod

Commercial Marketing Manager, Foster Gamko Refrigeration

Enhances brand visibility and user experience; leads digital transformation and dealer engagement strategies

CLlr Simon Ring

Deputy Leader, BCKLWN

Oversees business & tourism portfolios; sits on major project boards and partnership committees

Graham Slater

Quality, Environment Health & Site Manager, SKF Copper

Contributes to town regeneration; ensures compliance with EHS standards and promotes sustainable practices

Zach Stanford

Operations Manager, Palm Paper

Drives operational excellence; brings project management and community engagement expertise to the board

Chris Starkie

Director of Growth and Investment at NCC

Leads economic development, infrastructure planning and investment attraction across Norfolk

Dr. Jane Steen

Bishop of Lynn

Provides spiritual leadership; supports community cohesion and pastoral care across North and West Norfolk

Andrew Stevenson

Partner, Hawkins Ryan

Specialises in succession planning, trusts, and probate; advises on legal matters and estate administration

Adam Taylor

CEO, The Workshop

Champions creative arts for youth; leads programmes tackling isolation and promotion wellbeing

It is recognised that this Plan sits within a wider wealth of government policy and Programmes that partners are developing and delivering in King's Lynn. We therefore are clear that in any governance arrangements that we do not want to duplicate activity and interventions but collaborate and coordinate to maximise the outcomes that can be achieved collectively.

Through capacity funding and partnership working, the KLNb is committed to empower residents and grassroots organisations to shape investment decisions at the neighbourhood level through structured groups most appropriate to each setting. This high level locally led governance approach ensures that regeneration is not only strategic and accountable, but also democratic and responsive to the lived experience of King's Lynn's communities, building on existing structures and creating only new when they are necessary.

Figure 18 presents an organisational structure for the King's Lynn PiPP. It is work in progress that encourages participation and engagement. At the top sits the Programme itself, supported by the BCKLWN as the Accountable Body, responsible for administration, monitoring, reporting and communications. Alongside it, the King's Lynn Neighbourhood Board (KLNb) provides strategic oversight. Beneath these, the Pride in Place Action Group coordinates delivery across the programme, with representation from key public sectors partners and other delivery agents including Norfolk County Council, Police, College of West Anglia, Queen Elizabeth Hospital, Department of Work & Pensions and the Integrated Care Board to ensure synergy with other Programmes and funding streams.

The structure then branches into wider work streams that integrate with existing structure where applicable or new working groups will be created to develop projects and interventions.

PiPP Governance Structure Diagram

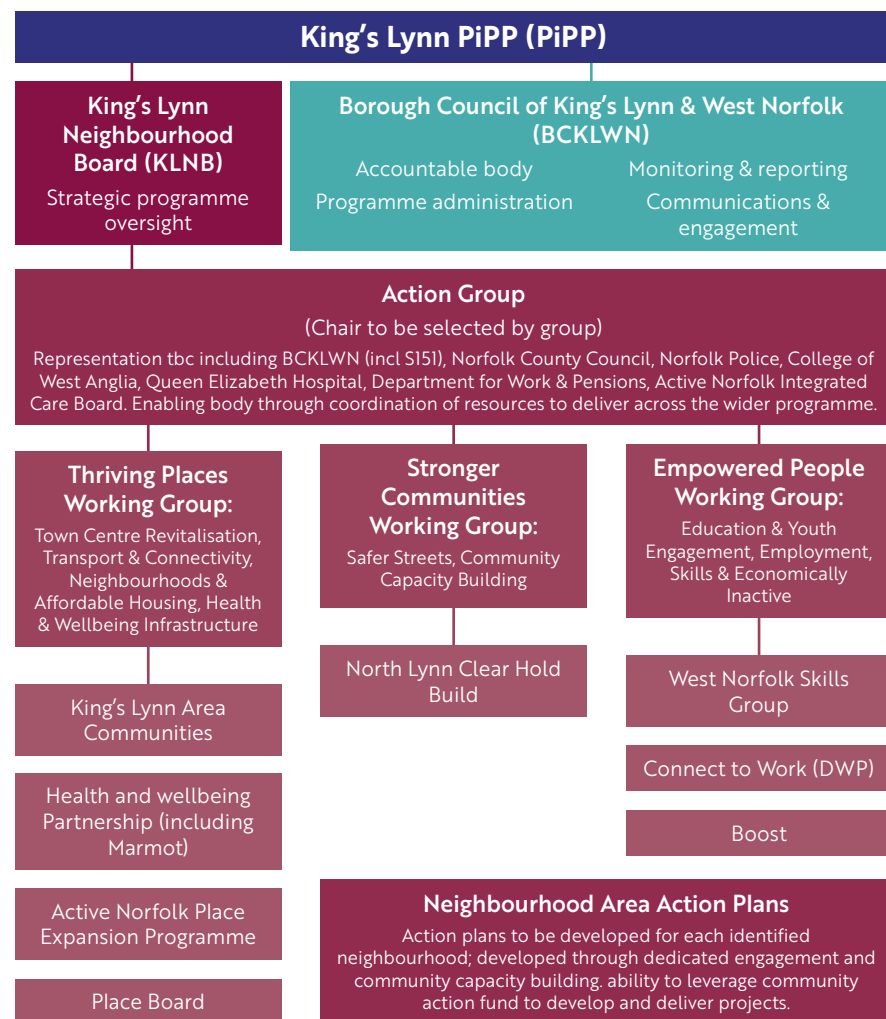


Fig 18 PiPP Governance Structure Diagram

Ways of working

The KLNb leads the delivery of the Regeneration Plan and Investment Plan as part of the Government's PiPP. Distinct from the Borough Council and its Cabinet, the KLNb operates as a collaborative partnership of residents, business leaders, community organisations, and public sector representatives. While the Borough Council acts as the Accountable Body, ensuring legal and financial compliance, the KLNb provides strategic direction, community insight, and programme oversight to ensure regeneration is locally led and responsive to King's Lynn's unique needs.³

Meeting monthly. The Board sets out the vision and priorities for regeneration in King's Lynn, ensuring alignment with national programmes, regional funding and local needs. It also monitors and supports the implementation of funded projects, including infrastructure, public realm, cultural, and economic development initiatives based upon community input. It is also important to note that in terms of governance and accountability, the King's Lynn Neighbourhood Board operates under a formal Terms of Reference, with the Borough Council of King's Lynn & West Norfolk acting as the Accountable Body.⁴

The KLNb's remit is broader than traditional council functions. It is empowered to co-produce regeneration strategies, commission local

³ [klnb terms of reference v9.2 130625](#)

⁴ [klnb terms of reference v9.2 130625](#)

insight, and passport funding directly to voluntary and community sector groups to support engagement and delivery.⁵ This structure ensures that regeneration is not only accountable and strategic but also community-driven, with local voices shaping investment priorities for the decade ahead.

Engagement and buy-in strategy summary

To secure meaningful buy-in from local stakeholders, the King's Lynn PiPP has delivered a phased and collaborative engagement programme:

Consultation (Sept – Oct 2025):

Community Conversations: A grassroots-led engagement model empowers local charities, community groups, and champions to host conversations in their neighbourhoods, supported by a dedicated toolkit and capacity funding.⁶

ABCD Training: to be run by Community Action Norfolk; teaches how to identify and mobilise the strengths and assets within a community to drive sustainable, community-led change. This approach contrasts with traditional deficit-based models by focusing on existing talents, resources, and people to overcome challenges. Training can vary from introductory online courses and workshops to intensive, immersive

experiences, often including practical application through activities like community treasure hunts and visits to local initiatives.

Community Conferences: Through this engagement we have shaped and tested the vision and priorities, ensuring the plan reflects local aspirations and builds on existing feedback.



First community conference at South Lynn Community Centre, July 2025

⁵ <https://democracy.west-norfolk.gov.uk/>

⁶ [PiPP engagement report august 2025](#)

Community Voices: What We Heard	
Strategic Priority	Direct Quotes
Town Centre Revitalisation	<p>"Bring the town centre alive again – reduce rent & rates, encourage independent businesses."</p> <p>"A market town without a market! We have two lovely market squares used as car parks!"</p> <p>"Use hoardings in areas with empty buildings and get local artists to paint."</p>
Health & Wellbeing Infrastructure	<p>"Community mental health services – not NHS ones, shorter waiting lists."</p> <p>"Early years support for families – Sure Start Centres."</p> <p>"Invest in founding a free gym."</p>
Neighbourhoods & Affordable Housing	<p>"When building new estates, ensure things like community gardens are dotted around to start neighbours talking"</p> <p>"More single-person houses/flats, not 4–5 bedroom"</p> <p>"Authority to use compulsory purchase more to get properties back into public use."</p>
Transport Connectivity	<p>"Park & Ride – utilise out-of-town parking, cheap parking & minimise vehicles in town."</p> <p>"Free local transport days to show buses can be just as quick as cars."</p> <p>"River taxi."</p>

Strategic Priority	Direct Quotes
Community Capacity Building	<p>"Convert Debenhams into an arcade with a café and meditation room – a fun and safe environment."</p> <p>"Pocket parks – provide funds for people to beautify local spaces or grow fruit and veg."</p> <p>"Need to establish well-connected network of neighbourhood community groups and leaders."</p>
Safer Streets	<p>"More stationed police wardens in high-risk areas."</p> <p>"Training and education on the causes of anti-social behavior and how to prevent it."</p> <p>"Cycle-only days (e.g. Cycle Sunday in town centre)."</p>
Education & Opportunity	<p>"Being taught things not on the curriculum – safety and training by police or youth workers."</p> <p>"Youth group initiatives encouraging young people to support each other."</p> <p>"Hands-on learning Programmes."</p>
Employment & Skills	<p>"Start more drone development technology – exciting for young people and multi-technology."</p> <p>"Volunteer hours outside of school/college/sixth form so that it's accessible."</p> <p>"Incubator units for start-ups in unused shops."</p>

Communicating the Plan (October - November 2025):

A targeted communications campaign—including a media launch, short film, stakeholder master planning workshops, and a further community conference—will build lasting connections and demonstrate how community input has shaped the investment plan.

Following the Regeneration Plan submission to government, this engagement will continue through;

Focused Engagement & Capacity Building (November 2025 – March 2026):

Detailed project-level consultation will be supported by resources to empower community groups to co-design and deliver small-scale initiatives. Opportunities for training and a potential small grants scheme will be explored based on feedback from the community conferences.

Business and Civil Society Engagement: The Board is actively involving local businesses and voluntary sector organisations through forums, conferences, and direct consultation, ensuring their perspectives shape investment priorities and delivery models.⁷

Capacity Building: The KLNb is investing in helping local people and groups to do more for their neighbourhoods enabling local groups to co-design and deliver interventions, fostering long term ownership and sustainability in partnership with Community Action Norfolk.⁸

Priority interventions will be identified through community engagement, data analysis, and alignment with strategic objectives, ensuring they respond to local needs and opportunities. Delivery will be coordinated through dedicated working groups and an Action Group, comprising key partners with sector expertise, while the Neighbourhood Board will provide strategic oversight, ensuring interventions remain locally led, impactful, and aligned with the long-term vision for King's Lynn.

How the interventions will be delivered

The interventions identified in the plan will be delivered through a combination of;

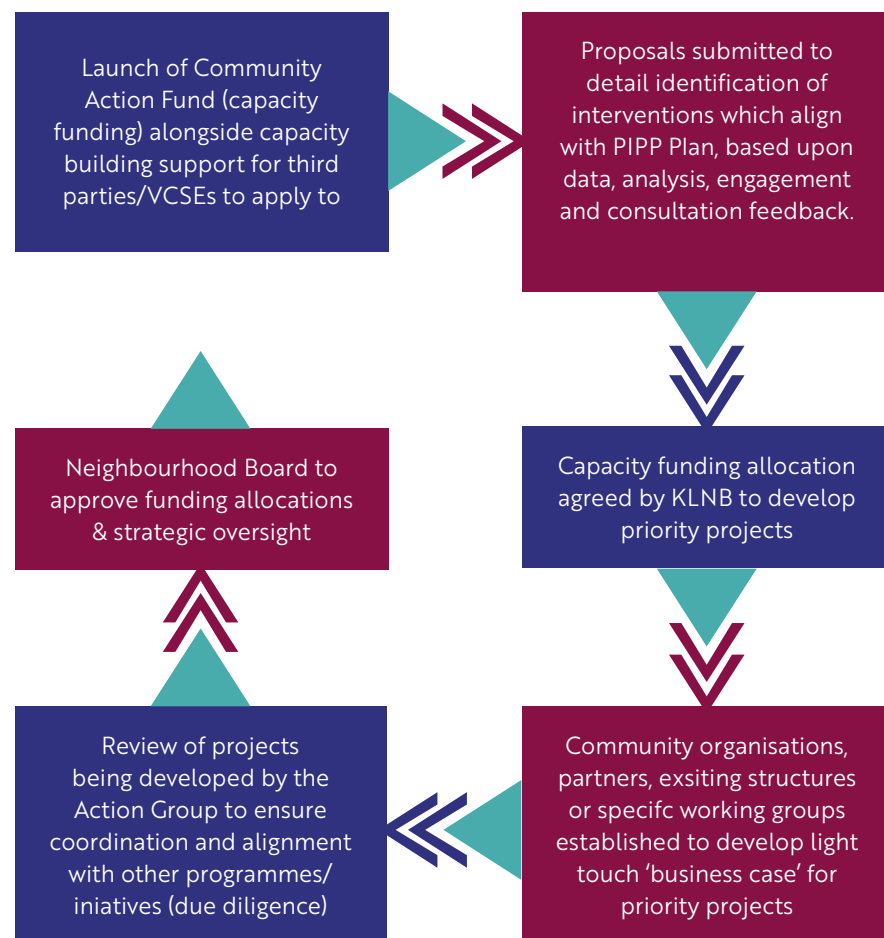
- Direct Delivery – by the accountable body or other strategic partners, for example The St George's Guildhall and the Riverfront.
- Commissioning.
- Grants – for third parties including voluntary and community organisations from small scale actions grants to fund feasibility, project development or small quick win projects through to grants for delivery once initial feasibility completed.

For interventions to be delivered by third parties including voluntary and community organisations, the process below will be followed (to be more formally detailed in a Local Assurance Framework to be developed by April 2026).

⁷ [*klmb regen and investment plan august 2025*](#)

⁸ [*PiPP engagement report august 2025*](#)

Process of delivery of interventions



Continued engagement and consultation with the local community and key stakeholders

To ensure interventions remain responsive and inclusive, the Regeneration Plan will embed a structured approach to ongoing engagement:

Community-led Insight: Use of existing community networks, regular forums and conferences to network and collaborate, surveys, and pop-up events will be used to gather lived experiences and feedback from residents, particularly in priority neighbourhoods.

Stakeholder Collaboration: Key partners – including housing associations, health services, education providers and voluntary organisations will be engaged through the action group at a neighbourhood level and targeted consultations.

Neighbourhood Board Interface: The Board will act as a conduit for strategic dialogue, ensuring community voices are reflected in decision-making and that interventions align with local aspirations.

Transparent Communication: Updates on progress, decisions and opportunities for involvement will be shared through newsletters, social media, local networks to maintain trust and visibility. Mechanisms will be established to ensure feedback informs delivery, with periodic reviews to adapt interventions based on emerging needs and insight.



Governance

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Governance

This chapter sets out the organisational structure, key delivery roles, and mechanisms for ensuring transparency, risk management, and continuous improvement. It also highlights how the Board's governance model aligns with national expectations for public investment and local leadership.

Project Organisation

The King's Lynn Neighbourhood Board is the central body responsible for overseeing the delivery of the PiPP. It evolved from the Town Board to reflect a broader remit and deeper community engagement and involvement in decision making.¹

Regionally and nationally, programmes such as Norfolk's Local Growth Plan, Get Britain Working, and the Kickstarting Economic Growth mission provide broader frameworks for tackling systemic challenges like economic inactivity, poor health outcomes, and infrastructure constraints. These initiatives not only bring resources and strategic coordination but also reinforce local delivery and leadership, positioning the Neighbourhood Board as a key vehicle for aligning long-term investment with community-led priorities.

King's Lynn Neighbourhood Board Core Responsibilities:

Strategic Oversight: Setting the vision and priorities for regeneration and investment across this programme and wider investment opportunities that may occur.

Programme Governance: Approving the Regeneration Plan and Investment Plans.

Investment Decisions: Prioritising and approving interventions and projects to be delivered.

Community Engagement: Ensuring local voices shape decision-making.

Monitoring & Evaluation: Tracking progress against outcomes and reporting to government².

Accountabilities and Delivery Mechanisms:

Accountable Body: The Borough Council of King's Lynn & West Norfolk (BCKLWN) is the formal accountable body, responsible for financial management, legal compliance, and reporting to central government.

Neighbourhood Board: Accountable for ensuring investments reflect community priorities and deliver measurable outcomes.

¹ [*Permanent chair appointed as town board becomes neighbourhood board lk*](#)

² [*klNb terms of reference v5*](#)

Action Group: comprising key local institutions such as the Queen Elizabeth Hospital, DWP, Active Norfolk the College of West Anglia, and Norfolk County Council. The Action Group 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.

Delivery Partners: Include cultural institutions (e.g. St George’s Guildhall), infrastructure consultants, and voluntary sector organisations including Community Action Norfolk ³.

Operational Support and Funding:

Capacity Funding: £600,000 allocated to support board operations, community engagement, technical planning, and early-stage project development.

Community Involvement: Funding can be passported to local groups to support co-design and delivery of regeneration plans. It’s envisaged at this stage that specific action plans will be required to be developed for each of the neighbourhoods we have chosen to target. These will be facilitated through the community capacity building we are planning to support through the capacity funding. From each action plan, projects will be developed and reviewed by the Action Group to assess ability to

scale up, complement with other programmes and other opportunities to leverage funding and resources to deliver. These will then go through to the Neighbourhood Board to consider allocation of PiPP funding.

Governance & Transparency requirements

The KLNb operates under a transparent governance framework and local assurance protocols ^{4,5}. Meetings are publicly recorded, and decision-making structures are published online on the Vision King’s Lynn website.

The KLNb and its Action Group members are bound by the Seven Principles of Public Life (Nolan Principles)—selflessness, integrity, objectivity, accountability, openness, honesty, and leadership⁶. These principles guide all aspects of programme governance, stakeholder engagement, and funding decisions.

All projects and proposals under the PiPP are assessed in line with HM Treasury’s Managing Public Money framework. This ensures:

Regularity: lawful use of funds.

Propriety: ethical and appropriate conduct.

Value for Money: efficient and effective use of resources.

³ [King’s Lynn Town Deal | Borough Council of King’s Lynn & West Norfolk](#)

⁴ [klnb terms of reference 130625](#)

⁵ [Kings-lynn-town-deal-local-assurance-framework-aug-2021.pdf](#)

⁶ [Kings-lynn-town-deal-local-assurance-framework-aug-2021.pdf](#)

Feasibility: deliverability and sustainability of interventions ⁷.

The Action Group, including the Queen Elizabeth Hospital, College of West Anglia, and Norfolk County Council among others, is responsible for delivering interventions on the ground. These partners bring sector-specific expertise and are accountable for implementation, monitoring, and reporting.

Internal capacity from council teams and anchor institutions.

External support from consultants, delivery agents, and community organisations.

Capability development through training, partnership working, and shared services to ensure technical competence and local responsiveness.

The King's Lynn PiPP adopts a structured and transparent approach to identifying, appraising, and approving investments that deliver place-based regeneration outcomes.

Governance and oversight

Strategic oversight is provided by the King's Lynn Neighbourhood Board (KLNb), ensuring investments align with PiPP priorities and community needs. The PiPP Action Group, comprising key delivery partners, coordinates programme activity and resource alignment.

Identification of Investment Opportunities

Investment proposals are generated through:

- Thematic Working Groups (Thriving Places, Stronger Communities, Empowered People),
- Community and stakeholder engagement,
- Alignment with existing strategies (e.g. Place Expansion Programme, Skills Action Plan, Devolution etc).

Appraisal Process

Proposals are assessed against core criteria:

- 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.

⁷ [*Kings-lynn-town-deal-local-assurance-framework-aug-2021.pdf*](#)

- Technical input is provided by BCKLWN and relevant partners, including financial assurance from the Section 151 Officer.

Approval Mechanism

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.

Route to Market

Delivery routes include:

- 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.

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.

Assurance

Description of Assurances

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Assurance

This chapter outlines how the Neighbourhood Board will ensure that all projects and programmes are delivered in line with Best Value principles and the standards set out in Managing Public Money. It sets out the governance and oversight mechanisms that underpin accountability, transparency, and value for money across the programme lifecycle.

Description of Assurances

The BCKLWN, as the accountable body, will ensure that the King's Lynn PiPP 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.

Robust governance structures are in place, including the Neighbourhood Board, Action Group, and 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.

Key assurance mechanisms include:

Financial Governance: 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.

Monitoring and Evaluation: Quarterly highlight reports, annual expenditure profiles, and post-project completion reviews will ensure projects are delivered efficiently and lessons are captured for future schemes and Fraud Risk Assessment.

Risk and Fraud Oversight: A comprehensive PiPP Risk Register are maintained and reviewed quarterly, with escalation protocols to the Audit Committee and Management Team.

Procurement Compliance: All procurement will follow Public Contracts Regulations and BCKLWN's procurement strategy to ensure fairness, competitiveness, and legal compliance.

Scrutiny and Transparency: Strategic partners and internal panels will scrutinise performance, and all decisions will be auditable and subject to public accountability.

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.

Working together for King's Lynn



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