Borough Council of
King's Lynn &
West Norfolk

REPORT TO CABINET

DATE OF MEETING	17 November 2026
REPORT TITLE	King's Lynn Masterplan & Parking Strategy
LEAD MEMBER	Cllr Simon Ring, Cllr Josie Ratcliffe
LEAD OFFICER	Duncan Hall
CONSULTEES	Joint Panel, Historic England, Environment Agency, Norfolk County Council, Local Stakeholder Groups, General Public, Internal departments.
WARDS AFFECTED	St Margaret's & St Nicholas, South and West Lynn, Gaywood Chase and North Lynn (main Masterplan Area Boundary).

KEY DECISION	YES/~~NO~~
DECISION MAKER	Cabinet Recommendations to Council ~~Part Cabinet Decision and Part Recommendations to Council~~ ~~Other Council Body~~
IS THE REPORT OPEN OR EXEMPT	OPEN/~~EXEMPT~~ with exempt appendices

FINANCIAL IMPLICATIONS	YES/~~NO~~
HR IMPLICATIONS	~~YES~~/NO
POLICY IMPLICATIONS	YES/~~NO~~
STATUTORY IMPLICATIONS	YES/~~NO~~
RISK MANAGEMENT IMPLICATIONS	YES/~~NO~~
ENVIRONMENTAL IMPLICATIONS	YES/~~NO~~
EQUALITY IMPACT ASSESSMENT COMPLETED	PRE SCREENING COMPELTED – CONFIRMED FULL EIA NOT REQUIRED

SUMMARY OF REPORT

This report proposes the adoption of the King's Lynn Masterplan and Parking Strategy, which have been prepared following extensive engagement, site and policy analysis. The masterplan sets out an ambitious and transformational vision, design principles and site-specific studies for the development of King's Lynn over the next 20-year period and beyond.

The Masterplan is underpinned by a Delivery Strategy [Appendix 5 EXEMPT] which assesses the initial financial viability, funding and delivery mechanisms to achieve the masterplan ambitions for opportunity sites and projects identified in the strategy.

The associated proposed King's Lynn Parking Strategy, both Non-technical Strategy and Supporting Technical Data report [Appendix 8 EXEMPT], also underpins the delivery of the masterplan and makes recommendations for how parking in the town centre can support the regeneration aims and delivery of the Masterplan as well as operational recommendations to improve the effective delivery of parking provision to support the town's accessibility and vibrancy.

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The Masterplan and Parking Strategy provide a strong and comprehensive strategic framework for the future regeneration of King's Lynn. They establish the vision, priorities and principles that should guide future investment, development and parking provision, and will inform the new Local Plan.

The report recommends next steps to develop and progress the implementation of the masterplan and parking strategy, focused on identified short term priorities.

This includes that the Council progresses further market engagement with suitably experienced potential strategic development and investor partner(s) to test the deliverability of the Masterplan, identify how priority sites and parking requirements could be packaged and phased, and establish the potential scope, indicative costs, risks, funding requirements and delivery models for further consideration. The outcome would inform subsequent business cases and recommendations to Cabinet before the Council enters into any substantive predevelopment and delivery arrangements.

RECOMMENDATIONS

Cabinet resolves to:

1. Endorse the King's Lynn Masterplan (Appendix 1) as a comprehensive strategic framework for guiding the future regeneration and development of King's Lynn.
2. Endorse the King's Lynn Parking Strategy Non-technical Strategy (Appendix 2) and King's Lynn Parking Strategy Supporting Technical Data Report (Appendix 8 EXEMPT) as a comprehensive strategic framework for informing the future development, accessibility and parking provision of King's Lynn.
3. Authorise officers to progress discussions with stakeholders including potential funding and delivery partners, to enable delivery of the priority masterplan projects as set out in section 4.
4. Approve officers undertaking market engagement in relation to the masterplan opportunity sites with potential suitably experienced strategic development and investor partners and investors.
5. Delegates authority to the Deputy Chief Executive/Section 151 Officer, in consultation with the Deputy Leader & Portfolio Holder for Finance, to authorise officers to progress market engagement and feasibility phase up to £50,000 and amend the capital programme 2026/7 to support this work.
6. Require a further report to Cabinet setting out the outcome of the market engagement and feasibility work of the masterplan opportunity sites before the Council commits more substantial resources to individual schemes.

Recommendation to Full Council:

1. Endorse the King's Lynn Masterplan (Appendix 1) as a comprehensive strategic framework for guiding the future regeneration and development of King's Lynn.
2. Endorse the King's Lynn Parking Strategy Non-technical Strategy (Appendix 2) and King's Lynn Parking Strategy Supporting Technical Data Report (Appendix 8 EXEMPT) as a comprehensive strategic framework for informing the future development, accessibility and parking provision of King's Lynn.

REASON FOR DECISION

To guide the future regeneration of King's Lynn's town centre over the next 20 year period and beyond and inform future planning policy and investment opportunities available through national and devolved funding programmes.

The Masterplan, supported by the King's Lynn Parking Strategy, both Non-technical Strategy [Appendix 2] and Supporting Technical Data report [Appendix 8 EXEMPT], is aligned and supports the delivery of the adopted Pride in Place Regeneration Plan (10 Year Vision for the Pride in Place Programme), the West Norfolk Economic Strategy and the Corporate Strategy Priorities " Promote growth and prosperity to benefit West Norfolk, Protect our Environment, Efficient and effective delivery of our services and Support our communities".

CORPORATE STRATEGY
How does this proposal support our Corporate Priorities Our priorities | Corporate Strategy 2023 - 2027 | Borough Council of King's Lynn & West Norfolk

Promote growth and prosperity to benefit West Norfolk	The masterplan and parking strategy directly respond to and support the priority to create job opportunities, support economic growth, develop skills needed locally, encourage housing development and infrastructure that meets local need and promote West Norfolk as a destination to live, work & visit.
Protect our Environment	The masterplan and parking strategy support the creation of a cleaner, greener, and better protected West Norfolk by considering environmental issues throughout the document, strategies and opportunity sites. The masterplan seeks to support active travel usage and green/blue infrastructure. This modal shift, alongside public transport relocation of parking provision, has the potential to improve air quality around the town. The masterplan has been developed with extensive engagement of internal and external consultees who have an environment focus to ensure we have considered impact on the climate and opportunities for

	enhancement with all projects and strategies within the masterplan.
Efficient and effective delivery of our services	The masterplan and parking strategy consider the effective use of existing council assets to ensure we utilise existing land and premises currently operated by the council to meet the current and future needs of residents and businesses. The parking strategy outlines and makes recommendations for how the parking in the town can respond to the Council's Regeneration aims as well as operational improvements such as car park design, ANPR, pricing structure and signage which are managed as a council service. This contributes to providing value for money through efficient and effective service delivery.
Support our communities	The Masterplan and Parking Strategy directly support the priority to support the health and wellbeing of our communities, embedding the Marmot principles in the strategy from the outset. Building on this, the masterplan also seeks to consider how land uses can support addressing the wider social and health inequalities, encourage healthy, active lifestyles through opportunities to enhance green space and repurposing of buildings to create new homes, or for community, leisure or cultural uses. We have consulted with community groups and will continue to do as projects progress, especially where there are opportunities for community groups to take ownership and stewardship of spaces, such as future public realm/open space. This supports the local voluntary sector as a vital element of the local community.

REPORT DETAIL

1. Introduction

1.2 In June 2025, the Council approved the development of the King's Lynn Masterplan, with the objective to bring together existing policies and site-specific strategies for King's Lynn, including the emerging King's Lynn Parking Strategy, to provide a clear, holistic deliverable pipeline of investment priorities within a spatial plan that will support the economic growth and regeneration of King's Lynn.

1.3 The Masterplan has been commissioned by the Borough Council in partnership with King's Lynn Neighbourhood Board (KLNB) and prepared by BDP, a leading practice of urban designers, town planners, architects and landscape architects, together with transport advisors Urban Flow, specialist residential architects Mikhail Riches, and expert property advisors Aspinall Verdi.

1.4 The Masterplan has been produced to provide a clear long-term vision for King's Lynn, reflecting local political and wider stakeholder priorities and positioning the town to respond to future investment and funding opportunities. It sets out the Borough Council's and King's Lynn Neighbourhood Board's ambition to support a step change in the regeneration of King's Lynn, using the town's environmental, cultural and historic assets to create a successful place which meets the needs of its existing community, provides new opportunities to live, work and visit, and supports the productive reuse of brownfield sites and vacant buildings. A Regeneration Prospectus has also been produced to set out the masterplan and associated opportunities succinctly to present to investors and at events such as UKREiiF (Appendix 7).

1.5 This report sets out the process undertaken to develop the Masterplan and Parking Strategy, both Non-technical Strategy [Appendix 2] and full Supporting Technical Data report [Appendix 8 EXEMPT] and seeks their adoption as the strategic framework for the future regeneration of King's Lynn. The report also sets out proposed next steps for Cabinet and Council to progress identified short term actions to begin early delivery of the masterplan. This includes proposing a controlled exploratory next stage to test deliverability, viability, potential delivery models and associated costs and risks before any substantive delivery decisions are taken.

2. Background

2.1 The purpose of the King's Lynn Masterplan is to review and consolidate the plans and strategies that have been developed since the Urban Development Strategy (2005). The new masterplan has created one cohesive and coordinated spatial document to set out the vision and ambitions for the physical regeneration ambitions of the town that can be used over the next 20 years and beyond as the primary centre and economic driver for growth in West Norfolk, as set out in the West Norfolk Economic Strategy (2025). By providing a clear and coherent long-term spatial framework, the Masterplan will place King's Lynn in a stronger position to guide future investment, inform the emerging Local Plan and respond to future funding and regeneration opportunities.

2.2 As part of its development, the Masterplan has reviewed and consolidated previous site-specific strategies and undertaken further analysis of a number of opportunity sites across King's Lynn. This work has informed the overall spatial framework and identified a range of potential opportunities for further consideration over the short, medium and longer term. The detailed site analysis and illustrative proposals are contained within the Masterplan and supporting appendices.

2.3 The masterplan has also provided the opportunity to integrate and align with the King's Lynn Parking Strategy (KLPS) ensuring that parking provision and capacity are optimised while making the best use of land to support the vibrancy and viability of the town centre. Initial work on the parking strategy was undertaken in 2020 but paused due to the pandemic and then recommissioned with Aecom during 2024. The development of the final KLPS was paused to ensure it was synchronised with the overall needs and opportunities identified through the masterplan process as it developed during 2025/6.

The KLPS, both Non-technical Strategy [Appendix 2] and full Supporting Technical Data report [Appendix 8 EXEMPT], aligns with the long-term strategic masterplan approach to guide the development of sites whilst allowing flexibility for it to evolve and respond to future travel and parking patterns. The masterplan recommendations do not propose to remove car parking where it is needed and recognises that, as King's Lynn serves a large rural area, it is important to make sure that all modes of transport can continue to access the town centre sustainably. An adopted Parking Strategy will help ensure that the needs of businesses and residents across the borough, as well as visitors and commuters travelling into the town, continue to be considered as future regeneration proposals are developed and brought forward for consideration.

3 Proposal

3.1 King's Lynn Masterplan Aims

This report sets out the recommendations for the Council to adopt the developed King's Lynn Masterplan to provide a spatial framework to support the delivery of the adopted Pride in Place Ten Year Vision (2025). Building on the strategic context for change set out in the Vision, and underpinned by an established evidence base, the aims of the King's Lynn Masterplan are to:

1. Define a spatial framework that integrates land use, transport, public realm, and infrastructure.
2. Build on and unify existing studies within a single, co-ordinated document
3. Focus on the town centre and surrounding areas, strengthening connections to the wider urban area, and ensuring its offer and services meet current and future needs.
4. Support housing delivery in King's Lynn, recognising its role as an important sub-regional centre and responding to borough-wide housing need to inform and align with the Council's new Local Plan.
5. Increase the visibility of King's Lynn's cultural offer and attractiveness to visitors and creative industries as a growing sector in the local economy.
6. Engage local communities and stakeholders to shape proposals and build consensus.
7. Provide initial feasibility and design analysis for identified opportunity sites to inform future consideration and potential Local Plan allocations.

8. Provide a platform to attract investment and funding for key regeneration initiatives, capitalising on opportunities afforded by Pride in Place, devolution, and the Government's economic growth programmes.

3.2 The vision set out in the masterplan is for;

> *King's Lynn will be a forward-looking town which protects and enhances its built form and meets the needs of its residents and visitors through an approach to urban regeneration which puts the town's culture and heritage at its heart, to create outstanding buildings and spaces for all.*
> *This will be achieved by high-quality adaptive re-use of existing buildings and heritage assets, and sensitive new development of brownfield land and underutilised buildings to provide new sustainable high-quality town centre living, alongside community, commercial and cultural uses that meet local demand and support the role of the town centre.*
> *These assets will be connected via high-quality public realm and transport and access improvements, while environmental quality will be increased through extensive urban greening throughout the town. The riverfront will be celebrated for its role in King's Lynn's maritime history, and as a major natural asset for the town.*

3.3 Through the setting of a town-wide vision and strategic objectives, with design proposals for a series of key opportunity sites, the masterplan provides a co-ordinated framework to guide future policy, decision-making, investment and delivery of improvements which benefit the people and places of King's Lynn. In total, the Masterplan identifies the potential for:

- 6 strategies providing a co-ordinated framework for improvements across the town
- 24 sites/projects identified for potential progression over the short, medium and long term."
- 730 new homes meeting local need
- 17,791sqm non-residential floorspace across commercial, cultural and community uses
- 17.2ha of public realm and open space to enhance biodiversity for the environment, health, wellbeing and recreation.

3.4 Opportunity Sites

The Masterplan considers a total of 24 sites and projects across the town. Within this, 11 opportunity sites have been subject to more detailed analysis and illustrative design work, recognising their potential to contribute to the long-term transformation of King's Lynn. These concepts are not final development proposals and do not represent a commitment by the Council to bring individual sites forward. Further market engagement, technical, viability, planning, property and financial work will be required before decisions are

taken on individual opportunities. Full details are contained within the Masterplan and Opportunity Sites appendix 1 & 3.

3.5 King's Lynn Parking Strategy (KLPS)

3.5.1 The KLPS (Non-technical Strategy [Appendix 2] and full Supporting Technical Data report [Appendix 8 EXEMPT]) was commissioned by the Borough Council to provide evidence to support and help inform the emerging land use, economic development and regeneration, and transport and climate change policies and plans. The strategy will align with the long-term strategic development approach of the King's Lynn Masterplan whilst allowing flexibility for it to evolve in response to changing longer term travel patterns. It will help ensure that the needs of existing and future businesses and residents within the borough, as well as visitors and commuters to the town, are met.

3.5.2 The scope of the strategy is to identify parking priorities and options which are informed by key stakeholder engagement and identify operational actions to support delivery of wider strategic objectives. The Parking Strategy aims to specifically deliver the following 5 strategic objectives:

Objective 1 – Support the vibrancy and vitality of King's Lynn town centre.
Objective 2 – Effective land use to support wider regeneration objectives and utilisation of land assets.
Objective 3 – Provide a strategy which underpins and supports the delivery of the economic strategy, transport strategy, King's Lynn Masterplan and the local plan.
Objective 4 – Sustain revenue income streams for the Council, modernising operations, and efficiency.
Objective 5 – Reconcile the need for and continued use of car parking spaces with the council's climate change agenda including support for modal shift.

These objectives are mirrored across both the King's Lynn and Hunstanton Car Park Strategies to ensure consistency across the borough.

3.5.3 The KLPS has been developed using analysis of existing parking provision and utilisation, future development and travel assumptions, relevant transport policy and stakeholder engagement. Importantly, the evidence concludes that King's Lynn does not currently have an overall parking capacity problem, including at peak periods.

The Strategy recognises, however, that future regeneration and development could change both the location and level of parking demand. It therefore takes a long-term, flexible approach which seeks to maintain accessibility to the town centre, particularly recognising that whilst the most sustainable location in West Norfolk, King's Lynn has a key role as a service centre for a large rural catchment, while considering how parking



provision can support regeneration, encourage modal shift where possible and make more efficient use of town-centre land.

Any future consolidation, relocation or reduction of parking would need to be considered alongside actual demand, appropriate replacement provision where required, accessibility, the impact on Council income and the needs of residents, businesses and visitors.

3.5.4 As proposals arising from the Masterplan are developed over the short, medium and long term it will be important to take a 'monitor and review' approach to parking. This is embedded within the KLPS to assess impacts of new development in the town centre and changes in parking requirements, whether this be either an increase or decrease in demand. This includes the mix and locations of long and short-term parking and will inform the approach into the longer-term acknowledgement that plans must be adaptable.

3.6 KLPS Recommendations Summary

The KLPS identifies a range of potential strategic and operational interventions designed to support town-centre accessibility, regeneration and the effective management of the Council's parking estate. These include consideration of the future location and consolidation of parking provision, operational improvements, accessibility, sustainable transport and opportunities to modernise the management of the parking service.

The recommendations are set out within the KLPS Non-Technical Strategy at Appendix 2. Adoption of the Strategy does not constitute approval to implement individual interventions. Where proposals require significant capital investment, changes to parking provision, material implications for Council income or other substantive decisions, these will be subject to further feasibility, business case and the appropriate Council decision-making process.

3.7 The KLPS takes a 'monitor and review' approach to parking provision as development progresses across the town in the short (0-5 years), medium (5-10 years) and long term (10-20 years). At this stage, estimates have been made on the potential loss and gain of parking provision, but the exact change in number of spaces will not be determined until the detailed design and phasing of delivery for sites and individual projects come forward. Each project and impact on parking provision will need to consider the conditions and requirements at the time of development, and reflect any external factors that may influence/change parking demand i.e. government policy changes, technological and societal changes e.g. the Covid-19 pandemic that accelerated working from home.

4 Moving from Strategy to Delivery

4.1 Feasibility Next Steps

The Masterplan provides the vision, framework and investment proposition to be delivered over the short (0-5 years), medium (5-10 years) and long (10-20) term and beyond. The delivery of the masterplan will not solely be by the Borough Council or any successor Authority. Pace of delivery will be subject to wider economic, technological and societal changes through that time so plans will need to flex and adapt to meet the current and future needs of the town.

In the short term, the masterplan provides the platform and investment proposition to capitalise on opportunities arising through Devolution for Norfolk and Suffolk.

The development of the masterplan over the last year has stimulated and created opportunities to engage a variety of local stakeholders, government bodies such as Historic England, Arts Council, National Lottery and Homes England as well as the Private Sector. This has informed and shaped the potential delivery models, funding and partnership opportunities that could be developed further to implement and deliver the masterplan.

The Masterplan and Parking Strategy represent a significant and comprehensive body of work. Together they establish a clear long-term vision for King's Lynn, identify key opportunity sites and provide an integrated approach to development, accessibility, public realm, transport and parking. The Council is therefore well placed to move from establishing the strategic direction to delivery. A Regeneration Prospectus has also been produced to set out the masterplan and associated opportunities succinctly to present to investors and at events such as UKREiiF (Appendix 7).

At this stage, the concepts and proposals contained within the Masterplan should not be treated as final schemes or as commitments by the Council to undertake development. Further work is required to test deliverability, viability, phasing, infrastructure requirements, affordability and the appropriate allocation of risk between the public and private sectors.

4.2 Supporting Delivery Analysis

4.2.1 The three primary routes to deliver the masterplan are;

1.Local Authority Direct Delivery Role

- Focus on short term opportunity to progress, subject to Local Government Reorganisation and Funding and Finance constraints.

2. Public Sector Enabling Role

- Enabling role of the Borough Council, King's Lynn Neighbourhood Board & Public Sector to enable VCSE and private sector to;
    - Leverage funding opportunities such as Homes England, Historic England, National Lottery etc.
    - Power to convene and facilitate partnerships and collaboration.

3. Private Sector led



- Creating the economic conditions and physical environment that attracts the private sector to directly deliver schemes, without public sector intervention, informed by a clear policy vision and policy framework site out in the masterplan

At this stage, until further market engagement of sites is undertaken, it is not determined which of the above delivery mechanisms is suitable for any individual site or combination if sites.

4.2.2 As part of the Masterplan commission, property and development advice has been undertaken to provide initial analysis of potential phasing, market considerations, viability, funding and delivery mechanisms for opportunity sites. This is contained within the Delivery Strategy at Appendix 5 (EXEMPT).

The Delivery Strategy provides an evidence base to inform the next stage of work on sites but does not constitute an agreed implementation programme or determine the delivery route for individual sites. The recommendations recognise the potential opportunity sites clustered at the southern part of the town that would be of sufficient scale and density that would be attractive to developer/investors/funders and therefore a priority area for further market testing. After further market testing, the council can take an informed view of its priorities versus the views of developer/investor market. Therefore, no further predevelopment detailed feasibility is required until a developer/investor is identified and can shape and determine the priorities, viability and deliverability of opportunity sites before recommendations are brought back to Cabinet.

4.3 Next Steps & Short-Term (0-5 years) Priorities

Recommendations 3 & 4 of this report seeks authority for officers to progress with next steps for the Borough Council to begin facilitating the delivery of identified short term priorities to enable quick action, continuing the momentum to signal the intent of the Masterplan. Below sets out those priorities for the Council to focus its resources in the short term to progress further;

4.3.1 Opportunity sites - further market engagement to consider;

i. help define the scope and packaging of priority development sites and associated enabling infrastructure;
ii. consider the relationship between development proposals and the future provision, consolidation and phasing of car parking;
iii. identify potential delivery and partnership models;
iv. provide initial advice on indicative costs, viability, funding requirements, risks and programme; and
v. identify the further technical, legal, commercial and financial work required before delivery decisions can be taken.

4.3.2 Devil's Alley Public Realm

4.3.3 Boal Quay Commercial Development

4.3.4 Parking Strategy – Port Area Business Case

4.3.5 High Street Regeneration

Appendix 6 identifies the priority projects, scope, partners and funding opportunities in relation to each of those priorities where applicable. These have been identified during engagement through the masterplan process as opportunities that can be progressed with third parties and/or live funding opportunities now. Appendix 6 details where projects require further exploration to bring to fruition, providing the foundations for a strong pipeline of investable projects that will have a wider catalytic effect.

5. Options Considered

Option 1 – Adopt the Masterplan and Parking Strategy and undertake controlled exploratory work (Recommended)

This option provides the Council with a comprehensive strategic framework for the long-term regeneration and development of King's Lynn while allowing the Council to undertake further work to understand deliverability, viability, costs, risks, funding and potential delivery models before substantive commitments are made. The masterplan will put the town in a better place to secure funding from partners and benefit from Devolution investment prioritisation as well as inform the next Local Plan for a joint, clear and holistic framework for King's Lynn's development.

Option 2 – Adopt the Masterplan and Parking Strategy without progressing exploratory work

This would establish the strategic framework but defer further work on how the ambitions could practically and affordably be delivered. This may delay the Council's ability to respond to investment, funding and partnership opportunities.

Option 3 – Do not adopt / defer adoption

This would leave the Council without an agreed comprehensive strategic framework bringing together regeneration, development and parking priorities for King's Lynn and may reduce its ability to coordinate future policy, investment and funding opportunities.

6. Financial Implications

6.1 Adoption of the Masterplan and Parking Strategy does not, in itself, constitute approval to incur the capital costs associated with the individual schemes identified within them, nor does it commit the Council to deliver any individual scheme, dispose of land or enter into a development agreement. Individual projects will remain subject to appropriate feasibility work, business

cases, affordability assessment and separate financial and governance approvals in accordance with the Council's financial procedures.

6.2 Delivery of the Masterplan and Parking Strategy over its lifetime is expected to require a combination of funding and investment which may include:

- Existing Council budgets and officer resources
- External grant funding (including Pride in Place and other government programmes).
- Partner investment e.g. Norfolk County Council, Historic England, Homes England, Arts Council.
- Private sector funding/investment

The availability and level of these funding sources will vary by project and cannot be assumed at this stage. There is therefore no assumption that the council will act as the lead delivery organisation or fund any funding gap arising on individual opportunity sites.

6.3 Priority Masterplan Projects

In relation to recommendation 3, 4 & 5: An allocation of £50,000 is required to progress the priority projects and sites identified in Section 4 & Appendix 6. This will enable further market engagement, initial feasibility, design and business case development and, where appropriate, progression toward delivery with external partners.

It is proposed that the £50,000 allocation is funded from the Capital Programme 2026/27 major projects reserve budget, subject to the appropriate level of approval under the Council's financial procedures. Expenditure will only be committed where the relevant funding is confirmed and within the approved allocation. Where individual projects rely upon external funding or partner contributions, expenditure dependent upon such funding will not be committed until the funding arrangements have been sufficiently confirmed.

The proposed work will be undertaken through an appropriate compliant procurement route, with the final scope and cost subject to approval within the overall £50,000 allocation. The further work will be exploratory and will not commit the Council to subsequent delivery of Masterplan sites, provide exclusivity, dispose of land, enter into a development agreement or incur expenditure on the delivery of individual schemes.

The allocation of £50,000 will represent the maximum financial commitment authorised for this phase.

7. HR Implications

7.1 There are no direct HR implications arising from adoption of the Masterplan and Parking Strategy. The proposed exploratory work will be supported

through existing officer capacity alongside specialist external advice where required. Any additional resource implications associated with future delivery proposals will be identified through subsequent business cases and considered as part of future decision-making. Where possible, additional resources to be supported through external funding opportunities, programme specific bids or partnership arrangements where necessary.

8. Policy Implications

8.1 The Masterplan is not starting from scratch, but builds on previous policies, plans, strategies and studies which provide a comprehensive evidence base and document the compelling need and opportunity for change. Details of all policies considered and incorporated into both strategies are referenced in the reports.

8.2 The Masterplan has been prepared in tandem with the early stages of the next King's Lynn and West Norfolk Local Plan, and the concept designs set out will also inform the potential for future site allocations to provide a robust policy basis for development. The Masterplan is underpinned by a Delivery Strategy which will act as an evidence base for those masterplan sites that may be included within the future Local Plan.

8.3 The masterplan sits side by side with the Pride in Place Ten Year Vision which has secured the £20M government funding for investment to benefit King's Lynn's communities. The Vision for the town, shaped by public feedback collected over the last few years, has directly informed the Masterplan. The Masterplan will directly contribute to improving town centre attractiveness and cultural experience, creating a successful, modern, mixed-use town centre, enhancing connectivity and accessibility alongside improving safety, security, and community wellbeing and raising young people's aspirations and supporting business and skills growth. By considering future uses of buildings, sites and public spaces alongside the infrastructure required to support the town's future needs, the Masterplan provides a spatial framework through which the Pride in Place Ten Year Vision and other relevant strategies can be considered and developed over time.

8.4 The Masterplan and Parking Strategy directly supports delivery of the Council's Corporate Strategy, Corporate Action Plan and wider policy commitments, as set out at the beginning of this report.

9. Climate Change and Environmental Implications and considerations

9.1 The Masterplan and Parking Strategy align with the Council's corporate policy, strategy and action plan. Masterplan Strategy 4, Harness Natural Assets seeks to introduce new and enhanced green spaces to create a connected green network across the town and support recreation, biodiversity and water management in public spaces. New green corridors are identified as well as enhanced greening, sensitive to the historic context across the town. There is an ambition to integrate green surfaces into car parking where possible to

ensure parking is designed as part of the green and blue infrastructure network, using permeable surfacing, tree planting, rain gardens, planted edges and other Sustainable Drainage Systems (SuDS) features to reduce surface water run-off, improve biodiversity, provide shade and soften the visual impact of parking.

9.2 In terms of environmental quality, the policy seeks to strengthen climate resilience by restoring natural systems, managing water intelligently, and ensuring safe ground and soil conditions. It promotes development which is sensitive and resilient to flood risk through the appropriate use and configuration of buildings and spaces, ensuring that development is suited to its location, safe for their lifetime and supported by upgrade drainage systems and SuDS for sustainable water management. As many sites are brownfield and previously developed, the policy seeks to remediate contaminated land and improve ground conditions to unlock development.

9.3 In addition, the overarching vision to bring new residential and mixed use development into the core of King's Lynn is based on the sustainability of the town including it's active travel network, both cycle links and dense street pattern for walking as well as the good quality public transport links including both bus and rail; as set out in the KLTS & LCWIP.

10 Statutory and Legal Implications

10.1 There is no statutory requirement to produce a Masterplan or Parking Strategy. However, the Masterplan will directly support and inform the evidence base and development of the next Local Plan for King's Lynn and West Norfolk.

10.2 All projects emerging from the masterplan, will need to comply with necessary procurement, planning and other consenting processes where appropriate which will be the responsibility of the lead delivery organisation for those specific projects at that time.

11 Local Government Reorganisation Implications

11.1 The Government announced a review of the Local Government Reorganisation programme on 7 September 2026 and withdrew its previous decision in relation to Norfolk. The Norfolk LGR Programme has subsequently moved to close-down. The longer-term position in relation to Local Government Reorganisation in Norfolk is not currently known. The Masterplan and Parking Strategy have been developed as long-term strategic frameworks for King’s Lynn and remain relevant irrespective of future local government structures. Their adoption will provide an evidence base to guide future policy, investment and regeneration decisions while retaining sufficient flexibility to respond to any future changes in governance arrangements.

12 Health and Safety Implications

None. Where required, appropriate health and safety assessments will be undertaken at project level.

13 Consultees

13.1 The masterplan has been developed through extensive internal and external consultation and engagement though;

- regular Project Working Groups with key internal departments
- regular updates to Regeneration & Development Panel, KLAC and member briefings.
- 2 periods of public consultation with dedicated sessions and drop-ins, using both online and targeted sessions.
- Stakeholder 121's and workshops
- Engagement with Government Arms Length Bodies (Historic England, Arts Council, Homes England, National Lottery etc)
- Investment Prospectus promotion at UKREIFF in May 2026.

A full list of organisations and stakeholders consulted and engaged through the masterplan development is detailed in appendix 4. The extensive feedback received which has shaped the continued development of the masterplan since 2025. In summary, the results of the 2 rounds of public consultations found;

Public Consultation 1: December 2025 - January 2026: 6 week public consultation on Masterplan vision, aims, strategies, priorities, opportunity sites and riverfront public realm. Consultation methods included Online information and survey, public exhibition and Public Drop-Ins (x 6). Results Summary: 40 responses, approx. 150 attendees at drop-ins.

Public Consultation 2: May - June 2026: Public consultation on draft Masterplan

The draft full Masterplan was informed by the first public consultation as well as a series of engagement undertaken with statutory consultees, local interest groups, and residents and businesses within King's Lynn and the outcomes of previous consultations on proposals for the Pride in Place Programme.

Consultation methods included; online information and survey, in Person Workshops, Public Drop-Ins (x 10), Targeted Drop-Ins at College of West Anglia and The Beacon Church (x 4).

Results Summary: 178 responses, approx. 416 attendees

- 60% agree or strongly agree the masterplan will make King's Lynn a better place, 11% neutral, 29% disagree or strongly disagree.

13.2 Stakeholder consultation

Statutory consultees and local stakeholder organisations have submitted detailed responses to the draft masterplan alongside stakeholder engagement workshops. This includes;

Consultee	Response summary
Historic England	We welcome the development of a heritage-led masterplan which not only seeks to protect and enhance its built form but also actively seeks to repurpose underused historic buildings. Alongside public realm enhancements along the Riverfront, improved connectivity, and considered approaches to wayfinding and permeability including Rail to River, the Masterplan provides an opportunity to deliver positive outcomes for the historic environment, residents and visitors.' Detailed site specific comments on opportunity sites also provided.
Natural England	'..continues to support the overall direction of the Masterplan. We particularly welcome the continued commitment to Strategy 4: Harness Natural Assets, including the emphasis on green and blue infrastructure, nature-based solutions and improved connections with the riverfront'
Norfolk County Council	Officers at Norfolk County Council (NCC) have a strong collaborative working relationship with the Borough Council of King's Lynn and West Norfolk on transport matters. Together we have produced the King's Lynn Local Cycling and Walking Infrastructure Plan (LCWIP) adopted by both councils in 2022. More recently we have worked in partnership to produce the new King's Lynn Transport Strategy (KLTS) which was also adopted by both councils in spring 2026. Working collaboratively, NCC officers have been involved in the development of the King's Lynn Masterplan. The document sets out a strong vision for enhancing the town by making better use of underutilised areas to make it a more attractive place to live, work and visit. Many of the ambitions will rely on changes to the transport network and car parking provision. On this aspect the transport elements of the King's Lynn Masterplan align with the KLTS.
King's Lynn Civic Society	'King's Lynn Civic Society have supported this masterplanning process, have attended various events throughout the programme since 2025, and have previously submitted a number of contributions. We think it is an important document to prepare and that the team appear to have worked hard to involve the community and integrate local thoughts and ideas into the proposals. We think the presentation of the final draft document is good and generally sets out ideas and aspirations well.' Site specific comments also provided.
Environment Agency	Recommendation for strategic level flood risk modelling alongside the new local plan. Identified site specific maintenance/upgrade work required.
Norfolk & Suffolk	'The ICB supports the principle of regeneration areas, mixed-use development and housing, where these are planned alongside the health and care infrastructure needed to serve both the

Integrated Care Board	existing and future demand from communities. Early engagement with the ICB will be important to ensure health infrastructure requirements are considered at the same time as transport improvements, public realm investment and funding opportunities. Norfolk and Suffolk Integrated care Board (NSICB) supports the overall ambitions of the Masterplan, particularly where this improves housing quality, active travel, green infrastructure and access to community facilities including healthcare. NSICB would like to request early and ongoing engagement as site proposals, delivery phasing and funding mechanisms are developed. This will ensure health infrastructure requirements can be considered alongside housing growth.'
Lead Local Flood Authority	The LLFA notes that some of the developments are proposed are within areas of flood risk. Some of these development sites are "more vulnerable uses", such as the residential developments. The Masterplan also acknowledges that in the future the whole study area will be at risk of flooding. It is not clear to the LLFA whether the sequential tests and exception test have been applied and how these have been passed. It is possible that some of the proposed housing sites may not be suitable for new housing and an alternative plan should be considered and held in reserve. Request for further site specific information and study work at next stages of site feasibility.

13.3 King's Lynn Parking Strategy

The Parking Strategy has been developed in collaboration with the Council's Business Operations Team and Norfolk County Council Transport Planning, with engagement undertaken with business, community and transport stakeholders. This has included stakeholder workshops and analysis of existing parking demand and utilisation. The findings and feedback have informed the options and recommendations contained within the final Strategy.

14 Equality Impact Assessment

Pre-screening report template attached.

15 Risk Management Implications

Strategic Risk	**Mitigation**
Changes in government policy, economic conditions or future governance arrangements. The masterplan may become outdated if economic conditions, government policy or travel patterns change. Failure to align with Local Plan policies, transport strategies or	Regular review cycles. Strong policy integration. Strong cross departmental collaboration (e.g. planning and housing)

neighbouring authorities' plans could create planning and delivery issues.	
Financial Risk Significant capital costs associated with development, parking reconfiguration, public realm improvements or transport infrastructure. Potential for income loss if parking charges are reduced or spaces removed. Construction costs may exceed original estimates due to inflation or construction market pressures. Funding gaps could delay implementation and damage confidence.	**Mitigation** Robust business cases. Phased decision-making, supported by feasibility, business cases and affordability assessment.
Stakeholder and Political Risk Parking changes are often politically sensitive. Businesses may perceive reduced parking provision as a threat to town centre vitality. Residents may oppose development proposals or traffic changes. Changes in political leadership may alter priorities.	**Mitigation** Robust consultation with early and ongoing stakeholder engagement as projects come forward Evidence-led decision making, the masterplan and parking strategy set out clear data and the vision. Transparent communication will continue including outlining the benefits of the proposals. Member engagement throughout development and implementation.
Transport and Accessibility Risk Reducing parking without viable alternatives may discourage town centre visits. Traffic displacement into residential streets. Accessibility concerns for disabled users, older residents and rural visitors.	**Mitigation** Comprehensive vision and strategy for parking developed with clear plan and monitor and review approach. Retention of appropriate accessible parking. Informal park-and-ride, active travel and public transport improvements, these are central to unlock development. Any longer term

Insufficient public transport provision to support reduced car dependence.	reduction in parking must align with improved public transport and active travel options or be offset, such as at the Port & Timber Yard, taking a monitor and review approach to parking requirement.
Reputational Risk Public perception that parking is being removed without alternatives. Failure to deliver promised projects could reduce trust. Perceived lack of consultation may generate opposition.	**Mitigation** Clear communication strategy. Clear communication that the Masterplan establishes a long-term strategic framework and that individual proposals will remain subject to further assessment, engagement and decision-making. Short term projects demonstrating benefits - as outlined within the Evolve and Adapt Masterplan Strategy and set out with Section 4 of this report for priority projects. Transparent reporting on progress and outcomes.

16 Conclusion

This report has set out the King's Lynn Masterplan and associated Parking Strategy, both Non-technical Strategy and full Supporting Technical Data report, which together establish an ambitious long-term vision for the regeneration of King's Lynn. Both have been informed by extensive evidence, technical analysis and engagement with residents, businesses, statutory consultees and other stakeholders.

The Masterplan provides a framework for future development rather than a final development proposal. Site concepts are illustrative and will require further technical assessment, design, viability work, engagement and appropriate decision-making before individual proposals can be progressed. The Parking Strategy similarly provides a strategic framework which can respond over time to changing development, accessibility and parking requirements.

The Council now has a high-quality and ambitious Masterplan, supported by an integrated Parking Strategy, which together provide a clear strategic framework for the long-term regeneration of King's Lynn. The documents establish where the Council and its partners want the town to go. The next stage is to test, in a disciplined and commercially informed way, how that ambition could be delivered.

The Masterplan has been prepared in tandem with the early stages of the next King's Lynn and West Norfolk Local Plan, and the concept designs set out will also inform potential future site allocations to provide a robust policy basis for development. The Parking Strategy will support the regeneration aims of the

masterplan, support operation of the Council's parking estate and support transport policy for the town, in association with the masterplan

Further market engagement and feasibility with potential development & investor partner(s) will allow the Council to better understand the scope, sequencing, costs, viability, funding opportunities and risks associated with implementation. This will provide a stronger evidence base for future decisions while ensuring that the Council does not commit prematurely to a particular solution, partner or level of expenditure.

The findings will be brought back to Cabinet before any substantive delivery or investment decisions are taken.

LIST OF APPENDICES
• Appendix 1 - King's Lynn Masterplan • Appendix 2 - King's Lynn Parking Strategy Non-technical Strategy • Appendix 3 - King's Lynn Masterplan Opportunity Sites • Appendix 4 - King's Lynn Masterplan Public Consultation Report • Appendix 5 - Masterplan Delivery Plan EXEMPT • Appendix 6 - Priority Projects • Appendix 7 - Regeneration Prospectus • Appendix 8 - King's Lynn Parking Strategy Supporting Technical Data Report EXEMPT

LIST OF BACKGROUND PAPERS
King's Lynn Masterplan Cabinet Report, June 2025 King's Lynn Pride in Place Regeneration Plan Cabinet Report, October 2025

PRE SCREENING EQUALITY IMPACT ASSESSMENT - King's Lynn Masterplan and Parking Strategy				
For equalities profile information please visit Norfolk Insight - Demographics and Statistics - Data Observatory				
Name of policy/service/function	Policy: King's Lynn Masterplan & Parking Strategy			
Is this a new or existing policy/ service/function? *(tick as appropriate)*	New	X	Existing	
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations, and identify relevant legislation.	This report proposes the adoption of the King's Lynn Masterplan and Parking Strategy, both Non-technical Strategy and full Supporting Technical Data report, which has been prepared following extensive site and policy analysis and public consultation. The masterplan sets out the vision, design principles and site-specific studies for the development of King's Lynn over the next 20-year period and beyond.			

	The Parking Strategy sets out and makes recommendations for how parking in King's Lynn Town centre can support the Council's Regeneration aims and delivery of the Masterplan as well as operational recommendations for the management and operation of the Council's car parks.
Who has been consulted as part of the development of the policy/service/function? – new only *(identify stakeholders consulted with)*	See section 13 of above report.

Question	**Answer**				
1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service? Please tick the relevant box for each group. NB. Equality neutral means no negative impact on any group. ***If potential adverse impacts are identified, then a full Equality Impact Assessment (Stage 2) will be required.*** **For more information on health inequalities please visit The King's Fund*		Positive	Negative	Neutral	Unsure
	Age			X	
	Disability			X	
	Sex			X	
	Gender Re-assignment			X	
	Marriage/civil partnership			X	
	Pregnancy & maternity			X	
	Race			X	
	Religion or belief			X	
	Sexual orientation			X	
	Armed forces community			X	
	Care leavers			X	
	Health inequalities*	X			
	Other (eg low income, caring responsibilities)			X	

Please provide a brief explanation of the answers above:

The Masterplan and Parking Strategy are overarching documents that set the strategic direction for spatial development and parking. These documents work mutually to outline how the vision for the regeneration of King's Lynn can take place and be enabled over the next 20 years and beyond. This means that detailed, scheme-specific equality impact assessments for each individual project as its details are developed and confirmed will be conducted where required over the next 20 year plus period.

Question	**Answer**	**Comments**
2. Is the proposed policy/service likely to affect relations between certain	~~Yes~~ / **No**	

equality communities or to damage relations between the equality communities and the Council, for example because it is seen as favouring a particular community or denying opportunities to another?		
3. Could this policy/service be perceived as impacting on communities differently?	~~Yes~~ / **No**	
If 'yes' to questions 2 - 3 a full impact assessment will be required unless comme are provided to explain why this is not felt necessary: **Decision agreed by EWG member: ……..**		
4. Are any impacts identified above minor and if so, can these be eliminated or reduced by minor actions? If yes, please agree actions with a member of the Corporate Equalities Working Group and list agreed actions in the comments section	N/A	**Actions: N/A** **Actions agreed by EWG member:** ……
5. Is the policy/service specifically designed to tackle evidence of disadvantage or potential discrimination?	~~Yes~~ / **No**	**Please provide brief summary: N/A**

Assessment completed by: Name	**Connor Smalls**		
Job title	**Regeneration Programmes Officer**		
Date completed	**19/08/2026**		
Reviewed by EWG member	**Louise Gayton**	**Date**	**08/09/2026**
✓ **Please tick to confirm completed EIA Pre-screening Form has been shared with Corporate Policy** (corporate.policy@west-norfolk.gov.uk)			