



West Norfolk Economic Strategy

ACTION PLAN 2026-28

Borough Council of
King's Lynn &
West Norfolk



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FOREWORD

Delivery of West Norfolk's economic growth strategy is focused on a short-term action plan linked to the strategic priorities identified within the West Norfolk Economic Strategy. In alignment with the strategy, this action plan is intended to be dynamic to react to changing economic circumstances and flexible to capitalise on emerging opportunities. To track progress, impact monitoring and evaluation will be undertaken using both overarching economic metric key performance indicators (which have been developed with strategic partners).

The economic monitoring metrics have been identified will use data to track the direction of travel and performance versus comparators. These metrics will be reviewed and updated when and where required. Progress updates will be reported back to stakeholders annually via reports, presentations, info graphics and case studies where appropriate.

Executive Summary

The Action Plan 2026-28 towards delivery of the West Norfolk Economic Strategy (WNES) is focused on the strategic priorities we have immediate opportunity to progress and implement during this period, laying the groundworks towards further actions and delivery from 2028 onwards. The action plan is intended to be dynamic in order to react to changing political and economic circumstances and flexible enough to capitalise on emerging opportunities. The action plan will be reviewed annually and amended as appropriate, both in terms of composition and delivery timescales. The actions build on existing activity, whilst at the same time introducing new interventions that can be levers to capitalise on opportunities and challenges that were identified in the original WNES. This action plan encompasses the priorities and actions for the Borough Council, partners, private sector and other government agencies to apply resources to collectively achieve the wider outcomes set out in the strategy.

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:



Thriving, connected towns that are destinations for both residents and tourists



Access to education and good work, at all phases of life



Specialised agri-food, engineering, waste & water and visitor economy sectors, with productive jobs and businesses that are a reason to stay in the area, re-locate to it and invest in it



Proactive, efficient and sustainable management of our natural resources



Happy, healthy people living in inclusive, connected communities with access to housing, health services, social and leisure facilities

Context Driving Action

The national, regional and local policy context forms the backdrop for the decisions that have been made in developing the West Norfolk Economic Strategy (WNES) Action Plan. These factors significantly influence how deliverable the strategic priorities identified in the Economic Strategy locally and require a continued focus on partnership working to ensure that this strategy is aligned to King's Lynn and West Norfolk priorities and maximises funding opportunities that arise.

National and regional drivers

Since the creation of the WNES during 2024, there has been a significant change in national policy frameworks following the change in government; this provides an opportunity to align the local priorities in the WNES with national policy as a route to reinforce delivery. This includes the;

English Devolution and Community Empowerment Bill¹ Through devolution deals, simplified funding settlements and control of some existing budgets are being passed down to areas adopting mayoral governance structures. This will see the creation of the Norfolk & Suffolk Mayoral Combined Authority (NSMCA) from May 2028. For West Norfolk specifically, the NSMCA framework strengthens the strategic landscape by enabling more coherent, cross-county decision-making and a unified approach to economic development and regeneration, which the WNES is best placed to respond effectively to. Local priorities including unlocking employment and housing sites, improving transport connectivity, and scaling skills provision are all identified as target areas for devolved investment and powers. The devolution agenda represents a major shift in how national funds flow into Norfolk and Suffolk, with the potential for enhanced investment certainty and improved alignment between local government structures and economic planning. This creates an enabling environment for the delivery of the West Norfolk Economic Strategy. And as a result, the Action Plan focuses on aligning our priorities with the opportunities that will emerge through the first investment plan phase of the NSMCA when created, to ensure we are well positioned to maximise investment and long-term economic impact.

The **Industrial Strategy's²** focus on long term productivity, frontier sectors and place-based growth creates a natural environment in which West Norfolk can position its priority sectors clean energy, agri-food and advanced manufacturing, among others within wider national missions improving access to investment and support.

¹ [English Devolution and Community Empowerment Bill - Parliamentary Bills - UK Parliament](#)

² [The UK's Modern Industrial Strategy – local authority policy announcements | Local Government Association](#)

Meanwhile, LSIPs strengthen the local supply of skills by aligning post-16 education and training with employer demand, ensuring the workforce is better matched to the needs of local industries and growth-enhancing sectors. LSIPs enable greater collaboration between national and local authorities to address skills shortages and economic development priorities. This sits alongside the UK Government's wider Post-16 Skills policy, which focuses on improving technical education, expanding apprenticeships, and ensuring colleges and training providers work more closely with employers to deliver the skills needed for modern industries³. Together, these frameworks ensure local actions sit within a coherent national economic storyline.

NHS 10 Year Plan & New Hospital Programme

The Fit for the Future: 10-Year Health Plan for England⁴ acts as a major national driver for West Norfolk's Healthy & Inclusive Communities priority by setting a clear mandate for a shift from hospital-centric care to neighbourhood-based, preventative, digitally enabled health systems. The Plan directly targets the kinds of rural, coastal and deprived communities found in West Norfolk, prioritising areas with low healthy life expectancy, expanding community health infrastructure, and tackling inequalities through integrated neighbourhood teams, expanded prevention support, and personalised care planning. Its focus on prevention, early intervention, digital inclusion and collaboration between NHS, local government and employers strongly aligns with local goals to reduce long-term health conditions, improve access, and strengthen community wellbeing. Crucially, the Plan frames health as an economic mission, linking improved population health to reduced economic inactivity, higher productivity and stronger labour market participation directly reinforcing West Norfolk's strategy to build healthier, more resilient and economically active communities.

Pride in Place⁵

The Pride in Place Programme provides up to £20 million over ten years for King's Lynn, with a strong focus on creating thriving town centres, stronger communities, and better local opportunities beginning in 2026. Early investment priorities include Riverfront Regeneration Phase II and the St George's Guildhall & Creative Hub; both identified in the approved Ten-Year Vision and four-year Investment Plan as cornerstone projects for revitalising the town. These schemes are intended to strengthen King's Lynn's cultural offer, unlock more activity along the historic waterfront, and improve the town's attractiveness for residents, visitors, and businesses. Given that 75% of Pride in Place funding must be spent on capital projects, these two major place-making interventions sit firmly at the heart of the programme's aims to create a more vibrant, prosperous, and inclusive town.

³ [Post-16 education and skills white paper - GOV.UK](#)

⁴ [NHS England » Fit for the Future: 10 Year Health Plan for England](#)

⁵ [Pride in Place Strategy - GOV.UK](#)

Local drivers

Locally, three key policy contexts drive this Economic Strategy Action Plan. Firstly, the BCKLWN Corporate Strategy (2023 – 2027)⁶. This provides the strategic framework for action by the BCKLWN to deliver the ambition of making King’s Lynn & West Norfolk a thriving borough and improving the lives of local people. It focuses on where the council can make a real difference in accelerating economic growth and ensuring places, people and businesses benefit from the new economic opportunities which are created. Secondly, the Borough Council’s Corporate Action Plan 2025 – 2027 which prioritises making King’s Lynn and West Norfolk a thriving borough, improving the quality of life for local people and building a more resilient council⁷. This West Norfolk Economic Strategy Action Plan provides the roadmap for delivering these local priorities through a portfolio of activities that include apprenticeships, local labour clauses, reducing youth unemployment and enabling local businesses and employees to access a wide range of skills and education opportunities.

Local Government Reorganisation could accelerate delivery of the West Norfolk Economic Strategy by simplifying decision making, consolidating economic development functions, and creating a clearer strategic mandate for investment and growth. A three-unitary arrangement was chosen as the best way forward for Norfolk County. The decision taken is the most likely to preserve the most local autonomy. Overall, no matter the government’s decision, the more consolidation, the better and greater the potential for strategic clarity, investment readiness and faster implementation of the West Norfolk Economic Strategy over the next two years.

Local Plan

The Borough Council adopted its Local Plan in March 2025⁸. However, it is now required to prepare a new local plan within the new plan-making system. This has been introduced by Government through both legislation and policy, which includes Levelling Up and the Regeneration Act (LURA) 2023 and the National Planning Policy Framework (NPPF)^{9, 10}. This new system is a substantial change the previous one and sets out how a local plan must be prepared and the content that can be included.

⁶ [Foreword by the Leader of the Council | Corporate Strategy 2023 - 2027 | BCKLWN](#)

⁷ [Foreword by the Leader and Chief Executive Officer of the Council | Action Plan 2025 - 2027 | BCKLWN](#)

⁸ [Local Plan 2021-2040 \(adopted March 2025\) | Local Plan 2021-2040 \(adopted March 2025\) | BCKLWN](#)

⁹ [Levelling Up and Regeneration Act 2023: progress on implementing build out measures - GOV.UK](#)

¹⁰ [National Planning Policy Framework](#)

The legislation requires local plans to be prepared within the 30-month period. Within this, key milestones will need to be met, including preparing a new evidence base, consultation with relevant bodies, the movement through various Gateways before the final examination, and then hopefully a new local plan can be adopted. Final notice of intent to prepare a new local plan will be given by the 30th of June 2026.

A local plan provides the framework for guiding how decisions on land use, including for new housing, employment and infrastructure, it acts as an important driver for the economy of West Norfolk. Through providing clarity on when and how key spatial planning decisions should be made.

Currently, it is anticipated that the likely date for the adoption of a new local plan for King's Lynn & West Norfolk is May 2029. A timetable for preparation will be published and kept up to date.

Climate Change Strategy

The BCKLWN declared a climate emergency in 2021, setting a target to reach net-zero carbon emissions by 2035, with a potential review for 2030¹¹. The strategy focuses on decarbonising council operations, improving energy efficiency, promoting sustainable transport and enhancing the local environment.

Housing Delivery Strategy

The BCKLWN maintains a strong housing delivery strategy, boasting a 7.9-year housing land supply (2025 -2030) and a Local Plan adopted in March 2025 that shapes development through 2040. The approach focuses on meeting housing needs, supporting sustainable growth and ensuring affordable housing, guided by the Housing Delivery Test (HDT) Action Plan 2024 -2025.

As well as having adopted a new Local Plan recently (March 2025), the Borough Council is currently (2025/26) able to demonstrate a healthy 5-year housing land supply position of 7.9 years' worth against the minimum requirement of 5 years' worth¹². The latest (2023) Housing Delivery Test (HDT) result for the Borough Council is 87% and accordingly a HDT Action Plan has been published.

The BCKLWN are currently drafting a Housing Delivery Strategy that will set out the role that the Council will play in delivering housing of all tenures across the borough. This has been informed by consultation with external partners from across the sector including developers of all sizes and registered providers of social housing.

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

¹² [5-year housing land supply position and Housing Delivery Test \(HDT\) | BCKLWN](#)

Marmot Place

King's Lynn has officially been designated as a "Marmot Place" from 2024, partnering with the Institute of Health Equity (IHE) to tackle health inequalities. Led by the Borough Council, Norfolk Public Health, and the ICB, the initiative focuses on social determinants like housing, education and employment to improve life quality across the region¹³. With year 2 of the programme focussing on employment and skills.

King's Lynn Transport Strategy

The King's Lynn Transport Strategy led by the BCKLWN and Norfolk County Council, aims to support economic growth, improve air quality and enhance travel choices through to 2036. Key priorities include active travel, public transport improvements and reducing congestion to support housing development, such as the £109m West Winch Housing Access Road ¹⁴.

Inclusive growth

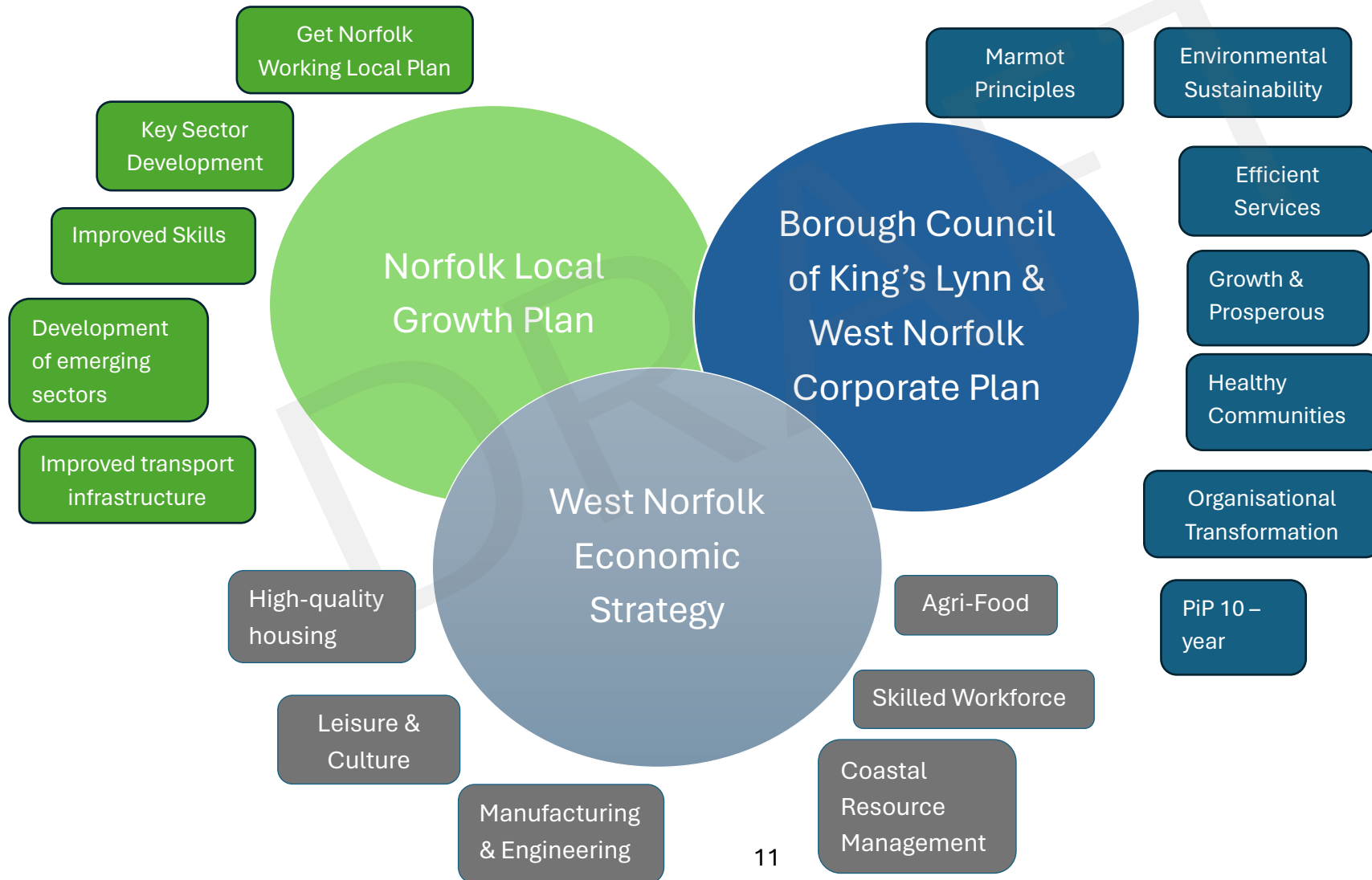
This Action Plan is designed to support the West Norfolk Economic Strategy vision to make King's Lynn & West Norfolk a thriving borough, delivering environmentally sustainable and inclusive growth that benefits local people, places and businesses. This plan has been built with the principle of inclusive growth at the forefront, and all interventions will be designed and delivered that help us achieve that important inspiration. Inclusive growth in West Norfolk means an economy where rural communities, coastal towns, older workers, young people, and disadvantaged neighbourhoods all share in the benefits of investment, skills, jobs, and regeneration not just a select few.

¹³ [King's Lynn becoming a Marmot place | Borough Council of King's Lynn & West Norfolk](#)

¹⁴ [King's Lynn Transport Study and Strategy | Borough Council of King's Lynn & West Norfolk](#)

Strategic Linkages

Figure 1 - Local and Regional drivers of the WNES Action Plan



Strategic Priority 1: THRIVING TOWNS

Why this priority?

Transforming our towns into vibrant day-and-night destinations directly aligns with the Investment, Enterprise, Transport Connectivity, and Innovation levers set out on page 14 of the West Norfolk Economic Strategy. These levers support increased footfall, stronger business activity and greater investor confidence helping to grow the local economy by attracting more residents, visitors and businesses into our town centres.

Vision 2045

In 2045 our towns will be lively and attractive during both the day and night, offering a strong entertainment and dining scene. More people will live in our towns and will choose to spend more of their leisure time and money within the area. We will attract more tourists who will explore our beautiful coastal and countryside areas, rich cultural heritage, and vibrant town centres, supporting a year-round borough wide visitor economy.

Priorities for 2026 – 2028

Over the next two years, the Borough Council will advance a focused set of interventions that apply the growth levers set out in the Economic Vision and Strategy. This will include strengthening the day-to-night offer in our town centres through coordinated use of the Transport Connectivity, Enterprise and Innovation levers, working with the Business Improvement District (BID), cultural partners, transport operators and the Local Visitor Economy Partnership (LVEP) to broaden the hospitality and leisure offer and increase activity throughout the week.

We will also utilise the Housing / Employment Land lever to support the delivery of additional town centre housing, collaborating with developers, registered providers and planning stakeholders to expand the year-round customer base and reinforce local Labour Supply. This will be set out in the masterplans for King's Lynn and Hunstanton.

In parallel, we will strengthen links between our towns, coastline, countryside and heritage assets by applying the Transport Connectivity, Trade, and Innovation levers to improve access, visitor routes and coordinated destination marketing, working closely with tourism bodies, Norfolk County Council and environmental partners.

Through these coordinated, partner-led actions and by embedding the Health and Wellbeing lever across delivery that embeds recommendations from the Marmot programme, we will help grow a more resilient visitor economy and ensure benefits are shared across communities throughout the borough.

Approach

Programmes, Initiatives, Projects	What is happening?	2026 – 2028 Actions	Desired Outcomes	Resourcing / Funding requirement(s)	Lead External Partner(s)
Pride in Place programme 10-year vision	Enhancing local neighbourhoods including the town centre, involving residents from the ground up in identifying and prioritising deliverable improvements to local provision and the creation of vibrant community focused spaces.	<ul style="list-style-type: none"> • Delivery of town-centre improvement projects (2026–2028) St George’s Guildhall & Creative Hub and Riverfront Phase II • Investment in Community development by existing community leaders to establish independent charitable organisation to lead programme & legacy. • Neighbourhood Area Action Plans to inform PiP investment. 	<p>Enhanced heritage assets to drive town centre viability and vibrancy.</p> <p>Visible uplift in town centre and neighbourhood quality.</p> <p>Higher footfall and dwell time, boosting local spend and SME resilience.</p> <p>Improved community involvement in shaping funding decisions to meet local need.</p>	<p>Resource: BCKLWN Officer time / KLNb strategic oversight. Creation of community development team.</p> <p>Funding: £20 million secured through UK government funded Pride in Place programme. Additional Match Funding to be secured.</p>	King’s Lynn Neighbourhood Board, Vision King’s Lynn Operational Group
Town Centre Repurposing & High Street Rental Auctions	<p>Progress scheme to repurpose the KL town centre, converting underutilised land/vacant premises for new uses in line with 10 Year Vision.</p> <p>Utilise new legal direct powers to activate empty units in KL through High Street Rental</p>	<ul style="list-style-type: none"> • Recruitment of Empty Properties Officer and create a digital register of all high street vacancies by Q4 2026 [NEW]. • Devise funding strategy, priorities and business 	<p>Visible reduction in vacated commercial units and increased activation in underutilised town centre spaces.</p> <p>A shift from incentives to proactive vacancy</p>	<p>Resource: BCKLWN Empty Properties Officer time.</p> <p>Funding: Potential funding opportunities from PiP programme</p>	Property Owners, BID, Private Landlords, NCC High Street Matters, Historic England, Neighbourhood Board, Housing Associations

	<p>Auctions legislation in association with the Empty Properties Officer.</p> <p>Engagement and education measures with landlords / shop owners operators to support new Conservation Area Appraisal and Shop Front Guide developed with Conservation alongside King's Lynn Masterplan.</p>	<p>case ready for review by KLN B [NEW].</p> <ul style="list-style-type: none"> • Designation of HSRA Area (Southern High Street) [NEW]. 	<p>management, empowered by statutory HSRA powers.</p> <p>Shop front improvements. Improvements to public realm in target areas.</p>	<p>and Historic England.</p>	
<p>West Norfolk Festivals and Events programmes</p>	<p>Year round programme of festivals and events to increase footfall, vibrancy and spend in the local economy. Supports wider health and well being agenda to reduce social isolation. Programme for WN promoted through Visit West Norfolk and Discover King's Lynn, brings together and promote collectively events held and organised by the Borough Council, Local VCS and estates.</p>	<ul style="list-style-type: none"> • Deliver a coordinated annual programme of at least 25 festivals and events across West Norfolk (2026–2028), ensuring a balanced mix of cultural, community, seasonal and town-centre activity. • Increase event participation and footfall by 10% by 2028, through enhanced marketing via Visit West Norfolk and Discover King's Lynn, and stronger coordination with partners, including BID, VCS and local businesses. 	<p>Enhanced vibrancy and attractiveness of West Norfolk as a destination.</p> <p>Reduced social isolation through accessible, community-led events and activities.</p> <p>Stronger partnership working between BCKLWN, VCS organisations, BID and the private sector.</p>	<p>Resource: BCKLWN Officer time and voluntary support.</p> <p>Funding: BCKLWN, Local estates and VCS organisations and local business sponsorship.</p>	<p>BCKLWN, VCS, BID and private sector</p>

<p>International Hanse</p>	<p>Engagement through the Hanse Commissioner for England and the English modern Hanse link to celebrate and utilise Hanse business and cultural network links to support initiatives that align with corporate priorities</p>	<p>Send a King’s Lynn delegation to the International Hanse Day annually to strengthen trade, cultural and tourism links.</p>	<p>A stronger national identity of England’s leading Hanseatic town.</p> <p>Stronger international partnerships across the Hanse network supporting culture and economic exchange.</p>		<p>Local cultural organisations, schools, maritime</p>
<p>King’s Lynn Masterplan</p>	<p>The BCKLWN is preparing a 20-year masterplan to guide investment and regeneration to improve the viability of the town centre, support housing delivery, increase the visibility of the town’s cultural offer, led with the King’s Lynn Neighbourhood Board and a multidisciplinary team (BDP with Urban Flow, Aspinall Verdi and Mikhail Riches).</p>	<ul style="list-style-type: none"> • Deliver “Quick-Wins” and public-realm upgrades by Q4 2027. Plus, begin work to establish delivery plans and business cases for priority sites such as Debenhams [NEW]. • Work with the Planning Policy Team to integrate those elements which are able and required to be from King’s Lynn Masterplan into the new local plan by Q4 2026 / Q1 2027 [NEW]. • Prepare sites for future development including developing business cases and funding routes. Support early ‘de risking’ 	<p>Begin to deliver masterplan outcomes and projects to provide certainty for delivery.</p> <p>Brownfield activation: 1 landmark building (e.g., former Debenhams) re-opened or under contract.</p> <p>Town centre vitality supported by activation / events. Supported by Town Centre Repurposing Action.</p>	<p>Resource: BCKLWN Officer time / Consultancy support.</p> <p>Funding: Pride in Place, Historic England, Homes England, Devolution to be determined</p>	<p>King’s Lynn Neighbourhood Board, Norfolk County Council, Historic England, Homes England & Heritage Partners, Private Landowners / Developers</p>

		works to Sommerfeld and Thomas [NEW] .			
Hunstanton Masterplan	The BCKLWN is preparing a new Hunstanton Masterplan to guide regeneration and development over the next 10–20 years, replacing and consolidating the 2008 masterplan.	<ul style="list-style-type: none"> • Complete and adopt the final masterplan by Q4 2026. • Produce Investment Prospectus (Qtr 2 2026) and host Investors Day (Qtr 3 2026) to determine [NEW]. • Coordinate and develop public realm design to integrate with and guide the Sea Defence / Promenade capital project. 	<p>Improved town-centre vitality, increase in tourism value, and stronger local business pipeline.</p> <p>Visible improvements at key nodes: town–seafront link, Northern Gateway / Oasis Area site, southern gateway, Promenade Park, and key public spaces.</p>	<p>Resource: Officer time / Consultancy Support.</p> <p>Funding: To be determined (potential for private sector investments through Investment Prospectus).</p>	Hunstanton Town Council, Norfolk County Council, Greyfriars Project Management, Local SMEs, Tourism Operators, Coastal, Heritage & Environmental bodies
The King’s Lynn Library	Completion of vacant site for new library to expand cultural, learning and community use. Programming to ensure delivery of the original business case outcomes including business start up support, skills and training and community hub activities.	<ul style="list-style-type: none"> • Opened March 2026 to public with new facilities available to residents, businesses and local organisations to provide a hub learning, education, co working and community engagement. Programming with partners to achieve business case outcomes 	Higher community and business use of a town centre asset and improved access to learning opportunities.	<p>Resource: Norfolk County Council Library staff time / External partner delivery capacity.</p> <p>Funding: £17.3 million secured and partly funded through King’s Lynn Town Deal Board.</p>	Norfolk County Council in partnership with Adult Learning, College of West Anglia, BPIC

Inner Purfleet	Enhancing connectivity and public realm in a key waterfront area.	<ul style="list-style-type: none"> • Develop full business case for RIBA stage 2 and secure funding by 2027 [NEW]. 	Better connectivity, safer walking routes and a higher-quality public realm.	<p>Resource: BCKLWN Officer time / Consultancy support.</p> <p>Funding: To Be Determined.</p>	Norfolk County Council
Gyratory and Baxters Plain Study (STARS)	Upgrading infrastructure and public realm improvements in a key gateway area to the one-way system (Gyratory) and Baxter’s Plain public realm scheme.	<ul style="list-style-type: none"> • Deliver active travel, safety and public-realm improvements by late 2028. • Begin public consultation in King’s Lynn by Q3 2026. 	Safer, more attractive gateway environment supporting movement and local activity.	<p>Resource: NCC Officer time supported by BCKLWN Officers</p> <p>Funding: £20.81 million secured (Levelling Up Fund).</p>	Norfolk County Council
King’s Lynn Riverfront Phase I, II & III	<p>Long-term regeneration of the riverfront into a mixed-use, accessible destination.</p> <p>Phase I – completed Towns Fund project to Custom House and dryside facilities, business planning and benefits realisation planning</p> <p>Phase II – onwards delivery of public realm projects emerging from the Riverfront Regeneration Area emerging from the King’s Lynn Masterplan.</p>	<ul style="list-style-type: none"> • Restoration & refurbishment of Custom House & Dryside facilities during Qtr 2 2026-Qtr 1 2027. • Progress community led delivery of Phase II at South Quay/Devils Alley starting Qtr 3 2026. • Develop a Riverfront Delivery Framework by 2027 for Phase II & III aligning investment, 	Enhanced riverfront experience, increased visitor activity, and new mixed-use development.	<p>Resource: BCKLWN Officer time.</p> <p>Funding: Phase I – primarily funded by the Towns Fund with co-funding through the BCKLWN’s Business Rates Pool and capital programme commitments.</p>	Developers, Community representatives, Local businesses, Environment Agency, Historic England, Homes England Norfolk County Council, Homes England

	Phase III – Boal Quay from the King’s Lynn Masterplan at South Quay.	heritage and flood-risk considerations [NEW] .		Phase II - £2m funding pot to be made available from the Pride in Place programme. Match funding opportunities to be progressed.	
The Old Library	Converting the former King’s Lynn Library for community use with the Garage Trust selected the new custodian with site acquired and initial opening Qtr 1 2026	<ul style="list-style-type: none"> • Relocation of The Workshop to the old Library and meanwhile use activities Qtr 1 2026. • Secure initial capital funding by Q4 2026 to support early refurbishment [NEW]. 	<p>Preservation and revitalisation of a key heritage asset whilst enabling modern community uses.</p> <p>Economic uplift to South Lynn / London Road gateway by creating new opportunities for performance, arts and cultural activities for young people. .</p>	<p>Resource: The Garage Trust.</p> <p>Funding: Architectural Heritage Fund, NLHF & Arts Council</p>	<p>Garage Trust, Culture & Heritage Steering Group, Creative Arts East, Community groups and Local Residents</p>
Southgates Regeneration Area	Planning and design to unlock a major gateway regeneration scheme to King’s Lynn.	<ul style="list-style-type: none"> • Finalise planning and site clearance strategy by Q2 2026/7 [NEW]. • Secure partner commitments and funding by mid-2027 [NEW]. • Progress planning application for the scheme Mid 2027 	<p>Improved health and wellbeing through placemaking led approach including new homes, active travel infrastructure and landscaping.</p> <p>Improved town centre perception, pride of place</p>	<p>Resource: BCKLWN Officer time / Consultancy support.</p> <p>Funding: Homes England, National</p>	<p>BCKLWN, Norfolk County Council, Homes England, Historic England.</p>

				Highways To be determined.	
West Norfolk Tourism Development Plan	<p>The West Norfolk Tourism Development Plan is the borough's strategic framework for tourism centred six strategic aims:</p> <p>Tourism Ambassadors Course.</p> <p>Out of season tourism campaigns: "Norfolk Coast, Myths & Legends".</p> <p>Environmental and Responsible Tourism Campaigns: "Visit West Norfolk...Naturally"</p>	<ul style="list-style-type: none"> • Refresh and adopt the West Norfolk Tourism Development Plan by Q4 2026, aligning priorities with Visit East Anglia LVEP, Norfolk County Council and local place-promotion partners. • Introduce a light-touch annual monitoring framework from 2026, reporting on visitor numbers, footfall trends, business engagement and estimated economic impact [NEW]. 	<p>A stronger, more consistent West Norfolk destination identity, supported by high-quality place promotions marketing.</p> <p>Increased visitor numbers, dwell-time and spend, improving local economic resilience.</p>	<p>Resource: BCKWLN Officer time.</p> <p>Funding: To Be Determined.</p>	West Norfolk Tourism Forum, Heritage sites, Local museums, Local SMEs in tourism & hospitality sectors
Business Improvement District Ballot	<p>The Discover King's Lynn BID Ballot is the formal process through which town centre businesses vote on whether to renew the Discover King's Lynn Business Improvement District for a new five-year term.</p>	<ul style="list-style-type: none"> • Approve and launch a new five-year BID Business Plan by 2026, aligned with Pride in Place and Thriving Towns objectives [NEW]. 	<p>A renewed business-led investment stream supporting King's Lynn town centre.</p>	<p>Resource: BID personnel time and support. Revenues team to support the ballot process.</p> <p>Funding: Revenues funding from BID.</p>	BID, BCKLWN
King's Lynn Visitor	<p>A new dry side facility is under development converting an annex into toilets,</p>	<ul style="list-style-type: none"> • Bring the new dry side facilities into full operation by Q2 2027, 	<p>Increased leisure sailing -related visitor numbers</p>	<p>Resource: BCKWLN Officer time.</p>	Sail the Wash, promotional platform

<p>Mooring Pontoons</p>	<p>map-reading space and visitor information for mariner.</p> <p>Relaunch of visitor pontoons and facilities.</p> <p>Relaunch of visitor pontoons and facilities.</p>	<p>including showers, laundry, toilets and visitor information services.</p> <ul style="list-style-type: none"> • Renewed marketing campaign to promote the facilities of King’s Lynn [NEW]. 	<p>and spend in the town centre.</p> <p>Contribution to a wider riverfront regeneration vision of a connected, attractive riverfront offering.</p>	<p>Funding: Towns Fund.</p>	
<p>Lynnsport / Valentine Park Housing Development</p>	<p>Delivery of a strategic housing development of 96 housing units at Lynnsport / Valentine Park, providing new homes alongside green space, leisure access and community infrastructure.</p>	<ul style="list-style-type: none"> • Monitor delivery annually (2026-2028) against housing numbers, tenure mix, affordability and infrastructure commitments. • Ensure strong integration with Lynnsport and Valentine Park including safe walking and cycling links and access to leisure facilities. 	<p>High-quality, well-connected neighbourhood(s) supporting healthy lifestyles.</p> <p>Increased housing supply aligned with local Brough needs.</p>	<p>Resource: BCKLWN Officer time / Developer investment and delivery capacity.</p> <p>Funding: £23.5 million secured.</p>	<p>Lovells, Alive West Norfolk (Leisure integration)</p>
<p>Parkway (Gaywood) Housing Development</p>	<p>Residential development providing 226 new homes, associated infrastructure and green spaces.</p>	<ul style="list-style-type: none"> • Achieve 50% delivery of the overall housing mix including affordable and low-carbon home by the end of 2028 	<p>Delivery of high-quality homes meeting local needs, improving local infrastructure and stronger neighbourhood cohesion.</p>	<p>Resource: BCKLWN Officer time.</p> <p>Funding: Due to inflation and rising costs, the estimated budget for this project has risen from £48 – £54 million.</p>	<p>Lovell Partnerships, Homes England</p>

Hunstanton and Downham Market historic area enhancements	The Historic Area Enhancements initiative focuses on improving the public realm, heritage assets and townscape quality in Hunstanton and Downham Market, enhancing the character and setting of their historic cores.	<ul style="list-style-type: none"> • Identify and prioritise key historic streets and spaces by 2026, working with town councils, conservation officers and local stakeholders. • Deliver phased public-realm improvements by 2027–28, focusing on high-footfall historic areas and gateways. 	<p>More attractive, legible and welcoming historic town centres.</p> <p>Enhanced visitor experience, supporting local businesses and tourism.</p>	<p>Resource: BCKLWN Officer time / Consultancy support.</p> <p>Funding: delivered through a blend of capital regeneration funding, heritage-linked grants and BCKLWN investment.</p>	Historic England

Key economic monitoring indicators (KPI's)

Outcome	Data Source(s)	Functionality	Why it matters?
Housing Units	ONS Housing Building, MCHLG Net Additional Dwellings, MCHLCG Open Data, Homes England Housing Statistics, ONS Local Area Stats	Tracks supply (starts/completions), conversions, demolition, and overall net change.	Shows whether enough new homes are being delivered and helps monitor regeneration and population growth.
Footfall	King's Lynn Neighbourhood Data Pack, Center for Cities transaction – based activity data	Measures town centre activity and spending patterns as a proxy for footfall.	Indicates how many people are visiting and using services key for judging high street vitality and the day-to-evening economy.
Vacancy rates	Local Data Company, Center for Cities, BCKLWN Town Centre / Operations Team.	Measures vacancy, re-occupancy rates, and provides town centre baseline for occupancy	Falling vacancies signal a healthier business environment. Helps evaluate regeneration impacts and guide investment.

Strategic Priority 2: ACCESS TO EDUCATION & GOOD WORK

Why this priority?

Increasing economic participation and activity across all social and demographic groups aligns directly with the Skills Supply, Labour Supply, and Policy and Regulation levers set out on page 14 of the West Norfolk Economic Strategy. These levers are essential for improving access to high-quality jobs, raising skills and wages, and supporting inclusive employment, enabling West Norfolk to build a more resilient and equitable labour market.

Vision 2045

In 2045 we will be a community where younger people are inspired into local careers and find ample opportunities to start their careers locally and older people can work, or volunteer, for longer if they want to. We will attract mid-career professionals and families to settle and work in our borough. Clear career pathways and targeted high skilled training will match the needs of local industries, ensuring that residents can access high quality jobs.

Priorities for 2026 – 2028

Over the next two years, the Borough Council will strengthen local pathways into employment by applying the Skills Supply and Labour Supply levers to create clearer routes into local careers. Working with schools, colleges, employers and training providers, we will expand access to qualifications and training aligned to industry needs, ensuring residents can secure the skills required by the borough's key sectors, delivering West Norfolk Skills Working Group chaired by the Principal of the College of West Anglia.

We will also support older residents who wish to continue working or volunteering by encouraging employers to adopt age-friendly and flexible employment practices, making use of the Policy and Regulation lever to promote more inclusive workforce participation.

In parallel, we will focus on attracting mid-career professionals and families to West Norfolk, drawing on the Investment, Innovation, and Enterprise levers to strengthen the quality of local job opportunities and support business growth. By improving careers information, targeting training provision and enhancing collaboration between employers and educators, we will help build a labour market that delivers high-quality employment opportunities for residents at all stages of life.

Approach

Programmes, initiatives & projects	What is happening?	2026 – 2028 Actions	Outcomes	Resourcing / Funding requirement	Lead External Partner(s)
Connect to Work Programme	Helping economically inactive residents access training and work experience.	<ul style="list-style-type: none"> Support at least 500 economically inactive residents in West Norfolk into training or work experience by Q4 2028 [NEW]. 	Increased employment rate among economically inactive groups.	<p>Resource: BCKLWN Officer time / Local Business support.</p> <p>Funding: Secured from Norfolk County Council.</p>	Jobcentre Plus, Local SMEs, Lead organisation Stan Guide.
St. Georges Guildhall Outreach Education Programme	A creative and cultural outreach programme delivering schools engagement, community workshops and heritage learning.	<ul style="list-style-type: none"> Engage 1,000 young learners per year through workshops, schools' outreach and community learning 	Increased participation in creative learning and stronger cultural education pathways.	<p>Resource: BCKLWN Officer time / Local educational providers support from schools and colleges.</p> <p>Funding: secured until Sept 2026. Application to Arts Council pending for programme continuation.</p>	St. Georges Guildhall, Community organisations, Primary & secondary schools.
Highway Infrastructure upgrades A17	Major transport corridor upgrades improving connectivity, journey	<ul style="list-style-type: none"> Deliver targeted corridor improvements (e.g. 	Better connectivity supporting economic growth	Resource: NCC Officer time / Consultancy support.	National Highways, Norfolk County Council, DfT

	times, reliability and access to employment centres.	junction capacity, safety and resilience measures) improving journey reliability and supporting economic growth.	and inward investment.	Funding: £34 million upgrade involving a new single-carriageway flyover (grade separation to take east-west traffic over the junction.	
King's Lynn Transport Strategy	Improvements to infrastructure, routes and frequencies to access education and employment.	<ul style="list-style-type: none"> •Progress Business case development for priority schemes in the strategy. 	Better connectivity supporting educational and economic growth.	Resource: NCC Officer time. Funding: Bus Services Improvement Plan, (LUF) STARS.	Norfolk County Council, Highways England/DfT, Public Transport providers, Developers – S106
BOOST	Supporting residents to progress into higher-level skills through targeted training and employer partnerships.	<ul style="list-style-type: none"> • Increase annual Level 4+ enrolments to 200 learners by Q4 2027. 	Level 4+ skills attainment increases. Reduction in NEETs. Supporting more young people into training & employment.	Resource: NCC Officer Employer engagement and mentoring input. Funding: Q1 + Q2 2026 – 2027 UKSPF & NCC Funding. Funding for 2027-2028 secured by NCC	Norfolk County Council
West Norfolk Skills Action Plan	Coordinated plan to improve local skills, raise productivity and widen access to high-paid jobs. Priority areas 2026 -27 marketing campaigns, schools & youth engagement and tackling	<ul style="list-style-type: none"> • Publish an updated Skills Action Plan annually (2026, 2027, 2028) using local labour market evidence and stakeholder agents evidence [NEW]. 	Wages and GDHI rise across the borough. More industry needs and labour market skills base.	Funding: BCKLWN & NCC existing financial resources. Resource: BCKLWN Skills and Attainment Budget.	Norfolk County Council, College of West Anglia

	the economically inactive .		Reduction in economically inactive.		
National Manufacturing Day	National Manufacturing Day. Annual, UK-wide initiative that celebrates manufacturing and engineering, aiming to improve the sector's profile, inspire future talent, and showcase modern manufacturing as a high-value, innovative and inclusive career path.	<ul style="list-style-type: none"> • Link National Manufacturing Day activity to the King's Lynn Manufacturing Group, using it as a focal point for employer collaboration and skills discussions [NEW]. 	<p>Increased awareness of manufacturing as a modern, skilled and well-paid sector.</p> <p>Greater visibility of West Norfolk's manufacturing strengths and growth sectors.</p>	<p>Funding: Minimal delivery costs.</p> <p>Resource: BCKLWN Officer in coordinating, promoting and communications / participating manufacturers provide use of premises and demonstrations.</p>	Local manufacturing companies
Strategic Skills Plan	Long-term approach to shaping the skills system around local economic needs.	<ul style="list-style-type: none"> • Launch two pilot advanced technical pathways from national or regional priority sectors (e.g. AI, green tech) by December 2027 [NEW]. 	High proportion of senior professional employment and technical occupations.	<p>Resource: BCKLWN & NCC Officer time.</p> <p>Funding: NCC, Adult Skills budget.</p>	Norfolk County Council, Combined Authority
School of Nursing Phase II	Expansion of local healthcare and digital learning capacity through new training.	<ul style="list-style-type: none"> • Strengthen employer-led placements, ensuring 100% of students have local clinical placement opportunities across acute, community and social care settings [NEW]. 	More people developing the right skills for opportunities in healthcare industries.	<p>Resource: College of West Anglia personnel teaching and support.</p> <p>Funding: secured - £1.4 million phase for a second-story expansion.</p>	College of West Anglia, NHS Trust (Queen Elizabeth Hospital)

		<ul style="list-style-type: none"> • Establish new dental nursing provision by 2026/2027 [NEW]. 		The College of West Anglia also received a £188, 930 grant from Norfolk County Council.	
Health Sector Work Experience Co-ordination Programme	The programme is a 2-year, ICB-commissioned intervention led by the College of West Anglia (CWA) to coordinate, expand and standardise health-sector work-experience opportunities across West Norfolk.	<ul style="list-style-type: none"> • Secure continuation or successor ICB funding by Q1 2027 to extend the programme beyond the initial 2-year commission. • Embed pre-placement preparation and post-placement reflection with schools and learners to improve readiness and outcomes. 	<p>Better alignment between education, workforce planning and ICS priorities.</p> <p>Clearer and stronger pipelines into health and social care careers.</p>	<p>Resource: College of West Anglia personnel teaching and support.</p> <p>Funding: ICB - commissioned workforce development funding.</p>	College of West Anglia, Queen Elizabeth Hospital
Norfolk & Suffolk Local Skills Improvement Plan	Employer-led plan to align skills delivery with business needs across the region.	<ul style="list-style-type: none"> • Conduct an annual employer needs survey with 500+ businesses (2026, 2027, 2028) [NEW]. • Submit final draft of the plan to the Secretary of State (DWP or Department of Education) ready for sign off. 	Employer satisfaction with skills provision improves.	<p>Resource: employer engagement via Chambers of Commerce / BCKLWN & NCC Officer time.</p> <p>Funding: national LSIP arrangements and aligned skills budgets.</p>	Norfolk Chamber of Commerce, Skills Advisory Panel

<p>Autism Centre at CWA King's Lynn campus</p>	<p>The Autism Centre at the College of West Anglia (CWA) provides specialist education, transition support and tailored learning environments for autistic young people and adults.</p>	<ul style="list-style-type: none"> • Establish, maintain and stabilise Autism Centre provision annually (2026–2028), ensuring continuity of specialist teaching, support and therapeutic environments [NEW]. 	<p>Improved educational and life outcomes for autistic learners.</p> <p>Greater support for parents of SEND children parents.</p>	<p>Resource: Specialist College of West Anglia teaching and support staff.</p> <p>Funding: Local authority SEND budgets for transition and post-16 support.</p>	<p>College of West Anglia</p>
<p>Work & Learn Programme (CWA Health & Social Care)</p>	<p>Blended workplace-based and classroom learning for adults progressing in health-sector roles.</p>	<ul style="list-style-type: none"> • Publish annual outcomes report tracking learner progression [NEW]. 	<p>Stronger career progression routes within health and social care.</p>	<p>Resource: College of West Anglia delivery staff / BCKLWN Officer time.</p> <p>Funding: dependent on external skills, adult-learning and workforce funding.</p>	<p>College of West Anglia, Integrated Care Board, Health Employers</p>
<p>West Norfolk Ambassadors Programme</p>	<p>Contributes to employability, professional networks, and civic leadership development, especially for young professionals and local employers in customer facing roles.</p>	<ul style="list-style-type: none"> • Align Ambassador training content with key programmes, including Pride in Place, the New Hospital Programme, tourism development and skills initiatives, 	<p>Enhanced leadership capacity and career readiness.</p> <p>A growing network of informed local champions supporting place-based growth.</p>	<p>Resource: BCKLWN Officer time / event support from partner organisations.</p> <p>Funding: UKSPF.</p>	<p>VENI, College of West Anglia, Employers</p>

Youth Hubs	Co-located employment and wellbeing support for young people aged 16–24.	<ul style="list-style-type: none"> Operated in at least three locations by 2028 (main urban centres).[NEW] 	Improved youth employment outcomes and confidence.	<p>Resource: Youth workers, Career advisers and employment coaches.</p> <p>Funding: Department for Work & Pensions.</p>	Jobcentre Plus, Youth Providers, Local Employers
Norfolk Business Growth Fund	Established by Norfolk County Council, delivered through the New Anglia Growth Hub, to support small and medium-sized businesses with ambitions to grow, innovate and improve productivity.	<ul style="list-style-type: none"> Promote the Norfolk Business Growth Fund to West Norfolk businesses annually (2026–2028), working with the New Anglia Growth Hub and Norfolk Chambers of Commerce. 	Increased business investment and productivity across West Norfolk.	<p>Resource: Projects must demonstrate growth, productivity improvements and economic impact.</p> <p>Funding: Total programme value: c. £1.1 million county-wide. Grant size: £5,000–£50,000 per business.</p>	Norfolk County Council, New Anglia Growth
Apprenticeship & Career Pathways Fairs with DWP	Provides apprenticeships, training pathways and career support through DWP employer and employment programmes.	<ul style="list-style-type: none"> Deliver twice-yearly employer fairs highlighting DWP apprenticeship and career routes. 	Increased apprenticeship participation and clearer career routes.	<p>Resource: Participating businesses support and engagement / DWP promotion and communications.</p> <p>Funding: Free, drop-in event with over 45 businesses from a variety of sectors and industries.</p>	DWP, Jobcentre Plus, Local Employers
King's Lynn Enterprise Park	It forms part of a wider network of Space to Innovate enterprise zones across Norfolk and Suffolk and is designed to support high-growth, high-value businesses. New premises now	<ul style="list-style-type: none"> Proactive site marketing of available plots and premises, targeted at key sectors. Continue phased development and 	<p>Growth in high-skill, higher-wage jobs across priority sectors.</p> <p>A clearly established innovation and</p>	<p>Resource: BCKLWN Officer time in site promotion and investor engagement / support from Invest in Norfolk & New Anglia Growth Hub.</p>	Norfolk & Suffolk Unlimited, Brown & Co.

	available on the Eastern side at King's Lynn Innovation Centre.	plots release across KLEP (2026–2028) to attract inward investment and local business expansion. • Construction of western infrastructure of site to complete plot availability [NEW] .	employment hub supporting long-term economic resilience.	Funding: blend of public sector capital investment and private sector developer investment.	
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Key economic monitoring indicators

Outcome	Data Source(s)	Functionality	Why it matters?
Employment Rate	ONS Labour Market Overview, ONS Jobs & Vacancies, House of Commons Labour Market Statistics	High-quality, official jobs and employment counts, can benchmark regionally.	Shows whether the local labour market is growing, stable or declining, and how West Norfolk performs relative to the wider region.
Qualifications Level 4+	ONS Local Indicators, NODA, NOMIS	Gives local-level data on higher qualification attainment.	Helps assess residents' access to higher-value jobs, the impact of training investment, and how well skills match business needs.
Number of NEETs	Norfolk County, Council Education & Skills Dashboard, NOMIS,	Provides up to date counts and proportions of young people aged 16-24.	Shows how well the area supports young people into positive destinations. NEET levels are strongly.

Strategic Priority 3: PRODUCTIVE JOBS AND BUSINESSES

Why this priority?

Improving productivity across our sector strengths and retaining more economic value within West Norfolk directly aligns with the Enterprise, Investment, Innovation, and Supply Chain levers identified on page 14 of the Economic Strategy. These levers collectively support business growth, the adoption of modern technologies, expansion of high-quality employment space and greater value capture within the local economy, helping to build a more resilient and competitive business base across the borough.

Vision 2045

In 2045 we will be a community where younger people are inspired into local careers and find ample opportunities to start their careers locally and older people can work, or volunteer, for longer if they want to. We will attract mid-career professionals and families to settle and work in our borough. Clear career pathways and targeted high-skilled training will match the needs of local industries, ensuring that residents can access high-quality jobs.

Priorities for 2026 -2028

Over the next two years, the Borough Council will strengthen the conditions that enable employers to grow, drawing on the Enterprise, Investment, and Innovation levers to support existing firms to expand, encourage new business creation, and reinforce a diverse mix of productive jobs across the local economy. Working closely with our key sectors, we will use the Skills Supply and Labour Supply levers to better understand workforce requirements and help create an environment that supports investment, technological adoption and the creation of higher-value employment.

In parallel, we will take steps to retain and attract talent by promoting West Norfolk as an appealing location for skilled workers, entrepreneurs and families. This includes improving access to training, expanding apprenticeships and higher-level skills provision, and supporting businesses to modernise through the application of the Supply Chain and Policy and Regulation levers to raise productivity and competitiveness.

By prioritising practical collaboration between employers, education providers and local partners, and by coordinating activity across the full suite of economic levers, we will help build a more dynamic and resilient economy in which businesses have the confidence to invest, and residents benefit from secure, well-paid and sustainable employment opportunities across the borough.

Approach

Programmes, initiatives & projects	What is happening?	2026 – 2028 Actions	Outcomes	Resourcing / Funding requirement	Lead External Partner(s)
Incubator space at King's Lynn Enterprise Park	Delivery of flexible workspace to support start-ups and growing firms.	<ul style="list-style-type: none"> Develop full business case and secure funding by Q4 2027 [NEW]. 	Increased employment land and commercial space supporting new and growing businesses.	<p>Resource: Officer time / consultancy / contractor support.</p> <p>Funding: Devolution, EZ Pot C Challenge Fund To be determined.</p>	Enterprise agencies
Creative Hub at St. Georges Guildhall for creative industries	Development of a creative industries hub within a key heritage asset.	<ul style="list-style-type: none"> Launch phase-one workspace and studios by mid-2028 for creatives and micro-firms 	<p>Increased number of start ups</p> <p>Increased GVA in our high-growth potential sectors.</p>	<p>Resource: Officer time / consultancy support.</p> <p>Funding: Towns Fund & Pride in Place secured, Devolution and Arts Council to be confirmed.</p>	Arts Council, Business Support Agencies, St George's Guildhall CIO
KL Enterprise Park Western Site Infrastructure	Enabling and infrastructure works to bring forward additional employment land to the King's Lynn Enterprise Park.	<ul style="list-style-type: none"> Planning determination Qtr 2 2026. Construction works commence Qtr 3 2026, completion Qtr 1 2027. Secure at least three 	Increased employment land availability.	<p>Resource: Officer time / Consultancy support.</p> <p>Funding: Enterprise Zone programme led by the BCKLWN.</p>	Morgan Sindall, Norfolk County Council

		business occupations or developments by 2028 [NEW].			
NORA: Plots M1, M2	Nar Ouse Regeneration Area, delivering new housing and commercial space in King's Lynn, to support and meet the needs of the existing community and growth in South Lynn.	<ul style="list-style-type: none"> • Complete site marketing by Q2 2026. • Begin enabling works by 2027, including utilities and land remediation. 	Expand housing provision and commercial space for the benefit of existing and growing community in South Lynn	<p>Resource: BCKLWN Officer time.</p> <p>Funding: compromised of public grants, local government loans and private sector interest.</p>	Brown & Co (agents), Developers
Digital Skills Programme	Coding and digital bootcamp provider delivering instructor-led skills bootcamps in software development, AI literacy and digital innovation for young people at risk of becoming NEETs.	<ul style="list-style-type: none"> • Establish a West Norfolk Tech Talent Pathway, mapping local SME demand and linking learners with post-graduation support (mock interviews, employment matching) by 2028 [NEW]. 	<p>Increased digital skills capacity in West Norfolk's SMEs, creative sector, and tech-adjacent industries.</p> <p>Stronger cross-regional tech ecosystem linked to King's Lynn - Cambridge growth hubs.</p>	<p>Resource: Venue hire for hackathons and other events.</p> <p>Funding: BCKLWN Skills & Attainment budget.</p>	Tech Educators, Norfolk County Council, Local & regional employers, Local schools and colleges, Queen Elizabeth Hospital
Meet the Buyers events	Procurement focused engagement days connecting local contractors and suppliers with major	<ul style="list-style-type: none"> • Deliver two Meet the Buyer events (spring + autumn) aligned with major project milestones 	Stronger local economic impact of regeneration programmes by	<p>Resource: BCKWLN Officer time / Local contractor(s) support.</p>	Business Support Partners: New Anglia Growth Hub, College of West Anglia,

	capital and regeneration projects across the borough.	(e.g., STARS highways, New Hospital Programme, West Winch Access Road).	maximising local procurement. Enhanced business readiness, skills and compliance via support partners at events.	Funding: Revenue funding secured.	Norfolk Chambers of Commerce, JobCentre Plus
Hot-desking space at the new library	Providing accessible spaces for freelancers and remote workers at the new Library.	<ul style="list-style-type: none"> Introduce bookable meeting pods and digital access by Q4 2026. Increase workspace usage by 25% by 2028 through targeted promotion and business-support links. 	<p>Increased number of high-growth enterprises.</p> <p>Increased number of new start-ups in West Norfolk.</p>	<p>Resource: library facilities, library staff capacity and Partner support.</p> <p>Funding: secured through Town Deal funding.</p>	Norfolk County Council, BIPC
King's Lynn Innovation Centre	The King's Lynn Innovation Centre offers a range of offices, co-working space, meeting rooms and collaboration areas, alongside business support, networking opportunities and links to regional innovation networks.	<ul style="list-style-type: none"> Maintain high occupancy levels at KLIC through 2026–2028, supporting a steady pipeline of start-ups and growing businesses. Sub divide large units into smaller units to meet user 	<p>A stronger local innovation ecosystem supporting productivity and high-value jobs.</p> <p>Greater visibility of King's Lynn as a place to start up, innovate and invest.</p>	<p>Resource: supported by existing business support and innovation programmes</p> <p>Funding: benefits from alignment with external funding streams accessed by client businesses.</p>	Enterprise Agencies, New Anglia Growth Hub

		<p>demand by Qtr 3 2026 [NEW]</p> <ul style="list-style-type: none"> • Review business support provision and startup space and promote co-working. 			
Project Gigabit	Expansion of high-speed broadband across the borough.	<ul style="list-style-type: none"> • Achieve 90% gigabit-capable coverage across the borough by 2028, prioritising rural not-spots. • Annual reporting (2026–2028) on coverage progress with DCMS. 	Increased digital infrastructure capabilities for West Norfolk enhancing digital connectivity and greater productivity gains.	<p>Resource: BCKLWN Officer coordination / delivery partners' support.</p> <p>Funding: The Norfolk contract signed in June 2023. It is valued at £114.2 million, targeting over 62,200 premises across the county.</p>	DCMS, Broadband Providers
Skills Bootcamps	Employer-led training focused on priority sectors.	<ul style="list-style-type: none"> • Achieve an average 70% job-outcome rate for learners entering work or progressing careers. 	<p>Increased workforce skills in priority sectors.</p> <p>Elevates West Norfolk to become a high skill – high wage economy.</p>	<p>Resource: Norfolk County Council staff time.</p> <p>Funding: Up to £4 million will be spent delivering free skills training to an extra 1,345 adults across Norfolk and Suffolk in 2025/26.</p>	Norfolk County Council, Training Providers
Rural Incubator space study	The Rural Incubator Space study to assess the opportunities, needs, demands for start up and co working space in rural	<ul style="list-style-type: none"> • Conduct one feasibility and demand study to identify future 	Improved access to affordable workspace for rural entrepreneurs.	<p>Resource: BCKLWN economic development and business support resources.</p>	Enterprise and Business Support Agencies

	service areas and towns (i.e. Hunstanton, Downham Market), to provide flexible, low-cost workspace and business support for start-ups, micro-businesses and home-based enterprises in rural parts of West Norfolk.	need and options [NEW] . • Explore funding and delivery options for incubator spaces [NEW] .	Clear pathways from rural incubation into wider business-growth support and permanent premises.	Funding: Potential funding sources from Devolution.	
New Library business offering	Expansion of business-focused services within libraries, including advice, guidance, support, events, digital tools and workspaces.	• Deliver quarterly business events/workshops (2026–2028) [NEW]	Improved access to business support and increased start-up creation.	Resource: King’s Lynn Library staff time. Funding: Town Deal secured	Libraries Service (BIPC), Growth Hub, Norfolk Chambers of Commerce
Go Digital	Digital support programme helping SMEs adopt technology, improve productivity and expand online.	• Deliver annual digital-skills events and webinars.	Improved digital capability within the local business base.	Resource: New Anglia Growth Hub Funding: Secured partly by UK government through UK Shared Prosperity Fund. Grants of £5,000 - £20,000 to businesses	Norfolk County Council, Local SMEs
Purfleet Street Pop Up Units	Incubator containers to provide ‘easy in easy out’ opportunities for small businesses to trial a business.	• Relaunch of pop ups following completion of external works Qtr 2 2026 • Wrap around support from enterprise agencies [New]	Increase number of start up businesses Increased footfall from Rail to river.	Resource: BCKLWN officer time Funding: capital through Town Deal.	New Anglia Growth Hub

King's Lynn Manufacturing Group	<p>Networking event for manufacturers of all sizes and specialisms in the Borough to come together once a quarter. Areas of focus include skills needs, among others.</p>	<ul style="list-style-type: none"> • Secure participation from at least 20 local manufacturers by end of 2026 [New] • Hold 3-4 meetings per year, each focused on a strategic theme (automation, robotics, supply chains, energy reduction, funding). 	<p>Greater learning and networking opportunities.</p> <p>Greater business opportunities as manufacturers gain access to the labour market.</p> <p>Regular access to BCKLWN services applicable to the sector including grants and other business development aid.</p>	<p>Resource: NAAME staff / BCKLWN Officer time.</p> <p>Funding: No funding requirements needed.</p>	<p>Local manufacturing employers, College of West Anglia, NAAME,</p>
King's Lynn & West Norfolk Local Plan 2021 – 2040	<p>The Plan sets out the spatial strategy for housing, employment, infrastructure and environmental protection, identifying where growth should take place and the policies that will shape how it is delivered.</p>	<ul style="list-style-type: none"> • Engage and identify future employment land requirements [NEW]. • Monitor employment land delivery, supporting key sites such as town centres and enterprise locations [NEW]. 	<p>Strong alignment between spatial planning and economic priorities, including thriving towns, enterprise growth and rural development.</p>	<p>Resource: BCKLWN Officer time.</p> <p>Funding: To Be Determined.</p>	<p>Landowners</p>
Hardwick Estate Expansion	<p>Expansion of a strategic employment site to meet</p>	<ul style="list-style-type: none"> • Secure infrastructure funding. 	<p>Expanded commercial floor</p>	<p>Resource: Developer delivery capacity support /</p>	<p>Developers, Landowners</p>

	demand for retail, logistics and commercial space.	<ul style="list-style-type: none"> • Deliver first development plots by 2028. 	space and job creation.	BCKLWN Officer coordination time. Funding: To Be Determined.	
Young Futures Hub	New national government programme providing youth-led, inclusive physical and digital spaces for 10 – 18-year-olds.	<ul style="list-style-type: none"> • Conduct a Local Youth Needs Assessment to map mental health, opportunity gaps, and risk factors for 10–18-year-olds by Q4 2026 [NEW]. 	<p>Increased opportunities for young people in skills, creativity, leadership and progression routes.</p> <p>Reduced crime and anti-social behaviour, particularly for at-risk youth.</p>	<p>Resource: BCKLWN Officer time / External partner service capacity.</p> <p>Funding: DCMS programme funding with partner contributions where available.</p>	Department for Culture, Media & Sport (DCMS), Local schools, Community youth services
Norfolk for Jobs	Partnership-driven employment and skills initiative launched in March 2024, bringing together employers, public sector organisations, voluntary groups, to tackle labour-market challenges, fill vacancies.	<ul style="list-style-type: none"> • Publish an annual Local Labour Market Impact Report tracking successful placements, employer participation, and sector-based skills demand [NEW]. 	<p>Better alignment between employer needs and local skills programmes.</p> <p>Employers able to recruit and retain local workforce.</p>	<p>Resource: Local employers support and engagement capacity.</p> <p>Funding: DWP and Jobcentre Plus funding, supported by external partner organisations.</p>	Jobcentre Plus, Norfolk County Council, DWP, Local SMEs, Local MP

Strategic Assets Policy	Borough Council Assets Acquisition and Disposal Policy.	Identify strategic sites for acquisition of disposal that align and would support delivery of priorities in WNES.	Land and property in west Norfolk made available to deliver and achieve economic outputs.	Resource: BCKLWN Officer time. Funding: To Be Determined.	BCKLWN
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Key economic monitoring indicators

Outcome	Data Source(s)	Functionality	Why it matters?
Number of new or refurbished work units delivered	Local planning completions data, regeneration activity monitoring from Planning department	Count of new workspaces (e.g. units, desks, studios) delivered through development or regeneration activity.	A rising number indicates improved business infrastructure and reduced barriers to entry for SMEs, start-ups, and self-employed workers.
Business Survival Rate	ONS Business Births, Deaths & Survival Rates, ONS Business Demography	Provides 1–5-year survival rates for enterprises	Higher survival rates indicate a stronger business environment and stable economic conditions; lower rates highlight areas that may need support or intervention.
Total Businesses	ONS Business Demography (Active enterprises), ONS Local indicators NOMIS,	Annual counts of active businesses area	Growth in the number of active businesses signals rising economic activity, more opportunities, and a stronger entrepreneurial climate.
Business birth to death ratio	ONS Business Demography, NOMIS	Uses business births divided by deaths to measure economic dynamism.	A positive ratio reflects a growing and dynamic economy; a negative ratio may point to challenges in sustaining business growth.

Strategic Priority 4: MANAGED NATURAL RESOURCES

Why this priority

Managing our natural resources proactively, efficiently and sustainably aligns directly with the Energy Security and Climate Resilience lever, supported by the Innovation, Supply Chain, and Health and Wellbeing levers on page 14. Together, these levers strengthen our ability to adapt to climate impacts, enable the transition to clean renewable energy, and ensure that households and businesses benefit from a more resilient and resource efficient local economy.

Vision 2045

In 2045 proactive, efficient and sustainable natural resource management is protecting and conserving the beautiful natural environment that makes our place. Sustainable business practices to manage natural resources efficiently have been adopted, making our economy more resilient to climate change and extreme events such as coastal erosion, flooding, and drought. Implementing circular economy principles, industrial symbiosis, decarbonisation, and the use of renewable resources is ensuring long-term environmental sustainability and energy security.

Priorities for 2026 – 2028

Over the next two years, the Borough Council will implement practical measures that help businesses and communities reduce their environmental impact and strengthen resilience to climate related risks. Through the coordinated use of the Energy Security and Climate Resilience, Innovation, and Supply Chain levers, we will encourage more efficient use of resources, support the transition to renewable energy, and work with industries to adopt low-carbon technologies and circular-economy approaches that reduce waste and operational costs.

In parallel, we will enhance our capacity to respond to coastal erosion, flooding, drought and other extreme events by improving local infrastructure and planning in collaboration with partners, landowners and environmental organisations. This approach applies the Health and Wellbeing and Policy and Regulation levers to strengthen preparedness and promote responsible stewardship of natural assets.

By advancing these actions in partnership with local stakeholders, we will help establish a more sustainable foundation for future growth whereby environmental protection, clean energy, and business resilience are mutually reinforcing. Through steady and achievable progress, West Norfolk will move toward a future where its natural assets are safeguarded, and the economy is well-prepared for emerging challenges and opportunities.

Approach

Programmes, initiatives & projects	What is happening?	2026 – 2028 Actions	Outcomes	Resourcing	Lead External Officer(s)
BKLWN Climate Change Strategy 2026 -2028	Delivering local actions to cut emissions, build resilience and manage natural assets more sustainably.	<ul style="list-style-type: none"> • Deliver all priority climate actions by Q4 2028 including transport, buildings and land use. • Hold a Business Expo in 2027. This will showcase notable practise, providing an opportunity for peer to peer networking and include carbon reduction advice [NEW]. 	Increased attention and investment in West Norfolk's natural resource management.	<p>Resource: BCKLWN Officer time.</p> <p>Funding: To Be Determined.</p>	Norfolk County Council through Climate Change Partnership
Local Nature Recovery Strategy	Setting priorities for restoring habitats, enhancing biodiversity and improving ecological networks.	<ul style="list-style-type: none"> • Identify and start delivery of 5 local habitat restoration projects targeting priority LNRS zones. • Create a coordinated water-management plan by Q4 2026. 	Growth in our water and waste sectors.	<p>Resource: BCKLWN Officer time.</p> <p>Funding: £14 million government pot for development for March 2025, alongside £50,000 seed funding per local authority.</p>	Norfolk Wildlife Trust, Norfolk County Council, Suffolk County Council
Norfolk & Suffolk Energy Plan	County wide approach to expanding clean energy generation and improving energy security.	<ul style="list-style-type: none"> • Run an annual low-carbon business programme (2026–2028) to assist at least 100 firms adopt clean technologies [NEW]. 	Increased renewable energy generation and adoption.	<p>Resource: BCKLWN & NCC Officer time.</p> <p>Funding: consisting of mostly grant provisions for households and businesses.</p>	Norfolk County Council
Norfolk Climate	Joint work across Norfolk to coordinate climate	<ul style="list-style-type: none"> • Establish and maintain a county-wide Climate Resilience 	Improved cross-county collaboration on climate resilience.	<p>Resource: Environment Agency support / Norfolk</p>	University of East Anglia, Broads Authority, NHS,

Change Partnership	mitigation, adaptation and community resilience.	plan annually (2026-2028) [NEW] .		Borough & District council officer time. Funding: Environment Agency and partner-led programme funding.	Greater South East Net Zero Hub.
Hunstanton Coastal Defence Capital Works	A major capital programme to assess, design and replace/upgrade ageing coastal defences in Hunstanton following geotechnical investigations (2024–2025).	Complete the full business case and feasibility/design work by Q4 2026 [NEW] . Commence enabling works and priority structural interventions on the most at-risk sections of the promenade and seawall. (By Q1 2028.) [NEW] .	Reduced coastal erosion and flooding risk through upgraded defences engineered to modern standards.	Resource: BCKLWN Officer time / consultancy support. Funding: Unsecured.	Environment Agency, Civil Engineers, Hunstanton Town Council
Housing Retrofit	Encouraging installation of low carbon heat and community energy.	<ul style="list-style-type: none"> • Complete a borough-wide housing retrofit baseline assessment by Q1 2027, identifying priority types, tenure groups, fuel-poor households and EPC performance gaps. 	<p>Increased low carbon heating adoption.</p> <p>Increased community renewable energy regeneration.</p>	Resource: BCKLWN Officer time / community engagement capacity. Funding: secured through the Norfolk Warm Homes Partnership.	Energy Providers
Norfolk Coast National Landscape	A major statutory landscape and ecological	<ul style="list-style-type: none"> • Prepare and adopt an updated coast management action plan 	Strengthened coastal landscape resilience.	Resource: Norfolk Coast Partnership capacity.	Norfolk Coast Partnership

Management Plan	management plan covering parts of the Norfolk Coast, including the coastal zones of West Norfolk	by Q2 2027 including coastal resilience prioritising Hunstanton		Funding: 75% core funding secured by DEFRA and local authorities BCKLWN (25%).	
Norfolk & Suffolk Nature Recovery Partnership	The overarching partnership delivering the regional nature recovery agenda, including LNRS implementation.	<ul style="list-style-type: none"> • Pilot one joint Norfolk–Suffolk restoration project by 2028. 	Enhanced cross-border ecological connectivity.	Resource: Officer time from Norfolk & Suffolk County Councils. Funding: Norfolk & Suffolk programme funding; additional external nature-recovery funding where applicable.	Norfolk & Suffolk County Councils
Norfolk Thematic Recovery Programmes	This programme details multiple large-scale habitat recovery programmes and targeted thematic interventions.	<ul style="list-style-type: none"> • Deliver annual progress reviews (2026–2028) to monitor outcomes and redirect resources [NEW]. 	More coordinated delivery of climate, economy and resilience goals.	Resource: County Council programme management support / environment service expertise. Funding: County Council and Environment service funding, supplemented by external grants where available.	Norfolk County Council, Environment Service

Key economic monitoring indicators

Outcome	Data Source(s)	Functionality	Why it matters?
Median housing energy efficiency scores	ONS Median Energy Efficiency Score, NOMIS EPC Dataset, ONS Energy Efficiency Release	Provides consistent EPC-based efficiency scores with local authority breakdowns	Supports assessments of sustainability progress, fuel-poverty reduction, and the resilience of the local housing stock
Per capita carbon emissions within local authority	DESNZ GHG Emissions (Local Authority) ONS per capita indicator, LACA tool	Supplies authoritative per-capita greenhouse gas emissions, with optional consumption-based footprints.	Helps track how quickly the area is decarbonising, how local behaviour and infrastructure influence emissions, and where targeted action may be needed.
Total commercial and industrial emissions	DESNZ sector-level emissions, my Society LA emissions, ONS Environmental Accounts, Norfolk Insight	Provides detailed sector-specific CO ₂ / GHG emissions to track decarbonisation progress	Identifies where support or regulation may be needed, and ensures economic growth aligns with climate commitments

Strategic Priority 5: HEALTHY, INCLUSIVE COMMUNITIES

Why this priority?

Creating active, inclusive and connected communities aligns directly with the Health and Wellbeing, Transport Connectivity, and Housing / Employment Land levers, which together strengthen local access to services, reduce isolation and support improved socio-economic outcomes across the borough.

Vision 2045

In 2045 our increased housing supply in towns and villages is enabling residents to locate and stay in the area, where they have access to comprehensive health and wellbeing facilities. Isolation in rural areas has improved through better digital and transport connectivity, ensuring that all residents can participate fully in economic and community life. Residents lead active lives, with access to recreational and leisure facilities, promoting a healthier lifestyle for all.

Priorities for 2026 – 2028

Over the next two years, the Borough Council will take forward targeted actions to strengthen the conditions that support inclusive and healthy communities, particularly through embedding recommendations from Marmot. Through the application of the Housing / Employment Land lever, we will encourage the delivery of additional homes in towns and villages, enabling residents to remain close to family, employment and essential support networks. Working in partnership with health, care and community organisations, we will also utilise the Health and Wellbeing lever to improve access to local health, care and wellbeing services, ensuring that residents can receive the support they need within their own communities.

Improving both digital and physical connectivity will remain a priority, particularly in rural areas where isolation can limit participation in social, economic and community life. This will make coordinated use of the Transport Connectivity lever to enhance access to services, employment and community infrastructure.

Alongside this, we will promote opportunities for residents to lead more active and healthy lifestyles by improving access to parks, leisure facilities, community spaces and local activities—actions that align with the Health and Wellbeing lever and reinforce wider community resilience.

Through steady, collaborative action with partners, landowners and local organisations, we will support the creation of more inclusive and connected communities across West Norfolk, ensuring that residents regardless of age, background or location feel supported, engaged and able to enjoy a high quality of life.

Approach

Programmes, initiatives & projects	What is happening?	2026 – 2028 Actions	Outcomes	Resourcing / Funding requirement	Lead External Officer(s)
Marmot Programme	Embedding health equity principles across services with a focus on tackling wider determinants of health.	<ul style="list-style-type: none"> • Co-develop Marmot-aligned actions with health, housing, education and employment partners by Q4 2026 [NEW]. • Produce annual Marmot impact reports showing improvements in health equity drivers [NEW]. 	Reduction in health inequalities Stronger links between health, housing, and economic priorities.	<p>Resource: Technical support from the IHE provides tailored evidence, data analysis and expert recommendations.</p> <p>Funding: total cost of working with the Institute of Health Equity for two programmes at £150k.</p>	West Norfolk Place Board, King’s Lynn & West Norfolk Health & Wellbeing Partnership
New Queen Elizabeth Hospital	The Queen Elizabeth Hospital (QEH) in King’s Lynn is undergoing a full redevelopment, replacing the existing RAAC-affected structure with a new, digitally enabled, state-of-the-art hospital.	<ul style="list-style-type: none"> • Contractor appointment Qtr 2 2026 • Complete and submit the full business case. • Develop Social Value plan to maximise local opportunities for business growth, employment, training 	<p>Delivery of major enabling works including car park, utilities and site access routes.</p> <p>A safer interim QEH with reduced RAAC risk to staff and patients.</p>	<p>Resource: QEH, NHS England, Officer time / consultancy support to develop social value plan.</p> <p>Funding: The new QEH is backed by a £1B - £1.5B funding envelope by the government’s Health & Social Care department.</p>	Queen Elizabeth Hospital NHS Foundation Trust, NHS England

		<p>and skills through the project</p> <ul style="list-style-type: none"> • Run annual training programmes on new clinical pathways and digital systems (2027 – 2028) <p>[NEW].</p> <ul style="list-style-type: none"> • Maximise social value opportunities that local SMEs and residents can benefit from. 			
West Winch Housing Access Road	Delivery of a new strategic access road enabling the West Winch Growth Area and unlocking major housing development.	<ul style="list-style-type: none"> • Access Road Construction to start Qtr 3 2026. • Develop business case for walking/cycling connectivity and sustainable transport features across 2027–2028 <p>[NEW].</p>	Improved infrastructure enabling major housing growth.	<p>Resource: Officer time / consultancy support.</p> <p>Funding: Norfolk County Council and Homes England funding, subject to programme approvals.</p>	Norfolk County Council, Homes England
Lily – Food for Thought	Lily programme delivered by the BCKLWN. It provides free, community-based cooking and nutrition sessions.	<ul style="list-style-type: none"> • Continue delivery of Food for Thought sessions in community centres and village halls (2026-2028). 	Increased physical and mental health wellbeing among participants.	<p>Resource: Support from local chefs and demonstrators / 15 hours officer support per week during programme delivery.</p>	Paid chefs & community demonstrators and venues

		<ul style="list-style-type: none"> Secure external funding on a programme-by-programme basis, to enable continued delivery beyond existing commitments. 	Increased food security through practical budgeting, meal planning and education.	Funding: To be Determined. Entirely dependent on securing external funding.	
St George's Guildhall Learning & Engagement Programme	A programme of cultural, performances and art-based experiences and opportunities focused on bringing Shakespeare and heritage to life for schools and the community.	During the St George's Guildhall capital project delivery from 2026-2028 the activity programme is being delivered at partner venues and via outreach to schools and community groups	The creative team delivers immersive workshops, such as "Play in a Day" and Shakespeare themed sessions to engage and inspire creativity, boosting local culture, education, and supporting improved mental health and wellbeing. The programme also provides opportunities for training and volunteering.	<p>Resource: BCKLWN Officer time, Norfolk Museums Service Officer time, and volunteer support.</p> <p>Funding: UK Shared Prosperity Funding, Borough Council of King's Lynn and West Norfolk. Arts Council to be determined.</p>	Arts Council, Norfolk Museums Service
Community Development in priority KL Neighbourhoods	Working within the neighbourhoods of South and North Lynn, Gaywood and Fairstead to enable	Establishment of a Community Development Team which will by 2030 enable each	<ul style="list-style-type: none"> Increased community capacity and leadership 	<p>Resource: Community Action Norfolk, Clergy</p> <p>Funding: Pride in Place.</p>	King's Lynn Neighbourhood Board, VKL Operational Group

	resident guided investment and providing support for empowered communities that can enable and sustain change.	neighbourhood to have: <ul style="list-style-type: none"> • A Community Forum and Youth Forum • A VCFSE Hub coordinating local partners • A community owned Neighbourhood Action Plan • A cross-neighbourhood Children’s, Youth & Families (CYF) learning network 	<ul style="list-style-type: none"> • Reduced duplication of services • Guides alignment of investment with community priorities • Stronger preventative ecosystem • Improved outcomes for children, young people and families • Enhanced trust and engagement between residents and services 	Funding: Pride in Place programme.	
Sport England Expansion Programme – West Norfolk	The Programme targets communities in the highest deciles for inactivity, deprivation, social need and health inequality, using a long-term, place-based	<ul style="list-style-type: none"> • Deliver targeted community-led physical activity programmes, prioritising groups with the lowest activity levels. • Improve access to local facilities and 	<p>Higher levels of regular physical activity among residents.</p> <p>Reduced health inequalities and improved physical</p>	<p>Resource: delivery is community-led and partnership based.</p> <p>Funding: from Sport England’s £250m national</p>	Sport England, Active Norfolk

	approach to increase physical activity and improve wellbeing.	spaces, supporting upgrades to informal activity assets, green space use and links to active travel routes.	and mental wellbeing.	Place Expansion investment.	
Leisure services study	The Leisure Services Study is an evidence-based review of leisure, sport and physical-activity provision across West Norfolk (such as sports centres, swimming pools, community halls and outdoor assets).	<ul style="list-style-type: none"> • Complete and adopt the Leisure Services Study by 2026, including options for replacement pool facilities at Lynnsport [NEW]. • Use the Study to support funding bids, including Sport England, place-based programmes and capital regeneration funding [NEW]. 	<p>More efficient and sustainable leisure facilities that meet future demand.</p> <p>A clear, evidence-led framework guiding leisure and sport investment decisions.</p>	<p>Resource: BCKLWN Officer time / consultancy support.</p> <p>Funding: To Be Determined.</p>	Sport England, Active Norfolk
Active Travel Hubs + Operational Plan	The hubs provide secure, high-quality facilities to support walking, cycling and public transport use, including secure cycle parking, e-bike and e-scooter charging, lockers, EV charging and edge-of-centre parking. The accompanying Operations Plan sets out how the hubs will	<ul style="list-style-type: none"> • Agree and implement a formal Operations Plan by 2026, covering opening hours, security, cleaning, maintenance, usage monitoring and responsibilities [NEW]. • Review and refresh the Operations Plan annually, responding to demand, user 	<p>Increased use of active and sustainable travel into King's Lynn.</p> <p>Reduced congestion and improved air quality around the town centre.</p>	<p>Resource: BCKLWN Officer time / consultancy support.</p> <p>Funding: Towns Fund.</p>	Norfolk County Council

	be managed, maintained, promoted and integrated into wider transport, health and regeneration initiatives once built.	feedback and wider transport changes [NEW] .			
Purfleet Pantry Relocation to South Lynn Community Centre	The Borough Council is proposing to grant a long-term lease of the South Lynn Community Centre (SLCC) to the Purfleet Trust, subject to legal and property due diligence, with a target start date of 1 June 2026.	<ul style="list-style-type: none"> • Approve and complete the long-term lease by mid-2026, following Cabinet and Full Council approval. • Relocate and operationalise the Purfleet Pantry at SLCC by Q4 2026, ensuring continuity of service for overactive members. 	<p>Increased access to affordable food, skills and wellbeing support in one of King's Lynn's most deprived neighbourhoods.</p> <p>Secured long-term future of the Purfleet Pantry and associated support services.</p>	<p>Resource: Operational and maintenance costs of the centre transfer to the Purfleet Pantry under the Lease.</p> <p>Funding: BCKLWN contribution is primarily asset-based rather than ongoing revenue funding.</p>	Purfleet Pantry
Housing Needs Assessment	Ongoing assessment of current and future housing requirements across West Norfolk.	<ul style="list-style-type: none"> • Publish updated Housing Needs Assessment annually (2026–2028) using refreshed demographic, affordability and market data • Identify gaps in housing types and specialist provision by 	<p>Clear understanding of changing housing needs.</p> <p>Better targeting of housing delivery and regeneration activity.</p>	<p>Resource: BCKLWN Officer time.</p> <p>Funding: BCKLWN core funding with external partner support from Freebridge and Norfolk County Council.</p>	Freebridge, Norfolk County Council

		Q3 2026 and update this analysis each year			
King's Lynn Steering Group as part of Culture & Heritage Strategy	Operational group of representatives that supports the objectives of the King's Lynn Culture & Heritage Strategy.	<ul style="list-style-type: none"> • Increase creative-industry work experience placements by 50% by 2028, working with cultural partners, and education providers [NEW]. 	Enhanced engagement with local communities and diverse groups.	<p>Resource: BCKLWN Officer time.</p> <p>Funding: To Be Determined.</p>	The Garage, Creative Arts East, Arts Council, Historic England
Alive West Norfolk Capital Investment Strategy	Investment in leisure, sport and wellbeing facilities across the borough.	<ul style="list-style-type: none"> • Deliver a phased upgrade of major leisure centres by Q4 2027, improving accessibility and modernising facilities [NEW]. 	<ul style="list-style-type: none"> • Healthier, more active communities • Improved quality of local leisure infrastructure 	<p>Resource: BCKLWN Officer time.</p> <p>Funding: includes over £600k from the UKSPF, alongside £225,000 rural community grant.</p>	Community Action Norfolk
Public Realm Infrastructure - Hostile Vehicle Mitigation	<ul style="list-style-type: none"> • Develop annual public-realm security improvement plan with Norfolk County Council and Norfolk police 	<ul style="list-style-type: none"> • Complete risk assessments for priority town-centre sites by Q4 2026. • Develop annual public-realm security improvement plan with NCC and police. 	Enhanced public safety and reduced vulnerability to threats	<p>Resource: Officer time / Norfolk Police support.</p> <p>Funding: To Be Determined.</p>	Norfolk Police, Norfolk County Council
West Norfolk Youth Offer	Youth work, wellbeing, skills and monitoring	<ul style="list-style-type: none"> • Ensure the Youth Advisory Board representation is fed into key strategies and programmes (e.g., skills, wellbeing, community safety) at least twice per year. 	<p>Improved youth wellbeing, skills and aspirations.</p> <p>Stronger youth voice influencing local priorities</p>	<p>Resource: BCKLWN Officer time / Youth workers and delivery staff across partner organisations.</p> <p>Funding:</p>	Youth West Partnership, Schools, NCC Children's Services

			and service design.	Norfolk County Council, External grant funding.	
Integrated Transport & Accessible Mobility Programme	Improving access for residents without private transport	<ul style="list-style-type: none"> • Create borough-wide transport accessibility map by Q3 2026 to identify gaps. • Increase access to key services (healthcare, jobs) by 2028 through improved routes and partnerships. 	Reduced transport barriers and improved access to services.	Resource: BCKLWN Officer time. Funding: Funding schemes from Norfolk County Councils.	Transport Operators, Norfolk County Council, Community Transport Providers
Visit East Anglia LVEP	The Suffolk and Norfolk Local Visitor Economy Partnership was setup to be the major official destination management organisation attracting visitors to East Anglia in partnership with local authorities and place promotion organisations.	<ul style="list-style-type: none"> • Maximise opportunities to promote WN in marketing and promotional activities delivered by the LVEP. • Publish an annual LVEP Performance Report (2026, 2027, 2028) measuring visitor numbers, footfall impact, economic impact (GVA uplift) and business satisfaction [NEW]. 	To increase footfall and boost the economy through the tourism industry across Suffolk and Norfolk counties.	Resource: BCKLWN Officer time / External partner capacity. Funding: To be determined	Norfolk County Council, Suffolk County Council, Business membership
King's Lynn Walsingham Way Project	A modern 29-mile pilgrim trail from King's Lynn to	<ul style="list-style-type: none"> • Publish an annual impact report (2026, 2027, 2028) tracking 	Linking active travel, rural businesses and	Resource:	St. Margaret and St. Nicholas Parish Trust charity,

	Walsingham is currently under rigorous testing and will soon be launched to promote physical and spiritual wellbeing, green tourism, heritage discovery and support village businesses along the route.	physical activity, wellbeing benefits, visitor numbers, rural business spend and community engagement [NEW] .	spiritual/wellbeing tourism for King's Lynn to Little Walsingham: a brand new and extensive pilgrim route leading from the town of King's Lynn to Walsingham.	BCKWLN Officer time / partner organisation capacity. Funding: Applications to small heritage and theological grant providers, including the King's Lynn Town Guides.	Walsingham Abbey and The Shrine of Our Lady at Walsingham, Catholic Church of Walsingham
Denver Sluice Complex	Longstanding active sluice and leisure mooring service along the River Great Ouse, Environment Agency wish to explore the transformation of the Denver Sluice into a new visitor hub.	<ul style="list-style-type: none"> • Secure multi-partner funding (EA + tourism SMEs) by 2027 to deliver improvements including mooring upgrades, visitor facilities and rebranding [NEW]. • Publish annual visitor-impact and environmental management reports (2026 – 2028) covering footfall, biodiversity considerations and economic impact [NEW]. 	A gateway to the Fens. Enhances the visitor sailing offer, increase on-site facilities for visitors, a potential rebrand of the site and regenerated interpretation boards to increase footfall and visitor flow.	Resource: BCKLWN Officer time. Funding: to be secured through Environment Agency and operational partners.	Environment Agency, Local tourism SMEs,
West Norfolk Age Friendly Community	Development of a Borough-wide Age-friendly community approach, aligned	• Support small-scale age-friendly pilot initiatives (2027–2028) where officer capacity	Improved health, wellbeing and independence for older residents.	Resource: BCKLWN Officer time.	Public Health Norfolk

	with the Centre for Ageing Better Age-friendly Communities framework, to support older residents to remain healthy, independent and engaged for longer, while reducing pressure on health and care systems.	allows, focusing on social connection, physical activity and access to services [NEW] .	Contribution to reduced demand on health and care services over time.	Funding: To Be Determined.	
Vision for Volunteering (West Norfolk)	Development of a shared Vision for Volunteering in West Norfolk, working with the VCSE sector, DWP and Voluntary Norfolk to increase volunteering participation, strengthen pathways into employment and support community capacity.	<ul style="list-style-type: none"> • Establish a volunteering working group by Q4 2026, involving VCSE partners, Voluntary Norfolk, DWP and public sector organisations [NEW]. • Support annual volunteering promotion activity (2027 – 2028) aligned to national campaigns, e.g., Volunteers Week [NEW]. 	<p>Clearer pathways from volunteering into skills, employment and wellbeing support.</p> <p>Increased number and diversity of volunteers across West Norfolk.</p>	<p>Resource: BCKLWN Officer time.</p> <p>Funding: To Be Determined.</p>	VCSE partners, DWP, Voluntary Norfolk
Social Value Framework within projects	Maximise social, economic, and environmental benefit from all council-led investment, capital	<ul style="list-style-type: none"> • Train project managers and suppliers to implement more into projects [NEW]. 	Stronger delivery and integration with other BCKLWN programmes.	Resource: BCKLWN Officer time / external partner capacity.	Major Contractors, Design & Masterplanning Partners, Norfolk County Council

	projects, grants and procurements.	<ul style="list-style-type: none"> Engage with major projects i.e. New Hospital Programme, to maximise social value delivery in West Norfolk [NEW]. 		Funding: no funding required.	
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Key economic monitoring indicators

Outcome	Data Source(s)	Functionality	Why it matters?
More GPs / Service Providers per Population	HoC GP's Dashboard, NHS GP Workforce, RCGP, West Norfolk Primary Care Network	Tracks GP numbers, FTE, and population ratios key access metrics.	Highlights where the ageing population and pressure, supports planning for growth and ageing, and ensures fair access to primary care.
Improved Neighbourhood Health Indicators	OHID Health of the Region; ONS Local Indicators; Fingertips Health Profiles; Health Foundation Dashboard	Provides detailed, neighbourhood-level public health indicators.	Help target resources, improve local services, and address inequalities that affect residents' ability to participate fully in community and economic life.

Find out more about the West Norfolk Economic Strategy



economic.development@west-norfolk.gov.uk

Borough Council of
**King's Lynn &
West Norfolk**

