

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



Regeneration and Development Panel

Agenda

Wednesday, 19th October, 2016
at 6.00 pm

in the

**Committee Suite
King's Court
Chapel Street
King's Lynn
PE30 1EX**



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King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX
Telephone: 01553 616200
Fax: 01553 691663

Tuesday 11th October 2016

Dear Member

Regeneration and Development Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Wednesday, 19th October, 2016 at 6.00 pm** in the **Committee Suite, King's Court, Chapel Street, King's Lynn** to discuss the business shown below.

Yours sincerely

Chief Executive

AGENDA

1. Apologies for absence

To receive any apologies for absence.

2. Minutes (Pages 6 - 11)

To approve the minutes of the previous meeting.

3. Declarations of Interest

Please indicate if there are any interests which should be declared. A declaration of interest should indicate the nature of the interest (if not already declared on the Register of Interests) and the agenda item to which it relates. If a disclosable pecuniary interest is declared, the Member should withdraw from the room whilst the matter is discussed.

Those declarations apply to all Members present, whether the Member is part of the meeting, attending to speak as a local Member on an item or simply observing the meeting from the public seating area.

4. Urgent Business

To consider any business which, by reason of special circumstances, the Chairman proposes to accept as urgent under Section 100(b)(4)(b) of the Local Government Act, 1972.

5. Members Present Pursuant to Standing Order 34

Members wishing to speak pursuant to Standing Order 34 should inform the Chairman of their intention to do so and on what items they wish to be heard before the meeting commences. Any Member attending the meeting under Standing Order 34 will only be permitted to speak on those items which have been previously notified to the Chairman.

6. Chairman's Correspondence

If any.

7. A Tree Strategy for West Norfolk (Verbal Report)

Richard Morrish from Richard Morrish Associates will be attending the meeting.

8. Feedback from the Talk on the Essential Benefits of trees. (Verbal Report)

9. Leader Programme Update - Presentation from Norfolk County Council (Verbal Report)

10. Principle behind the Capital and Investment Strategy (Verbal Report)

Members of the Corporate Performance Panel are invited to attend for this item.

11. St George's Guildhall Complex (Pages 12 - 37)

12. Exclusion of Press and Public

To consider passing the following resolution:

“That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act”.

13. EXEMPT - Asset Management - Council Development Sites (To Follow)

RETURN TO OPEN SESSION

14. Work Programme (Pages 38 - 40)

15. Date of the next meeting

To note that the next meeting of the Regeneration & Development Panel is scheduled to take place on **Wednesday 30th November 2016** at **6.00pm** in the Committee Suite, King's Court, Chapel Street, King's Lynn, Norfolk, PE30 1EX.

To:

Regeneration and Development Panel: Miss L Bambridge, Mrs S Buck, Mrs J Collingham, C J Crofts, P Gidney (Chairman), I Gourlay, M Chenery of Horsbrugh, M Howland, P Kunes, P Rochford (Vice-Chairman), M Shorting and Mrs E Watson

Portfolio Holders:

Councillor Long – Leader of the Council and Portfolio Holder for Environment
Councillor Blunt – Portfolio Holder for Development
Councillor Nockolds – Portfolio Holder for Culture, Heritage and Health
Councillor Beales – Portfolio Holder for Regeneration and Industrial Assets.

Appropriate Officers

Chris Bamfield – Executive Director, Commercial Services
Alan Gomm – LDF Manager
Lorraine Gore – Assistant Director
Ray Harding – Chief Executive
Matthew Henry – Property Services Manager

By Invitation

Richard Morrish – Item 7
Andrew Thorpe – Norfolk County Council – Item 9
Members of the Corporate Performance Panel – Item 10

Executive Directors
Press

BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**REGENERATION AND DEVELOPMENT PANEL**

Minutes from the Meeting of the Regeneration and Development Panel held on Tuesday, 30th August, 2016 at 5.00 pm in the Committee Suite, King's Court, Chapel Street, King's Lynn

PRESENT: Councillors P Gidney (Chairman),
Miss L Bambridge, Mrs J Collingham, C J Crofts, I Gourlay,
M Chenery of Horsbrugh, M Howland, C Manning (substitutue for Councillor Kunes) and Mrs E Watson

Portfolio Holders

Councillor A Beales - Deputy Leader and Portfolio Holder for Regeneration and Industrial Assets

Councillor R Blunt - Portfolio Holder for Development

Councillor Mrs K Mellish - Portfolio Holder for Human Resources and Shared Services

Councillor Mrs E Nockolds – Portfolio Holder for Culture, Heritage and Health

Officers:

Chris Bamfield – Executive Director

Jemma Curtis – Regeneration Programmes Manager

Alan Gomm – LDF Manager

Ray Harding – Chief Executive

Ostap Paparega – Regeneration and Economic Development Manager

RD40: **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Buck, Kunes, Long, Rochford and Tilbrook.

RD41: **APPOINTMENT OF VICE CHAIRMAN**

RESOLVED: That Councillor M Howland be appointed as Vice-Chairman for the meeting.

RD42: **MINUTES**

RESOLVED: The minutes from the Regeneration and Development Panel Meeting held on 27th July 2016 were agreed as a correct record and signed by the Chairman.

RD43: **DECLARATIONS OF INTEREST**

There were no declarations of interest.

RD44: **URGENT BUSINESS**

There was no Urgent Business.

RD45: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor D Pope – items RD48, RD49, RD50 and RD52.

Councillor Mrs A Wright – item RD52.

RD46: **CHAIRMAN'S CORRESPONDENCE**

The Chairman reported that a speaker Mike Barker had offered to give a talk to the Panel on Trees and Planning. It was hoped that this would take place on 22 September 2016 at the Town Hall. The Chairman added that the invite would be extended to all Councillors and he hoped that as many would attend as possible.

RD47: **SITE ALLOCATION AND DEVELOPMENT MANAGEMENT POLICIES PLAN INSPECTORS REPORT - BRIEFING FOR ALL COUNCILLORS**

The LDF Manager explained that the report on the Examination into the King's Lynn and West Norfolk Site Allocations and Development Management Policies Local Plan had been published. The report had been sent to all Councillors and published on the website.

The report was in two parts – the Inspectors findings and then an appendix of his main modifications. The Inspector had concluded that subject to the modifications contained within the appendix, the plan was 'sound'.

The LDF Manager then went through some of the modifications and highlighted that the Inspector wanted the Council to confirm to a commitment of an early review of the local plan. The Inspector also wanted the introduction of greater flexibility in the housing allocations policies. In addition, 4 new allocations had been put forward.

The Inspectors report would be presented to Cabinet on 7 September 2016. Once the Plan had been adopted by Council, it would be the starting point for decisions on planning applications and would give the Council added weight in relation to the 5 year land supply calculation.

The LDF Manager explained that the review of the Plan and Core Strategy was well under way.

The Portfolio Holder for Development commented that this was the end of long journey, which he had been a part of for the last 12 months. He

wanted to thank everyone who had been part of the process, in particular Councillor Mrs Spikings and the LDF Task Group, who had put in a lot of work in assessing all the sites. He added that he had found the Inspector's analysis intriguing and felt that the Council had done a good job resulting in the Inspector concluding that the plan was sound. He reiterated that work had already started on reviewing the Plan.

In response to a question, the LDF Manager outlined to the Panel the timetable for the review of the Plan.

RESOLVED: That the update be noted.

RD48: **UPDATE FROM THE CUSTOM BUILD AND SELF BUILD POLICY TASK GROUP**

The LDF Manager explained that the minutes of the meeting held on 25 August 2016 had been published today. He gave an update to the Panel of what had been discussed at the meeting.

The Portfolio Holder for Development explained that at the meeting on 25 August 2016 only 3 members attended. He therefore suggested that the size of the Task Group should be increased to 9 members.

In response to question, the LDF Manager explained that self-build would be exempt from CIL, as directed by Government.

The Portfolio Holder for Development explained that the wording in the Act was not always that clear, there was a lot of information to go through and it was very early days. He hoped that there would be more to report in 2 months' time.

RESOLVED: (i) The Regeneration and Development Panel increase the size of the Task Group from five Members to nine Members. This would include 7 Conservative, 1 Labour and 1 Independent to be proportional.
 (ii) The Custom Build and Self Build Policy Development Task Group's Terms of Reference be amended to reflect the increase of membership.
 (iii) That the Group Leaders be contacted by the Democratic Services Officer to ask for their nominations for additional Members to the Task Group.

RD49: **HLF - HUNSTANTON HERITAGE GARDENS UPDATE**

The Regeneration Programmes Manager gave a presentation to the Panel on the HLF – Hunstanton Heritage Gardens Update. A copy of the presentation is attached to the minutes.

The Chair then invited questions from the Panel, which are summarised below.

The Regeneration Programmes Manager explained that work would be carried out on a phased basis to avoid disruption to the peak tourist season.

In response to a question regarding toilets in Hunstanton, the Executive Director, Commercial Services explained that this was an item on the agenda for the Environment & Community Panel Meeting tomorrow night. He confirmed that it was proposed to refurbish the Esplanade and Bowling Green Toilets.

In relation to the Butterfly Shelters, the Regeneration Programmes Manager explained that the structure of the shelters would have to remain as existing with parts refurbished or replaced subject to further investigation on their condition. However different roofing materials were being considered and the drainage would be looked at as part of the detailed design.

The Panel was informed that the siting of the statue was being looked into, as it had to be within the HLF boundary.

Under Standing Order 34, Councillor Pope made reference to cost of the scheme and that Hunstanton Town Council had contributed £3,020.

The Portfolio Holder for Regeneration and Industrial Assets explained that this scheme was part of an allocated budget and part of the Hunstanton Master Plan. He made reference to the fact that the town had been extremely busy day after day, and this was a purpose built Victorian resort. He added that the regenerative and commercial impact would be increased, and he was delighted that this scheme would be going ahead. He also thanked the community representatives and officers involved in the scheme and that the idea of the statue had come from the community and funded largely from them.

The Chair congratulated those involved in obtaining the funding from the HLF.

RESOLVED: That, the update be noted.

RD50: **RIVERFRONT DELIVERY PLAN**

The Regeneration and Economic Development Manager and Regeneration Programmes Manager gave a presentation to the Panel on the Riverfront Delivery Plan.

The Regeneration and Economic Development Manager explained that car parking, transport and access to the area would be part of the brief.

In relation to residents groups being invited as key stakeholders, the Regeneration and Economic Development Manager explained to the Panel that some local residents already had ideas as to what they would like to see, however, the idea was to inform people of the site constraints, etc and be able to put various options in front of them.

The issue of parking and marketing of the heritage area was raised, and the need for buses to be able to drop people off close to the heritage area rather than Austin Fields was essential, and the use of Boal Quay was suggested. However, it was acknowledged that Boal Quay was earmarked for residential development in the Local Plan.

The Portfolio Holder for Regeneration and Industrial Assets disagreed with the comment that there was no marketing of King's Lynn taking place. He explained that Boal Quay was an allocated site but this would not be looked at in isolation. He added that this was a real opportunity for this area of King's Lynn.

The Portfolio Holder for Culture, Heritage and Health explained that the Council did have a Tourism Department and King's Lynn itself was being heavily promoted. Lots of initiatives had taken place such as the Amiens Funding light projections, summer classical music festival and other outdoor events, all of which was making King's Lynn being known as a festival town. She assured the Panel that King's Lynn was being marketed more than in the past.

The Chair welcomed the update and added that the north section of the riverfront should not be ignored. He also stated that there had been places in the past where overdevelopment had taken place.

RESOLVED: That, the update be noted.

RD51: **EXCLUSION OF PRESS AND PUBLIC**

RESOLVED: That under Section 100(A)(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

RD52: **HERITAGE ACTION ZONE**

The Regeneration and Economic Development Manager presented a report which explained that in June 2016, Historic England launched the Heritage Action Zone (HAZ). The aim of the HAZ was to stimulate economic growth in historic places and make heritage assets more productive. The Regeneration and Economic Development Manager outlined the range of support, eligibility and key issues.

The Panel also had two options to consider:

Option 1 – submit a King's Lynn wide proposal;

Option 2 – submit an area based proposal.

In accordance with Standing Order 34, Councillor Mrs Wright addressed the Panel and stated that this was an excellent opportunity for King's Lynn. She asked whether the proposal could include areas of deprivation.

Councillor Pope addressed the Panel in accordance with Standing Order 34 and made reference to the Urban Renaissance Strategy.

RESOLVED: (1) That the Panel selected Option 1 – submit a King's Lynn wide proposal for further consideration and debate.

(2) That the comments of the Panel be noted.

RETURN TO OPEN SESSION

RD53: **WORK PROGRAMME**

Members of the Panel were reminded that there was an eform available on the intranet which could be completed and submitted if Members had items which they would like to be considered for addition to the Work Programme.

RESOLVED: The Panel's Work Programmes was noted.

RD54: **DATE OF THE NEXT MEETING**

The next meeting of the Regeneration and Development Panel was scheduled to take place on Wednesday 19th October 2016 at 6.00pm in the Committee Suite, King's Court, King's Lynn, Norfolk, PE30 1EX.

Further details about the talk scheduled for 22nd September 2016 would be circulated.

The meeting closed at 7.45 pm

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report: Open	Portfolio(s): Culture, Heritage and Health
Will be subject to a future Cabinet Report:	YES
Will be need to be recommended to Council:	YES
Author Name: Chris Bamfield	Consultations: Mark Fuller, Management Team, Pam Lynn, Philip Bayfield, Alive Management / Leisure Staff
Tel: 01553 616648	
Email: chris.bamfield@west-norfolk.gov.uk	
OPEN	

Regeneration and Development Panel

Date: 19th October 2016
Subject: St Georges Guildhall Complex

Summary:

The report details progress with proposals for the St George's Guildhall complex and the submission of a grant to the Heritage Lottery Fund (HLF).

- Guildhall to be converted to half flat floor with half retained as tiered seating with existing 1950's staircase.
- Seating capacity at or around 300 maximum capacity.
- New lift and stair access to Guildhall.
- New staging, lighting, sound system, seating etc.
- Glass structure to link spaces and provide a social/casual use space.
- Shakespeare Barn to be leased to Building Conservation Trust.
- Conversion of White Barn to residential.
- Fermoy Gallery retained.
- Improvements to street frontage.
- Stage I submission to be made based on the Council's current Capital provision of £230,000.
- Subject to a successful Stage I award, Stage 2 to be drafted further with users, Alive Management and Alive Leisure.

Recommendations:

The Panel are asked to comment on the proposals for the Guildhall Complex.

1. Background

1.1 The Panel received a report on the 1st June with regard to outline proposals for the development of the St George's Guildhall complex leading to the submission of a bid to the Heritage Lottery Fund.

1.2 The outline proposals were:

- Return the Guildhall to flat floor multi use space with flexible seating

- Install lift and improve access
- Link the buildings with a new glass structure
- Utilise the White Barn or Shakespeare Barn for the Building Conservation Trust as a base for Heritage Construction Skills
- Consider multi use of other spaces
- Improve the frontage of the building on King's Street
- Improve site interpretation
- Develop an activities programme

1.3 Costs were estimated at circa £2.3million which would result in a regional HLF application (less than £2million), this has a higher chance of success than a National application (over £2million).

1.4 The Council had £230,000 in its Capital programme for work to the Guildhall; a further contribution of circa £200-300,000 could be required to draw down HLF funding.

1.5 As part of the Panel discussion it was noted that the annual revenue cost for the complex was £116,000. The scheme would aim to bring revenue costs close to break even.

1.6 From a commercial viewpoint any additional capital investment required for an HLF scheme would aim to have a revenue payback within 3 years. The investment would then ensure the financial viability of the complex for the foreseeable future.

2. Initial Feedback

2.1 Initial feedback from both HLF and Historic England was broad support for the outline proposals. In particular;

- Re-introducing a flat floor to the Guildhall
- Glass structure to link to complex
- Link with the Building Conservation Trust
- Improving the street presence
- Improving access with new lift

2.2 Following further discussions with the BCT the Shakespeare Barn was identified as best fit for their proposed use.

2.3 Consideration has been given to the conversion of the White Barn for residential use. A suitable residential conversion would reduce cost of the site and any future maintenance liability for the existing structure and generate a revenue/capital return.

3. Guildhall / Arts Complex Reviews

3.1 The Guildhall and Arts Centre complex has had a number of crisis points and internal/external revenue over the years.

3.2 In 1995 the Lottery award for the Corn Exchange had a significant negative effect on the use of the Guildhall theatre which at the time was run by an independent Trust. Due to financial difficulties the Trust folded in the late 90's. The Council at that time agreed to take over the operation.

3.3 In 1999 the Council carried out a review of the operation with external consultants "The Arts Business Ltd" including a market research analysis and the involvement of the different user groups.

The report considered four options 1) Do nothing, 2) Do a little (mainly repair works and internal refurbishment), 3) Create a cultural training and performance centre, 4) Create an arts and crafts centre with a studio extension of the Corn Exchange.

Option 3 was determined the best solution in artistic terms, this involved;

- Restore the Guildhall to flat floor
- Convert the White Barn to a small theatre for 150-200 seats
- Landscape the courtyard and remove parking

The review noted that Option 3 would require a revenue subsidy of £178,000 around £40,000 less than the budget at that time.

The total capital cost was estimated at £2.9million of which £750,000 was for the White Barn.

The proposals were not carried through.

3.4 In 2006 the Council commissioned Purcell architects to produce and cost proposals for a new lift and stair access for the Guildhall. The cost was estimated at £200,000 but proposals were not implemented.

3.5 In 2008 Costain Heritage consultants were engaged to carry out a review of the cultural assets of King's Lynn including the Arts Centre complex.

Their report identified 5 options for the Arts Complex;

Option 1 – As is but improved, refurbishment work to Guildhall and toilets, replacement roof and improvements to stage equipment, new lift and improved street frontage.

Capital cost was estimated at £420,000.

Option 2 – Development into a 'Covent Garden' environment with galleries, catering and theatre arranged around a central courtyard.

This included transformation of the Guildhall to flat floor, interpretation to tell the story of the Guildhall, White Barn developed as a small theatre, KLODS building converted to café and foyer (not in the Council's ownership), new DDA compliant lift and access, courtyard activities, transformation of Crofters to basement bar with jazz and stand-up comedy, continued use of galleries for visual art.

Capital costs estimated at £1.6 to £1.85million.

Option 3 – The Guildhall to become flat floor, White Barn converted to artist's workshops, other buildings converted for museum or meeting space.

Capital cost estimated at circa £700,000.

Option 4 – The Guildhall to become a museum.
Capital cost estimated at £1.7million.

Option 5 – Closure.

Option 2 was identified as the best option.

The report was used to further develop proposals and submit an HLF bid for the Town Hall but not for the Guildhall and Arts Centre.

3.6 In 2009 a Service Review on all Leisure, Arts and Entertainment services was carried out. This led to a decision to reduce programming of the Guildhall and make it a hall for hire.
This was identified as producing an annual saving of £50,000 based on continued use of 60 evening hire per year.

3.7 In 2010 the Council determined to close the visual elements of the Arts Centre complex and include visual art within the redevelopment proposals for the Town Hall. Following representation from Local Arts groups and individuals the Council agreed the lease the visual arts buildings to a new Arts Centre Trust and provide funding support of £82,310 in Year 1, falling to £61,520 in the 2014/15 financial year. The funding for 2015/16 was then maintained at £61,520.

3.8 In 2014 The Arts Trust obtained external grant funding to employ consultants to carry out a review of the complex and the production of a masterplan. The final document considers 9 options for the site including commercial and arts based approaches.
The favoured approach was for the Arts Trust to take over control and management for all buildings on the site including Crofters and Riverside, and buildings currently let to external arts organisations, some proposals followed previous consultant's report including improving access for people with disabilities and the street presence and making better use of courtyard space and considering creation of a small theatre in the White Barn and flat floor for the Guildhall but does not identify a preferred solution.
Capital costs of schemes vary from £2 to £4 million.

The Arts Trust passed this report to the Council when it closed.

3.9 In December 2015 the Arts Trust wrote to the Council to confirm it was no longer financially viable and would cease to operate in March 2016.

3.10 In summary,

- There have been 3 separate consultant's reports considering options for the Arts Centre and Guildhall, to date without any scheme progressing.
- All or parts of the complex have been run by 2 separate charitable Trusts both of which have folded.
- The Council has completed 2 service reviews which resulted in a reduced programme at the Guildhall and the proposed closure of the visual arts.

3.11 Given the timescale for HLF submissions the current proposals are not likely to be completed until early 2019 assuming the Council submits an HLF bid by the end of November.

4. Formal Consultation

4.1 Following on from the outline proposals the Council's architects have prepared 3 options for formal consultation. The consultation period commenced on the 11th of September and finished on the 30th September.

4.2 This initial consultation is to obtain feedback and views on the broad proposals to enable a Stage 1 HLF application to be made. More detailed consultation would take place if the project receives a Stage 2 award.

4.3 A total of 357 Consultation forms have been completed and a summary of the feedback is attached at Appendix 1.

4.4 The consultation also included an open meeting with existing users particularly of the Guildhall and it is fair to say that the proposals were subject to a generally negative response, particularly with regard to any reduction in seating numbers in the Guildhall. A more positive follow up meeting has been held with one representative from each group.

4.5 The Fermoy Gallery and Shakespeare Barn are currently available for hire but do not have programmed use. The only significant use in the last 6 months has been an exhibition hire by the King's Lynn Festival in partnership with the Sainsbury Centre.

4.6 The Guildhall continues to operate as a hall for hire. From July 2015 to July 2016 there were 46 bookings with a further 8 Festival Bookings. General occupancy levels are fairly low against the capacity of 345 seats. In the 12 month period there were 4 shows that sold more than 300 seats and a further 5 shows with over 250 seats.

4.7 Approximately 97% of the time until 6:00pm the Guildhall is empty.

4.8 Approximately 88% of the available evening use of the Guildhall the building is empty.

4.9 The total annual user numbers for the Guildhall in 2015/16 was 8961 on average 172 per week.

4.10 The White Barn is only used for storage.

4.11 The Old Warehouse has been used for occasional group use but is a poor quality space.

5. Developing Proposals

- 5.1 Consultation is continuing to take place to determine the best outline options for the site.
- 5.2 Guildhall
- 5.2.1 The draft proposals for the Guildhall outlined three options.
- 5.2.2 Retaining approximately half of the existing fixed tiered seating and converting the remaining area to flat floor. This gives a capacity of 157 tiered seats and suggests 20 bleachers and 70 flat floor. Total 247 seats.
- 5.2.3 A first floor interval bar / viewing gallery with circa 150 bleacher seats, two thirds of the Guildhall is flat floor.
- 5.2.4 Flat floor, all seating on flat floor for circa 200 seats.
- 5.2.5 A combination of flat floor and tiered seating is the favoured option. Following on from user feedback further investigation on seating numbers has taken place with the Council's Fire consultant and Purcell Architects. On this basis seating numbers at 5.2.2 can be increased to give a capacity of 300 for those shows/concerts that need these numbers. As with the current layout to obtain maximum numbers will need minimum space in between rows and seat width comparable to the existing seats at 50cm wide (Corn Exchange seats are 51cm wide). The booking system for shows is capable of offering different layouts for the flat floor area if, for example, as with the majority of shows 250 was chosen as the maximum capacity.
- 5.2.6 The maximum numbers would involve the Guildhall having half of its area with fixed tier seating comparable to its current layout but with new seating. The other half of the area would be flat floor for multi-use or different seating layouts. As a comparison, the flat floor area would be a comparable size to the Assembly Room in the Town Hall. The flat floor space could cater for exhibitions, corporate hires, conferences, wedding, exercise classes, etc. The combination of tiered and flat floor also offers flexibility for comedy, children's theatre, jazz or other music shows including a standing audience.
- 5.2.7 The existing stage area would be amended to include;
- Hydraulic stage with wings, proscenium, etc
 - Improvements to orchestra facilities
 - New LED lighting and rigs
 - New sound desk and speakers
- If successful at Stage I HLF then details proposals will be developed with user groups for a Stage II submission.
- 5.2.8 All parties are in agreement that improving access for people with disabilities in particular the provision of a lift is an essential part of the scheme. Access for equipment, props etc. is also an issue and should be included in the lift consideration.

5.2.9 At a follow up meeting with Guildhall users on the 6th October the proposals at 5.2.5 to 5.2.7 were broadly agreed as satisfying user needs. Detailed plans will be drafted with user involvement during Stage 2.

5.3 Building Conservation Trust

Two options were considered at the Panel meeting in May for the BCT (Building Conservation Trust), either the White Barn or Shakespeare Barn. The current proposals are that the Shakespeare Barn and the outdoor area leading to King Street are leased to the Building Conservation Trust. The Trust have considered the space and apart from changing the floor finishes and requiring some external storage feel the Shakespeare Barn could be adapted for their workshop use without major building works, and in principle, would like to continue on the basis of taking a lease for the Shakespeare Barn.

5.4 Red Barn / Link

Current thinking is that the Red Barn would be converted to a bar and together with a new glass link area could be used in connections with Guildhall events or visual arts activities.

5.5 Fermoy Gallery

Maintained as an exhibition space but examine opportunities for links with established organisations for exhibition programming.

5.6 External

Discussions are continuing with County Highways with regard to improving the street presence of the site.

6. **White Barn**

6.1 Consideration has been given to the conversion of the White Barn to residential accommodation. As such it would be outside of the proposals to be submitted to the HLF and subject to a future report.

7. **Capital Costs**

7.1 As previously reported the Council has £230,000 of Capital provision to allocate as match funding to an HLF bid.

7.2 It is not proposed to increase this figure for a Stage I application but to identify any funding gap between the amount requested from HLF and the Council's £230,000 against estimated total scheme cost. This will be a target to obtain other third party contributions.

7.3 As previously reported, Capital costs are estimated at circa £2.3million. As proposals for the site refined following consultation a more accurate figure can be established and will be included in the Stage I submission.

8. Revenue

8.1 The project aims to move close to breakeven on the annual revenue cost for the complex, currently £116,000 per annum. The current proposals to lease the Shakespeare Barn, link site management with Alive Leisure and Alive Management, increase flexibility and use of the Guildhall and rationalisation of the spaces on site will reduce costs and increase income. Developing a full business model for the site would be part of the Stage II process for an HLF grant.

9. HLF Submission

9.1 If sufficient progress can be made then it is proposed to submit a Stage I submission to the HLF by 28th November, the next submission deadline.

9.2 The submission will be within existing budget provision for the complex and if successful a development grant will be awarded by HLF to allow detailed proposals and costs to be established prior to a Stage 2 HLF application.

9.3 If a Stage I award is granted a further report will be made to the Panel as part of the process of obtaining Cabinet approval to proceed with a Stage 2 application. This is likely to be autumn 2017.

Borough Council of King's Lynn and West Norfolk St George's Guildhall Complex

DRAFT Consultation Analysis

October 2016



Focus Offices

Nottingham

Focus House
Millennium Way West
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APPENDICES

1.0 Introduction

The Borough Council of King's Lynn and West Norfolk (BCKLWN) required a consultant team to assist them with exploring the potential sustainable uses and requirements of the Guildhall Complex, previously the King's Lynn Arts Centre which closed in late 2015.

The initial consultation process took place between the 9th September and 6th October 2016, and consisted of a consultation event at the Heritage Open Day which attracted a large number of visitors, where they could look at three potential options for the site and fill out a questionnaire. An online questionnaire and two open evenings held by the Council for users of the Guildhall Complex to share their views and ideas also took place.

This report collates the thoughts and opinions of the local community and users in regards to the future use and requirements needed for the Guildhall Complex to be a sustainable part of King's Lynn.

2.0 Marketing and Promotion

The consultation was publicised prior to both the Heritage Open Day event and the open evenings, as well as when the online questionnaire was launched and throughout the full consultation period. Further information about how the consultation was promoted are outlined below.

Website

Details about how the local community could take part in the consultation, as well as further information about the project and its journey up until this point, were published on the Council's website. There was a news article about the consultation event that took place on the Heritage Open Day, as well as a link to the questionnaire to allow those who couldn't make the event to share their views online.

Social Media

In total, 9 tweets were made by the Council to publicise both the online questionnaire and the Heritage Open Day consultation event from their Twitter page, which has 4,452 followers. Tweets were posted from the 9th September 2016 to the 30th September 2016.

From the 9 tweets, there were 9,404 'impressions' (people who had clicked to see the full tweet) and 85 engagements (those who had clicked on the survey link, retweeted or liked). This meant on average there was a 0.9% engagement rate.

A selection of tweets are shown below, along with their impression and engagement figures.

 WestNorfolkBC @WestNorfolkBC · Sep 10 We're holding 2 consultation events on the Guildhall's future - the 1st is tomorrow ow.ly/Sbzh3043JWz pic.twitter.com/JvJkKkJ6wv View Tweet activity	743	21	2.8%
 WestNorfolkBC @WestNorfolkBC · Sep 16 Our consultation on the St George's Guildhall runs until 30 September - have your say ow.ly/piBO304gHEv pic.twitter.com/xBlhnWZM1N View Tweet activity	861	18	2.1%
 WestNorfolkBC @WestNorfolkBC · Sep 29 Our online consultation about the Guildhall's future closes TOMORROW! Have your say now ow.ly/cA9H304ImCN pic.twitter.com/cU3Uo5uBtt View Tweet activity	4,840	6	0.1%

Press Releases

At the beginning of the consultation period on the 9th September, a press release was prepared and circulated to local and regional newspapers which included information about the project and the opportunities for consultation. The story was covered in the following newspapers:

- your local paper
- Lynn News
- Eastern Daily Press.

Throughout the consultation period the project was covered a number of times in the press, through articles providing further information on how the public could get involved in the consultation process as well as the local community expressing their views.

Below are a few examples of newspaper articles covering the project. Additional clippings can be found in Appendix 1.



There was also an announcement made on the local radio, to publicise the project and consultation opportunities available.

3.0 Public Consultation: Online Questionnaire & Heritage Open Day

A questionnaire was created which was targeted at both the general public and at users of the Guildhall Complex. In total, 357 people completed the survey, with responses being collected through the online survey tool, SurveyMonkey, and through on-site consultation at the Heritage Open Day held in King's Lynn on Sunday 11th September. An example of the questionnaire has been appended.

A summary of the main findings are shown in the box below:

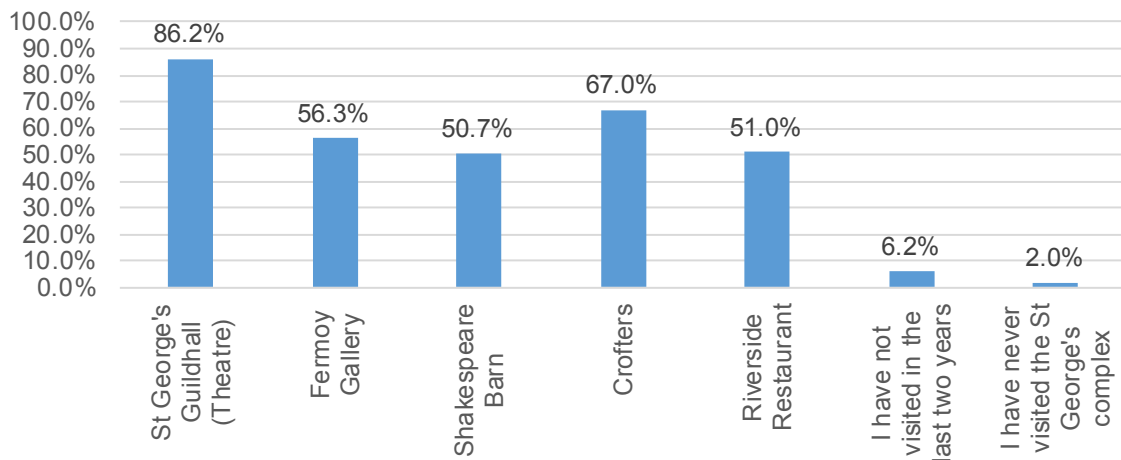
Key Summary Points:

- 86.2% had visited the Guildhall theatre within the past two years, 67% had visited Crofters and 56.3% had visited the Fermoy Gallery
- 87.8% of those surveyed most valued the historic interest, 85.8% the iconic building and 80.1% the events/ exhibitions/ performances
- The main priorities for the future of the building include: a place for entertainment and enjoyment of visual arts (94.1%), and a place for enjoying heritage and culture (87.6%)
- Respondents felt that the most important area in relation to the Guildhall Complex is the conservation of the buildings, both interior and exterior (90.4%)
- Conservation of the heritage buildings on site (83.2%) and increase programme of exhibitions and events through partnership working with arts, festivals and museums (62.3%) were seen as the most important future options for the Complex
- Many additional comments indicated that respondents would like to see the Guildhall remain as a theatre.

3.1 Previous Use

To begin with, respondents were asked about the buildings in the Complex that they have previously visited or used over the past two years. Figure 3.1 demonstrates the results.

Figure 3.1: Which of the following you have visited/ used over the past two years?



Source: Survey Monkey, 2 respondents skipped this question

As is shown in Figure 3.1, the most popular elements of the Complex are the St George's Guildhall with 86.2% of respondents visiting within the past two years, 67% of respondents had visited Crofters and 56.3% had visited the Fermoy Gallery. Only 2% of those surveyed had never visited the Complex, and 6.2% had not visited in the last two years.

For those who had never visited, the following reasons were given:

"I am disabled, parking and access is poor"

"I only recently moved to the area - although I have been to the outside of the building and read extensively about its previous work"

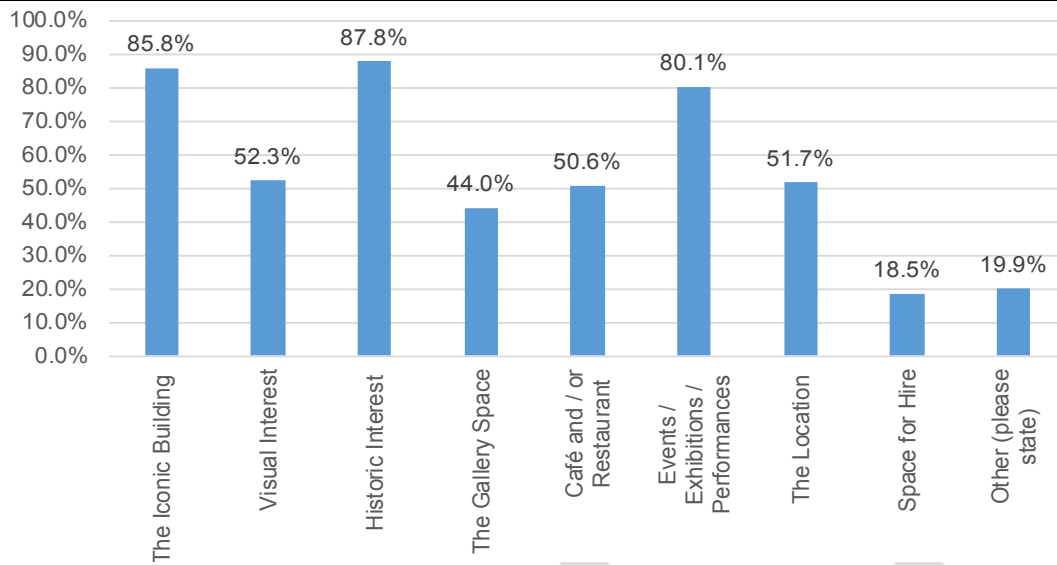
"I am new to the area and have not been aware of its use. I believed it to be office and residential"

"Hadn't been anything there to interest me"

3.2 Value of the Complex and Future Use

Figure 3.2 shows the results of the most valued elements of the St George's Complex by those surveyed, with 87.8% stating the historic interest. 85.8% said the iconic building, with 80.1% stating the events/ exhibitions/ performances were also highly valued. Other comments from respondents about what they valued about the Complex included: The Theatre, the community feel it provides as well as the heritage value that the Complex offers.

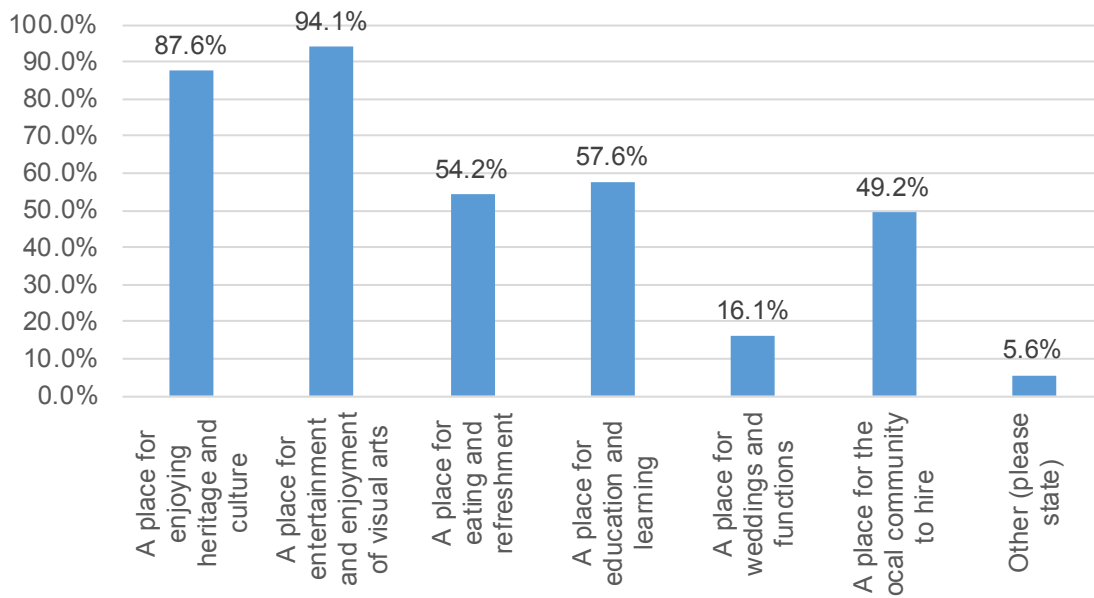
Figure 3.2: Please state what, if anything, you value most about the St George's complex



Source: Survey Monkey, 5 respondents skipped this question

In regards to the future use of the Guildhall Complex, respondents were asked what their priorities for the buildings would be, with the results displayed in Figure 3.3 below.

Figure 3.3: What, for you, are the priorities for the future use of the St George's complex?



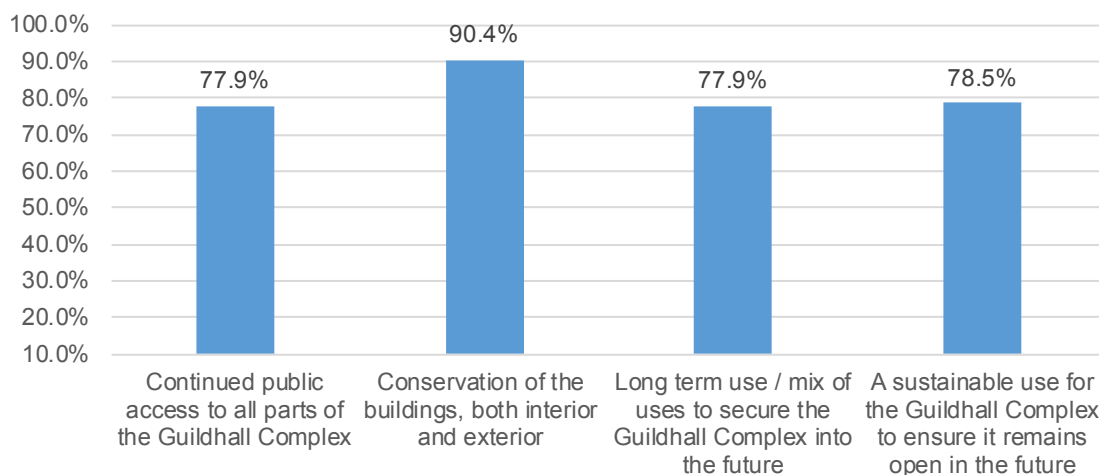
Source: Survey Monkey, 3 respondents skipped this question

The main priority identified by those surveyed was that the Complex should be a place for entertainment and enjoyment of visual arts (94.1%). Ensuring that the Complex is a place for enjoying heritage and culture was also a high priority (87.6%).

Other priorities that were stated by respondents include making better use of the river frontage, a place to show off the heritage to visitors and tourists and a resource around which to build community activity.

Those surveyed were then asked about the key areas that they feel are important in relation to the Guildhall Complex. The results are shown in Figure 3.4, which indicates that respondents thought that all elements were important. However, it is clear that the most important element amongst respondents is the conservation of the buildings, both interior and exterior (90.4%).

Figure 3.4: What do you feel is important?

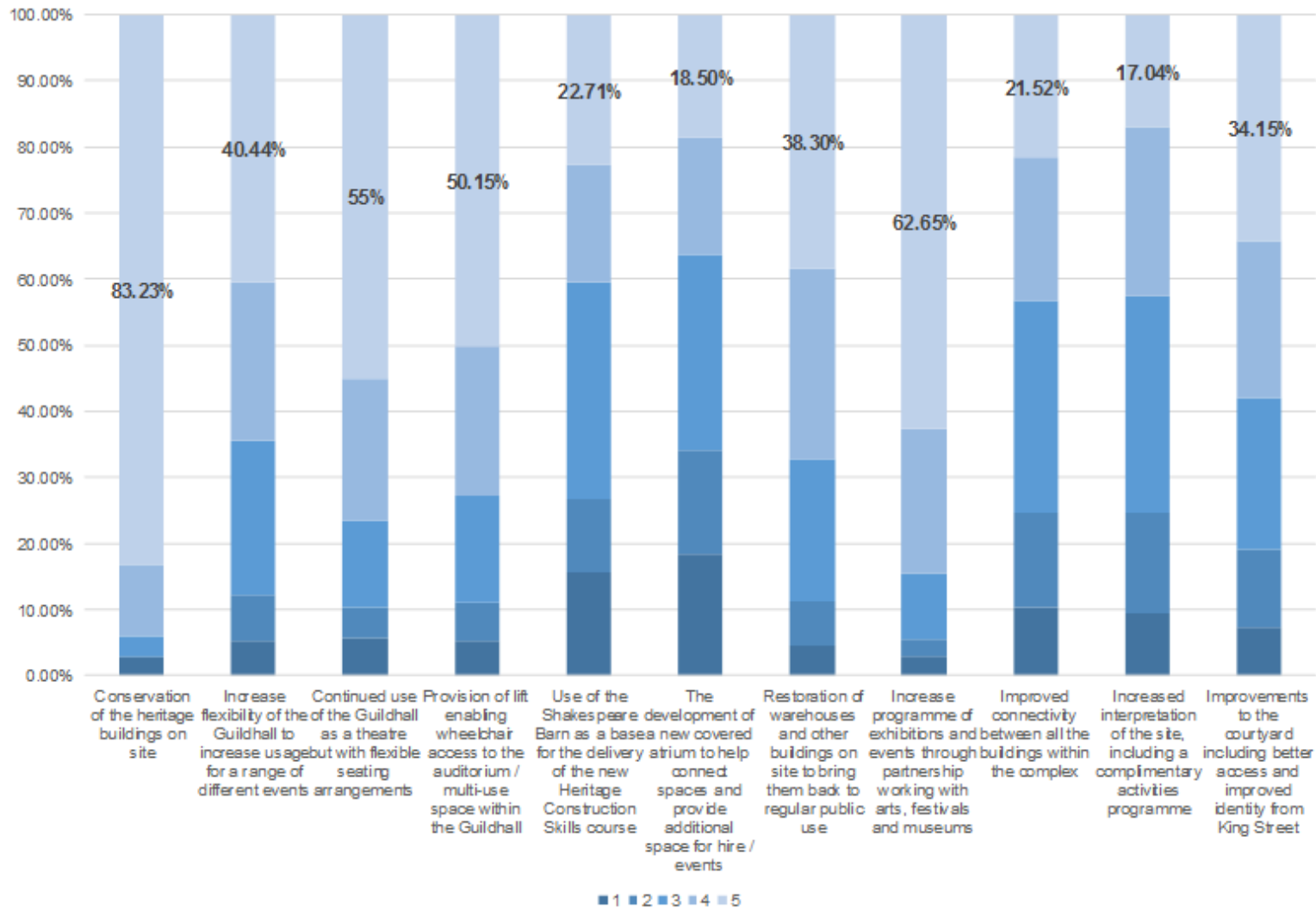


Source: Survey Monkey, 22 respondents skipped this question

3.3 Potential Future Options

Consultees were then presented with a number of potential options being considered for the project, and were asked to rate them from 1 to 5 on how important they thought each element is to the future of the Guildhall Complex, with 1 being not important at all and 5 being very important. The responses to this are presented in Figure 3.5.

Figure 3.5: How important do you think each element is to the future of the Guildhall complex with 1 being not important at all and 5 being very important?



Source: Survey Monkey, 21 respondents skipped this question

From the results, we can see that the elements considered to be the most important by respondents are: conservation of the heritage buildings on site (83.2%), increase programme of exhibitions and events through partnership working with arts, festivals and museums (62.3%), continued use of the Guildhall as a theatre but with flexible seating arrangements (55%) and the provision of a lift enabling wheelchair access to the auditorium/ multi-use space within the Guildhall (50.2%).

Those options that were considered to be the least important included: the development of a new covered atrium to help connect spaces and provide additional space for hire/ events (18.5%), use of the Shakespeare Barn as a base for the delivery of the new Heritage Construction Skills course (15.8%) and improved connectivity between all the buildings within the complex (10.4%).

3.4 Additional Comments

Respondents were then asked if they had any additional comments they would like to make in regards to the proposed project. A selection of these are listed below:

Note: There were a number of comments regarding a lack of consultation with users. However, there was an additional consultation session between the Council and users of the Guildhall Complex, but this was completed after this survey had closed.

"As a recent arrival to the area, I am so impressed with some of the architecture of Kings Lynn. All efforts should be made to enhance, advertise and encourage the use of these wonderful buildings"

"Refurb needs to include access to all visitors/ performers to all areas, including back stage"

"The galleries at the Art Centre have a long history of exhibiting both local and "hired or lent" exhibitions. The Shakespeare Barn has been purposely restored to accommodate large scale art works, and would be wasted as a heritage skills area. There must be many other buildings in Lynn where those skills could be taught and learned, without losing a purpose built Gallery. The idea of a partnership between the Council and the BCCF is good, but another site could be found"

"So important that we keep this venue running whilst making it as sustainable as possible. It can be such a great multi-purpose venue. I feel fortunate to have seen many great performances and continue to support the venue. This is a jewel in the crown for the arts of King's Lynn and we must do our best to keep it that way!"

"The Guildhall complex needs to provide increased flexibility for different functions to remain sustainable, but the primary function of the Guildhall should remain that of a theatre to successfully reflect and interpret the building's history and heritage. It should also be taken into account that any reduction in the amount of seating available would make it increasingly difficult for a profit to be made on some performances or lectures"

"It is vital that small local groups can still use the theatre. Costs are too high at the corn exchange for small groups to pay out. We have plenty other venues around Lynn that can hold wedding receptions. It should remain a theatre and may be modernized seating areas but still have the same number and stage as it is"

"Please delay decisions on the future of the complex in order that more interested parties can participate in discussions to secure a great future for this iconic complex"

"The theatre space needs to be able to seat about 250 to make it viable to put on and cover the costs of theatre events, festival productions etc. There is also a need to improve access for the disabled. There is no need for another wedding venue in King's Lynn. If a larger plan is being considered, then the gallery and other areas for hire can be considered to attract people to this very beautiful site"

"The sloping seating is valuable, so I would like to see at least some of that in the new design. It also should be a continued venue for plays and musicals to be performed"

"Above all I think the Guildhall should be kept as a theatre with as many raised seats as possible. It would be a pity to lose the exhibition space in the Shakespeare Barn, but I appreciate the need to provide a predictable income. I hope it is possible to find a solution with the collaboration of experienced users of the centre and delay the Lottery bid to maximise its chances of success"

"Was so disappointed to lose all that the Arts Centre gave to the community and the town, it's warmth and creativity, this is a very special venue that I hope can continue to bring pleasure to all"

"It is vital that the Guildhall complex remains open to the public as an arts venue. However, it needs to have a coherent and accessible programme of arts events and activities which will bring greater numbers of visitors than has been the case historically. Enabling local groups and artists to hire gallery and workshop space as part of that programme would ensure greater regular use of the buildings."

"It would seem sensible to have full discussions with the Group representing the interested parties before submitting the funding bid"

"The town needs facilities for visual arts workshops for various groups within the community - this aspect of the work of the Arts Centre has been excellent in the past - a pity if we lose this"

"The appeal of the venue needs to be extended. Unfortunately, many residents of the town are unaware of its existence, and many of those that are perceive (wrongly) that events there are 'posh' or

'highbrow'."

"Needs more discussion before applying for grants"

"The seating in the auditorium desperately need an upgrade. There needs to be more space for wheelchair users once a lift has been installed"

"I would urge you to delay the submission by 3 months so that more detailed discussions can take place. I need to find out more about this"

"The River Great Ouse could be a major additional attraction for the site, with its own quay over the riverside wall offering potential for increased footfall throughout the site, including a walkway between Common Staithe Square and the Ouse Sailing Club"

"I support the continued use of the guildhall as a theatre, but do not support the removal of tiered seating"

"This town needs this place, there is nothing else. Please save it"

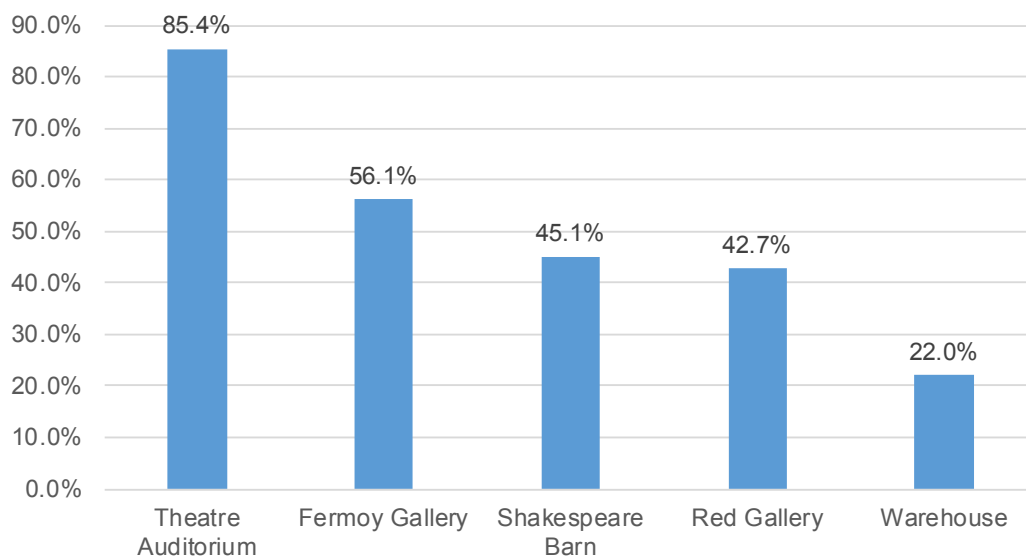
"Better promotion and more performances at the venue would lead to a bigger footfall and an increase in revenue"

"Make a plan and stick to it, so public knows the venue will be reliable and can book with confidence".

3.5 Current Users

For those who were users of the Guildhall Complex, additional questions were asked about their use of the Guildhall Complex. This included the buildings which they used, the frequency of their visits, as well as the number of people who normally attend and any specific requirements they have in regards to their use.

Figure 3.6 summarises the buildings used within the Guildhall Complex by users currently. As is shown, the Theatre Auditorium is the most used building (85.4%), with the Fermoy Gallery the second most used building (56.1%).

Figure 3.6: Which buildings do you use?

Source: Survey Monkey, 275 respondents skipped this question

One respondent added: *“We used the galleries for events in the past but were unable to do so once the Trust had been put in place, we would jump at the chance to use them again”.*

Those who used the Complex did so most regularly at monthly (27.2%) intervals or annually (19.6%). Only 9.8% used it weekly, with 14.1% using it quarterly, and 10.9% bi-annually. 34.8% used it an “other” amount, which included many respondents who visited “as and when”, “not at present” and “infrequently”. Additional comments included:

- *“Often in past - wife now disabled and cannot come”*
- *“We are considering use of the complex for the future as our organisation expands”.*

In regards to the number of people who usually attend the exhibition/ play/ show at the Guildhall Complex, this varied depending on the type of event. For those who were visiting the Complex or attending a show/ exhibition on a personal level, this tended to range from between 1 to 5 visitors. For groups who hire a part of the Complex, their group sizes ranged from 10 to 100+ and included Stroke Survivors, a dance school and school workshops. The exhibitions and shows provided a much broader audience figures, ranging from 100-350 per show, or a combined figure for an exhibition/ show over a period of time, receiving visitor numbers in excess of 1,000.

Finally, respondents were asked whether they had any specific usage requirements when using or hiring space in the Guildhall Complex. A selection of user requirements stated by respondents is listed below:

- *“At least 300 seats in main theatre, and a studio theatre (with low rental costs) of up to 100 would be ideal”*

- *"In theory up to 220 -250 people could attend a screening and disabled access is needed (a lift.) Technical equipment required - a large screen, protector, (preferably digital), a DVD player and good sound system"*
- *"King's Lynn Norfolk Boat Trust has not used the Arts Centre, but we have used the Sailing Club for meetings and fund-raising, and would certainly use the Arts Centre if there was a quay where our restored fishing boat, the 1900 locally-built Baden Powell, could be berthed permanently or as a base to pick up passengers for our sailing trips (from 2017)"*
- *"Lift would be appreciated for the elderly or disabled. The staircase is particularly steep and discourages visitors from attending"*
- *"Max seating capacity. Better disabled access inc backstage. Good quality tech equipment"*
- *"Attractive, well presented galleries, with wall space to show work at its best. Plinths on which to display 3D work. Some help with promotion of the spaces (although most artists promote themselves as well). Better access for the public from the front street. Better signage, so that the public actually know where the galleries are...A partnership with the Corn Exchange to help promote tickets in both directions"*
- *"It is unbelievable that the sites river frontage is not made use of. A walkway from the Crown and Mitre to the sailing club would make an interesting route for pedestrians. A ramp up to the restaurant (and along the south wall of the green square outside the riverside restaurant) would be needed"*
- *"We would ideally like the seating capacity to remain the same. Lynn Academy would not be able to put on our productions without the outside Rooms to accommodate 200 students: i.e.: Shakespeare Barn; Old Warehouse; The Gallery"*
- *"Dressing room space is limited but use of the other adjoining buildings helps. Minor changes to increase the orchestra pit size would be beneficial, as would a disabled chair lift".*

As is demonstrated above, a common requirement by hirers and visitors alike is the need for a lift and better disabled access, to allow everyone to be able to enjoy the Guildhall Complex in the future.

4.0 Site Users

This project has attracted a lot of interest from the public, with many local people feeling very strongly about the Guildhall Complex and its future. This led to some individual consultation being conducted prior to our own questionnaire being circulated, or either of the open evenings taking place. An example of this individual consultation questionnaire has been appended.

The consultation received 9 respondents, and was circulated mostly to local groups who may have previously used the Guildhall Complex. Respondents included: King's Lynn Music Society, West Norfolk Artists Association, Riverside Restaurant and Crofters Coffee House, King's Lynn Town Guides, King's Lynn Players, King's Lynn Town Band, The West Norfolk Gilbert & Sullivan Society, King's Lynn Literature Festivals and King's Lynn Decorative and Fine Arts Society.

4.1 Usage

From the responses, the level of previous usage was established. The Riverside Restaurant and Crofters Coffee House are based within the Guildhall Complex, and so stated that they use the site 365 days a year. 66.6% of respondents had either not used the Guildhall at all or used it for less than 7 days a year, with respondents stating they used the Town Hall for their purposes instead. From those surveyed, the groups which use the Guildhall Complex most frequently throughout the year apart from the Riverside Restaurant and Crofters are King's Lynn Town Guides who responded that they used it *"could be 3 days a week May - Oct plus other occasional visits"* and King's Lynn Players who responded with *"2-3 shows a year. 2-3 weeks per year. Workshop in constant use"*.

Respondents were then asked about the average number of people that attend per day/ occasion, with 33.3% of respondents providing figures. This data is provided below:

- King's Lynn Players, 2-3 shows a year using the theatre for 2-3 weeks per year. Average attendance 150-250 per performance
- Riverside Restaurant and Crofters, open every day. On average they have approximately 100 customers over the 2 places per day
- The West Norfolk Gilbert & Sullivan Society, using the theatre for 6 days per year. Audience of 325 per performance.

With the closure of the Arts Centre in late 2015, the Riverside Restaurant and Crofters Coffee House have noticed that *"We are struggling to run 2 businesses on an empty complex. We have been surrounded with negative publicity since the trust folded... So many people think the Arts Centre is completely closed"*.

These findings suggest that the Guildhall Complex is not being used to its full potential.

4.2 Awareness

Only a few respondents said that they had been briefly consulted with in regards to the Council's plans for the Guildhall Complex, but as previously stated this consultation was conducted before and

independently of the Council's consultation, and so this result is to be expected. Despite this, most respondents were aware of the Borough Council's plans for the Guildhall Complex however.

4.3 Potential Consequences to Users and Other Comments

Those consulted with were then asked about whether the potential plans for the Guildhall Complex would affect their organisation, and whether they have any specific requirements that the Council should take into consideration when developing its future plans.

Concerns raised included needing an alternative venue whilst any work was taking place and that a reduction in seats could impact on income generation. A concern was also raised that this could lead to pricing out local community groups from using the venue. It was also suggested that the Guildhall should be kept open until at least 4pm in the afternoons.

A selection of comments from respondents have been listed below

"The Council's plan of using the Guildhall as a wedding venue to my mind is a very short sighted view. If 'Alive Leisure' were to promote the Guildhall half as much as they do the Corn Exchange, then there would be no need for them to look for further ways of funding as it would be in constant use. I believe that any other council in the country would jump at the chance to have such a fantastic building amongst its portfolio of buildings and promote its use. I understand that the council has to look at ways of making venues pay for themselves and make the best use of the buildings too. The Guildhall is such an historic and unique building and we must try to maintain it for us and future potential users".

"The West Norfolk Gilbert & Sullivan Society would cease to exist. There would not be enough seats to sell. Even with all the current level of seats available, we can just about break even, so any reduction of seats would impact on our income to the extent, we could no longer continue. The Corn Exchange costs are beyond what the West Norfolk G & S Society can afford".

"We have 5 years left on our current lease which we will be looking to renew."

"The KLDFAS would like to increase its involvement with the KL Festival, for example. The theatre is the ideal size for a popular lecture, but if ticket prices went up this plan would fail".

REGENERATION AND DEVELOPMENT WORK PROGRAMME 2016/2017

1 June 2016

- HLF Heritage Grants Guildhall Complex Project – Mark Fuller/Laura Hampshire
- Derelict Land and Buildings Group Update – last considered October 2015 – Ostap Paparega and Laura Hampshire
- Nominations to Outside Bodies
- Membership of Informal Working Groups (if any are in existence)
- Custom Build and Self Build Policy Group – Duncan Hall

13 July 2016 – meeting to be preceded by a tour of King’s Lynn Innovation Centre – 5.15pm Venue – King’s Lynn Innovation Centre

- CIF Bus Route
- Update on King’s Lynn Innovation Centre
- Enterprise Zone Update
- Update on 5 year land supply
- One Public Estate

27 July 2016

- Terms of Reference – Custom Build and Self Build Policy Task Group
- CIL update
- Update on 5 year land supply

30 August 2016 – please note earlier start time of 5.00pm

- Site Allocation and Development Management Policies Plan Briefing for all Councillors
- HLF – Hunstanton Gardens – J Curtis/O Paparega
- Heritage Action Zone – O Paparega
- Riverfront Delivery Plan – O Paparega
- Update following the first meeting of the Custom Build and Self Build Policy Development Task

- Report attached to agenda for information – 2015/2016 Housing Trajectory Commentary

19 October 2016

- Principle behind the Capital and Investment Strategy – Lorraine Gore – invite Corporate Performance Panel.
- LEADER Programme and West Norfolk Local Action Group Update – Norfolk County Council
- Arts Centre Update
- A Tree Strategy for West Norfolk – Richard Morrish
- Feedback from the talk on the essential benefits of trees within the built environment and the need for a revaluation for future planning.
- EXEMPT – Residential Sites – M Henry

30 November 2016

- Destination Management Plan Update – Last considered November 2015 – Tim Humphries
- Local Authority Housing Company Update
- NWES Director to attend – to be confirmed
- River Front Delivery Plan – Jemma Curtis (invite KLACC)
- One Public Estate

13 January 2017

- Capital Programme/Budget

15 February 2017

22 March 2017

- Annual Feedback reports from Outside Bodies
- Monitoring on the 5 year land supply

25 April 2017

39

To be scheduled

- Silica Sand Extraction
- Tour of the Bus Station
- Updates on Waterfront Masterplan – as available
- Updates on the CIF Bus Route – as available