

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



Regeneration and Development Panel

Agenda

Tuesday, 17th December, 2019
at 6.00 pm

in the

**Council Chamber
Town Hall
Saturday Market Place
King's Lynn**



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

Friday 6th December 2019

Dear Member

Regeneration and Development Panel

You are invited to attend a meeting of the above-mentioned Panel which will be held on **Tuesday, 17th December, 2019 at 6.00 pm** in the **Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ** 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 - 9)

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 Chair 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 Chair 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 Chair.

6. Chair's Correspondence

If any.

7. Presentation from Shakespeare's Guildhall Trust (30 minutes) (Pages 10 - 29)

To receive a presentation from representatives from the Trust on the work of their organisation and their vision for the Guildhall.

8. West Winch / South East King's Lynn Strategic Growth Area (10 minutes) (Verbal Report)

9. Corporate Business Plan (30 minutes) (Pages 30 - 41)

10. Corn Exchange Cinema Update (10 minutes) (Verbal Report)

11. 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".

12. EXEMPT - Future High Street Fund Update (15 minutes) (Verbal Report)

13. EXEMPT - Customs House Update (10 minutes) (Verbal Report)

RETURN TO OPEN SESSION

14. Work Programme and Forward Decision List (Pages 42 - 49)

15. Date of the next meeting

To note that the next meeting of the Regeneration & Development Panel is

scheduled to take place on 28th January 2020 at 6.00pm in the Council Chamber, Town Hall.

To:

Regeneration and Development Panel: Miss L Bambridge, J Bhondi, F Bone, Mrs J Collingham (Chair), M de Whalley, B Jones, J Lowe, C Manning, C Morley, T Parish (Vice-Chair), S Patel and D Whitby

Portfolio Holders:

Councillor R Blunt, Portfolio Holder for Development
Councillor P Gidney, Portfolio Holder for Project Delivery
Councillor B Long, Leader of the Council
Councillor G Middleton, Portfolio Holder for Business Development
Councillor E Nockolds, Portfolio Holder for Culture, Heritage and Health

Officers:

Alan Gomm, LDF Manager
Ged Greaves, Senior Policy and Performance Officer
Matthew Henry, Assistant Director

By Invitation:

Representatives from Shakespeare's Guildhall Trust

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, 29th October, 2019 at 6.00 pm in the Council Chamber - Town Hall, Saturday Market Place, King's Lynn PE30 5DQ

PRESENT: Councillors J Collingham (Chair), L Bambridge, J Bhondi, F Bone, M de Whalley, B Jones, J Lowe, C Manning, C Morley, S Patel, A Ryves (substitute for T Parish), and D Whitby.

PORTFOLIO HOLDERS:

Councillor G Middleton – Portfolio Holder for Business Development
Councillor E Nockolds – Portfolio Holder for Culture, Heritage and Health

PRESENT UNDER STANDING ORDER 34: Councillor M Howland

OFFICERS:

Mark Fuller – Principal Project Surveyor
Ged Greaves – Senior Policy and Performance Officer
Matthew Henry – Assistant Director, Regeneration and Property
Steven King – THI Officer

RD44: APPOINTMENT OF VICE CHAIR FOR THE MEETING

RESOLVED: Councillor Manning was appointed Vice Chair for the meeting.

RD45: APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Long and Parish.

On behalf of the Panel the Chair asked for it to be recorded that their thoughts and best wishes were with Councillor Parish and Chris Bamfield.

RD46: MINUTES

RESOLVED: The minutes from the previous meeting were agreed as a correct record and signed by the Chair.

RD47: DECLARATIONS OF INTEREST

Councillor de Whalley declared an interest in RD52: Guildhall Expression of Interest and National Lottery Heritage Fund as he was involved in Shakespeare's Guildhall Trust.

RD48: **URGENT BUSINESS**

There was none.

RD49: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Howland – all items.

RD50: **CHAIR'S CORRESPONDENCE**

There was none.

RD51: **Q1 2019-2020 CORPORATE PERFORMANCE MONITORING**

The Senior Policy and Performance Officer presented the report. He explained that there were eighteen indicators which fell under the Regeneration and Development Panel's remit. Of those eighteen, ten had met target, seven were monitored annually and one had not met target.

BD3 - % of rent achievable on retail/general units had not met target. It was reported that there were two town centre shops, which were owned by the Borough Council, which were currently vacant. The Panel's attention was drawn to the Service Managers comments which were included in the report.

The Chair thanked the Senior Policy and Performance Officer for his report and invited questions and comments from the Panel, as summarised below.

In response to questions from Councillor Ryves, the Assistant Director explained that the Council used a variety of ways to negotiate deals with tenants for commercial premises and provided details of the units which were currently empty in the town centre. He explained that the Borough Council only owned a small amount of units in the town centre, many were privately owned and the Council did have a good relationship with the Vancouver Quarter.

The Portfolio Holder for Business Development, Councillor Middleton reiterated that a lot of empty units were privately owned and the Council did try and work with landlords, however it could be difficult to find out who owned the units. He explained that there was a lot of work ongoing to try and increase activity in the town centre including, the Future High Street Fund and working with other organisations.

In response to a question from Councillor Ryves, the Portfolio Holder for Business Development explained that approximately 6% of shops were vacant in the town centre. The national average was approximately 7.5%. He explained that it was considered healthy to

have a vacancy rate of 5% so that turnaround opportunities could be created.

RESOLVED: The Panel reviewed the performance monitoring report and agreed the actions outlined in the Action Report.

RD52: **GUILDHALL EXPRESSION OF INTEREST AND NATIONAL LOTTERY HERITAGE FUND**

The THI Project Officer provided the Panel with an update on the Guildhall Expression of Interest and National Lottery Heritage Fund, as attached.

The Chair thanked the THI Project Officer for the update and invited questions and comments from the Panel, as summarised below.

Councillor Bambridge referred to the two options for the Guildhall layout and asked if the designs had been considered by a Fire Officer. The THI Officer explained that the design was still in the early stages and the architects were theatre specialists.

In response to a question from Councillor Bone, it was explained that lift access would be provided. It was clarified that the lift access would be straight into the auditorium and would utilise an existing opening.

In response to a question from Councillor de Whalley, it was explained that the designs were in the very early stages and would go out for consultation with stakeholders. Councillor de Whalley referred to an alternative proposal put forward by the Shakespeare's Guildhall Trust and it was explained that this would be taken into consideration as part of the consultation process.

It was also clarified that the seating layout would allow for a space between the rear seats and the window, and could form a small lobby.

The Chair commented that she liked the flexibility of the layout and that a side stage layout could be accommodated.

RESOLVED: The Panel noted the update.

RD53: **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.

RD54: **EXEMPT - FUTURE HIGH STREET FUND**

The Assistant Director provided the Panel with details of the Future High Street Fund and progress in developing an application for funding. The Panel was informed that their comments on the proposals would be taken into consideration during the development of the business case and a further update would be presented to the Panel at their next meeting, prior to submission to Cabinet.

The Panel made comments on the proposals and Councillor Howland addressed the Panel under Standing Order 34.

The Portfolio Holder for Business Development thanked the Panel Members for their comments and suggestions which would be considered during development of the Business Case.

The Chair thanked the Panel for a productive discussion.

RESOLVED: The Panel considered and made suggestions on the proposed schemes.

RD55: **WORK PROGRAMME AND FORWARD DECISION LIST**

The following items were identified for possible addition to the Work Programme:

- Shakespeare's Guildhall Trust be invited to a future meeting to give a presentation – Councillor de Whalley
- Future High Street Fund update would be presented to the December meeting.

RESOLVED: The Panel's Work Programme was noted.

RD56: **DATE OF THE NEXT MEETING**

The next meeting of the Regeneration and Development Panel would be held on Tuesday 17th December 2019 at 6.00pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn.

The meeting closed at 7.44 pm



Meeting with BCKLWN Regeneration Panel

Keep Britain's oldest working theatre, working!

Contents

1. About Shakespeare's Guildhall Trust
2. Site Development & Restoration
3. The main cultural activities
4. Commercial Sustainability
5. Tenure
6. Timing
7. Appendices
 - 7.1. Expression of Interest re-drafted by SGT
 - 7.2. Notes from BCKLWN/NT/SGT meeting 19/11
 - 7.3. Financial Commentary
 - 7.4. Architectural outline

1 About Shakespeare's Guildhall Trust

1.1 Background

- Founded in December 2018, Registered as Charity September 2019
- All trustees and advisors are unpaid volunteers
- Trustees supported by advisory sub-groups
 - Research, Education, Programming, Fundraising, Marketing & Communication
- Trading company established to manage performance and trading activities – Shakespeare's Guildhall Productions Ltd.

1.2 Aims of Shakespeare's Guildhall Trust

SGT aims to build on the two unique heritage aspects of the site – the oldest working theatre in Britain and that it is the only theatre in the world that can claim Shakespeare performed there – and that has promoted major theatrical figures alongside local talent. We will:

- Provide and manage public activities and events, including performance arts, music, dance, and spoken word at St George's Guildhall in King's Lynn.
- Promote education in the visual and performing arts, including theatre technical skills.
- Interpret the long and theatrical history and traditions associated with the town of Kings Lynn, including expanding knowledge of Robert Armin (1565-1615), Shakespeare's principal comedian who was born in the town.



1.3 The Vision for St George's Guildhall Complex

The SGT vision for the site is to unify the management of the entire National Trust freehold and to provide a full range of arts and educational activities in support of our aims. The site will be managed creatively to ensure that all aspects of the property contribute to the sustainability of the enterprise – integrating the food and beverage operations with the arts events and commercial lettings and other income generating uses.

It is envisaged that the site will comprise:

- Performance and rehearsal spaces
- Gallery venues
- Commercial hire spaces
- Workshop and educational spaces
- Retail
- Restaurant, café, bars
- Heritage interpretation
- Commercial office space

The intention is that the complex will eventually be open daytime and evening, 7 days/week.

2 Site Development & Restoration

To enable the site to operate to its full potential and become self-sustaining it will be necessary to re-organise, restore and redevelop. Our concept for how the site should be improved is given below. Not all of these changes would necessarily be in the first phase of the project and their sequencing will be dependent on availability of funds and other resources.

It is currently anticipated that the funding for the capital project will come from National Lottery Heritage Fund, Arts Council England, BCKLWN and private funds raised through SGT (only feasible if SGT has a clear legal stake in the enterprise).

2.1 Guildhall

A major update and refurbishment will be required to bring the main performance and event space up to modern standards of access, comfort and facilities. Flexibility of use and respect for the heritage will be the key drivers of the scheme:

- Reinstatement of flat floor to the auditorium to reveal original size and scale of the Guildhall.
- Access improvements to enable wheelchair users to all principal audience, backstage and public areas
- Remodelling of entrance area to create a welcoming, open foyer with service counter for ticket sales and bar.
- Bleacher seating for up to 300 people in proscenium format with flexible options for alternative staging arrangement or flat-floor events.



2.2 Undercroft

- Open-plan access from the foyer with access to lower level by lift.
- Direct access to the north courtyard.
- Usable for cabaret/comedy/jazz – intimate performance space

2.3 North Courtyard

- Accessible from King Street and brought into use as a seating area for refreshments and outdoor events.
- Direct access to Guildhall and Shakespeare Barn will help integrate site

2.4 South Corridor

- Access to modernised toilets
- Link to the rest of the site.
- Heritage interpretation

2.5 Shakespeare Barn

- Restoration as space for exhibitions, education workshops, meetings and other events
- Additional space for provision of food & beverage.

2.6 Red Barn

- Minor upgrading for use for exhibitions, workshops and rehearsal space.

2.7 Fermoy Gallery

- Upgrading to modern conservation and security standards for use for exhibitions
- Provision for use for meetings, receptions etc.
- Potential extension to the west to provide additional gallery space

2.8 KL Players' Workshop

- Re-development to provide additional gallery and/or other income earning spaces. Suitable theatre workshop space also currently exists in White Barn Annex that could be used for all theatre users.

2.9 Riverside Restaurant, Garden and Terrace

- Modernisation and integration with site-wide food and beverage offers.
- The garden and terrace to be equipped for use for events and outdoor performances, markets, craft and gift fairs etc.
- Accessible ramp to be added

2.10 29 King Street

- Modernised offices for staff and potential commercial letting
- Archway access to north courtyard to be enhanced to provide improved appearance from King Street.

2.11 White Barn and Annex (BCKLWN Freehold)

- Re-develop and modernise spaces as workshops to support all activities in the Guildhall and other spaces (i.e. not let to a specific organisation)
- Convert and upgrade to create spaces for exhibitions, workshops, education & training.



- Annex currently houses a secondary theatre workshop that could be used to service all users of the Guildhall site.

2.12 Old Warehouse (BCKLWN Freehold)

- Possible conversion for office accommodation or other income producing activity

3 The main cultural activities

3.1 Performing Arts

Programming of activities will make use of spaces throughout the site, including the theatre, undercroft and bar, Shakespeare barn, courtyard, garden and terrace. SGT will particularly promote new and engaging ways to present the works of Shakespeare and Armin to generate a vibrant audience for their work - both within the town and beyond. The types of activity will include:

- Professional, local and youth theatre groups.
- Music including Cabaret, Jazz, Folk etc
- Lectures, public meetings
- Films – focussing on art house, classic and specialist interest
- Comedy, Poetry

It is also proposed to develop an in-house company and to become a producing house, both of which would be important to financial success.

3.2 Visual Arts

Active programming of a range of visual arts shows to ensure that there is always something to see. In developing the visual arts programme we will work with the Norfolk Museums Service. Activities will include:

- Touring loan exhibitions, Selling exhibitions,
- Workshops and training events
- Local artists/competitions, WNAA, etc
- School & College Exhibitions

3.3 Education & Workshops

This is at the heart of SGT's aims. All educational activities would be fully funded by participants or sponsors. Education activities would include:

- Training and learning opportunities in theatre skills
- Internationally marketed summer school based on Shakespeare, Armin and comedy.
- Summer schools / workshops / seminars
- School / College partnerships to provide:
 - Apprenticeships, Work experience
 - School performances / discussion



3.4 Heritage Attraction

Heritage Interpretation will be provided throughout the site revealing the surprising history of the Guildhall and its unique place in the history of theatre. This is a significant international opportunity.

- Putting the Guildhall as the oldest working theatre in the UK at the centre of the marketing strategy.
- Exploiting the links between the Guildhall, Shakespeare and Robert Armin who was the first to play the fool in Lear, Feste in Twelfth Night and the Porter in Macbeth among other roles. Armin is the only other member of Shakespeare's company to write plays and is credited with being a major influence on Shakespeare.
- Guided tours will be provided by well-trained volunteers.
- Imaginative, state-of-the-art interpretation specifically designed to illustrate the unique theatrical history of the Guildhall – targeted at all ages.

4 Commercial Sustainability

To deliver the vision in a sustainable way, every aspect of the site needs to contribute to the benefit of the whole venture.

All activities throughout the site will be under one management. Paid staff and volunteers will work together to minimise overheads and to encourage community involvement.

SGT has undertaken a commercial analysis to demonstrate the potential sustainability of the site. SGT notes the BJA Sustainability Report and offers a brief review of this in Appendix 3. The main sources of income for the whole site will be derived from the following activities:

4.1 Food & Beverage

- Integrated catering, open 7 days/week – day and evening
- Flexible to adapt to coordinate with programming . . .
- Commercially operating on its own merit and as a footfall driver to the rest of the site.

4.2 Box Office

- Performances will be programmed and managed for the theatre and other facilities including Undercroft, Shakespeare barn, Riverside garden.

4.3 Theatre Hire

- Current Guildhall user groups will continue to play an important role in ensuring that the site is used as much as possible
- Participants and audiences will contribute financially to other aspects of the site such as refreshments and retail sales.

4.4 Retail

- A commercially run retail/gift shop selling souvenirs, literature, books (new or 2nd hand), art & craft items etc could generate additional annual income
- The customer base would be made up from heritage visitors, theatre / performance audience, exhibitions attendees, workshop participants



4.5 Galleries

- Commercial or sponsored exhibitions
- Hire of gallery spaces for selling exhibitions or other activities

4.6 Heritage Visitors and Exhibitions

- Guided walks and talks taking place every day run by trained volunteers
- Voluntary donations – using contactless technology

4.7 Education Centre

- Workshops and courses operating for all ages and skill levels, with theatre-skills training; from 1-day – 30-week
- Summer schools, academic conferences
- Heritage & living theatre animation of the buildings
- Professional development & teacher-training
- Creative writing, composing, lighting, costume, marketing, etc.
- Supported by a variety of models for funding, from commercially driven, subsidised or fully funded.

4.8 Corporate Sponsorship & Membership

- Membership schemes e.g. Patrons, Benefactors, Associates and Friends will be offered to provide benefits and discounts to members in return for an annual subscription, donations and bequests.
- Corporate sponsorship will be sought from local, regional and national businesses providing opportunities for advertising and hospitality packages

4.9 Commercial Hirings

- Opportunities exist for a variety of purposes such as company meetings, conferences, film sets, private functions and other high quality hirings.
- The variety of spaces available, from the large-scale Guildhall to the intimate Riverside room makes the venue attractive for a wide range of uses.

4.10 Tenancies and Commercial Rentals

- Unused or surplus space will be let on a commercial basis as offices. Businesses in the creative, media or marketing sector will be targeted to provide a cultural benefit to the overall purpose of the site.

5 Tenure

5.1 Short-term

The first step in the journey towards a new and sustainable Guildhall Complex is the formal acknowledgement of a relationship between SGT, BCKLWN and the National Trust through a Memorandum of Understanding. From there, all parties can move towards the development of an exciting new asset that will deliver great cultural and commercial benefit to King's Lynn.



5.2 Medium-term

The intention is for SGT to take over the NT lease from the BCKLWN and thus relieve the BC of the financial responsibility for the site. It is acknowledged that this cannot be done immediately but a first step will be the granting of a sub-lease or licence for occupation and operation of the site.

5.3 Transition

The entire site needs to be brought into a single tenure so that all aspects can be jointly managed to support the cultural & heritage offer. This needs to include the Riverside rooms and 29 King Street. Decisions relating to future leases and renewals should reflect this need.

6 Timing

Key milestones are:

- January 2020 Memorandum of Understanding
- February 2020 Submission of EoI to NLHF
- September 2020 Application to NLHF for development funding for project
- December 2020 Development approval from NLHF
- December 2020 Sub-lease/operating licence of Guildhall to SGT
- November 2021 Catering lease expires, new options to be considered.
- August 2022 Submit Delivery Phase application to NLHF
- December 2022 Approval of Delivery Phase from NLHF
- January 2024 Contractor on-site
- April 2025 Reopening of Guildhall complex
- December 2027 Completion of NLHF-funded project activities

- TBA Assignment of NT lease to SGT



7 Appendices

7.1 Appendix 1. Expression of Interest redrafted by SGT

ST. GEORGE'S GUILDHALL COMPLEX DRAFT EoI – SGT version.

Project vision

St George's Guildhall has a theatrical history dating back to 1445. It's the only working theatre that can claim to have hosted Shakespeare. We will create a vibrant cultural complex celebrating this unique heritage. The restored buildings will become fully flexible in keeping with their earlier history; enabling a greater range of uses and performances by more sectors of the community. The special history of the Guildhall will draw new audiences locally and regionally and attract visitors, performers and students nationally and internationally. It will be managed holistically to ensure a sustainable future for the site as a community asset.

Heritage Focus

St George's Guildhall is Grade 1 listed and is the key element of a complex of historic buildings and open spaces dating from the 1400's in the heart of Kings Lynn. It's the largest surviving medieval Guildhall in England and, importantly, the oldest working theatre in the UK (first recorded performance 1445). Also, Shakespeare's key comedian Robert Armin was born in King's Lynn.

It's the only working theatre to have hosted performances in all key dramatic phases: Guild plays, Elizabethan touring, Jacobean, Restoration, Georgian, Regency and post War. No other site in the world has this theatrical pedigree.

This unique heritage provides the theme for the projected interpretation, activities and sustainable uses. Links with education establishments across the region will ensure the site is used to inspire and educate in a region traditionally seen as deprived and underprivileged.

Current challenges

- Inflexible fixed raked seating only allowing limited uses
- Equipment and furnishings very dated, in poor condition, restrict uses – doesn't meet the needs of modern users - audiences or performers
- No wheelchair access to core historic spaces
- Ancillary spaces (bar, restaurant, backstage etc) outdated and inaccessible
- Fragmented management contributed to failure as attractive, sustainable venue

What the project will do

- Restore and update the Guildhall as a flexible space for wide-ranging events
- Provide wheelchair access throughout, particularly to public and performers areas



- Provide venues for professional and local theatre/dance groups; varied musical forms, films, talks, comedy, poetry;
- Provide venue for internationally marketed summer school based on Shakespeare and comedy.
- Locate a producing house, training young people (apprenticeship and work experience) in conjunction with local vocational college and schools (curriculum-focused events)
- Establish coordinated management of site with clear vision.
- Modernise other buildings in the complex for effective use for food & beverage; workshops; education/teaching spaces; exhibitions; retail; heritage interpretation that will attract people into the site and generate funds for sustainable success.
- Reveal the Guildhall complex as a social space open to all, improve street presence and provide a clear sense of arrival at site; using courtyards for performances, exhibitions etc; encouraging access, enquiry, playfulness and deeper engagement.
- Work closely with other attractions in King's Lynn, regenerating the town's social capital.
- Dynamic interpretation through guided tours, display and VR displays
- Link with sites in town and region, virtual mapping, collaborative exhibitions, promoting and producing work by exciting practitioners, engage with international community (already shown to want engagement with Guildhall)
- Co-productions with local community drawing in new performers and audiences to reflect and involve the Town's international ethnic and cultural diversity.
- Implement 'green technology' on the site.

HF outcomes

- A wider range of people, including immigrant communities and less advantaged groups, will use the site by providing understanding and encouraging use of affordable flexible facilities appropriate to their interests.
- The physical heritage of the Guildhall complex will be in better condition through repair, restoration and sensitive modernisation
- The physical and intangible heritage revealed through dynamic interpretation of the site, its events and people; tours, performance, participation and AV systems including VR
- The project will deliver a major training and educational role (employ apprentices and interns) – cooperating with educational establishments
- Greater knowledge of the forgotten heritage of the Guildhall will encourage enthusiasm for the wider town heritage.
- The increased use of the site by all, and greater accessibility, will grow the town's social capital and contribute to well-being.
- The complex will be more resilient due to managed integration of activities on site.
- Local area will be a better place to live, work and visit.
- Local economy boosted – tourism, summer schools, audiences drawn from Cambridge and London

Work undertaken

Responded to advice given following 2017 HLF application.



Working closely with Shakespeare's Guildhall Trust, a charity established to ensure future success of Guildhall Complex.

Undertaken visioning exercises, extensive consultations and public meeting. These have shown huge local support for the renewal of Guildhall.

New business model developed that integrates the site and builds on the unique Shakespearean and theatrical heritage. This demonstrates the potential for long-term sustainability if the project is delivered. Programming pilot schemes tested.

Feasibility study using specialist theatre architects (FWA) demonstrates how the core buildings can be significantly improved to deliver exciting flexible venue sensitive to the history.

Current words – 800 Total allowed: 800]



7.2 Appendix 2. Notes from BCKLWN/NT/SGT meeting 19/11

Dear Ivor,

Having reviewed Russell's meeting notes, I've pulled out what we collectively agreed:

- KLWNBC must lead the process for developing the project as they are the Tenant.
- We are waiting for KLWNBC to confirm which officer will assume responsibility for the project – due to changes taking place in the Council, this won't be until early next year.
- We agreed to delay submitting an Expression of Interest to NLHF until we have clear project vision and sustainable operating model which all parties are comfortable with.
- Once the lead contact in KLWNBC is confirmed, NT offered to host a facilitated meeting to define the following:
 - the project vision
 - programme timetable
 - governance principles
 - resources needed to prepare a feasibility plan and EoI

In order to highlight the urgency of appointing a dedicated lead at the Council to drive this forward, it might be worth highlighting these actions in your briefing note.

Kind regards,

Caroline Pons

Assistant Director, Operations



7.3 Appendix 3. Financial Commentary

Review of BJA Sustainability Report

Overall

- Report was briefed and mostly completed before presentation of SGT Vision to Borough Council on 22nd July.
- Unsure if any of SGT vision has been incorporated into the report?
- SGT financial projections haven't been used.
- Report confuses SGT with Shakespeare Festival and reduces SGT to an occasional hirer of the venue.

Specific

- Unsustainable financial projection
- Doesn't reflect or even mention SGT's model proposals.
- Based on current operating model and current numbers:
 - Very little incremental programming – less than one show per week.
 - No benefit from integrated catering.
 - Heritage visitors not adequately accounted for.
 - Modest retail income.
 - No benefit from synergistic benefit of "whole site" management.
 - Little allowance for benefit of a major new tourist attraction.

Conclusion & Recommendation

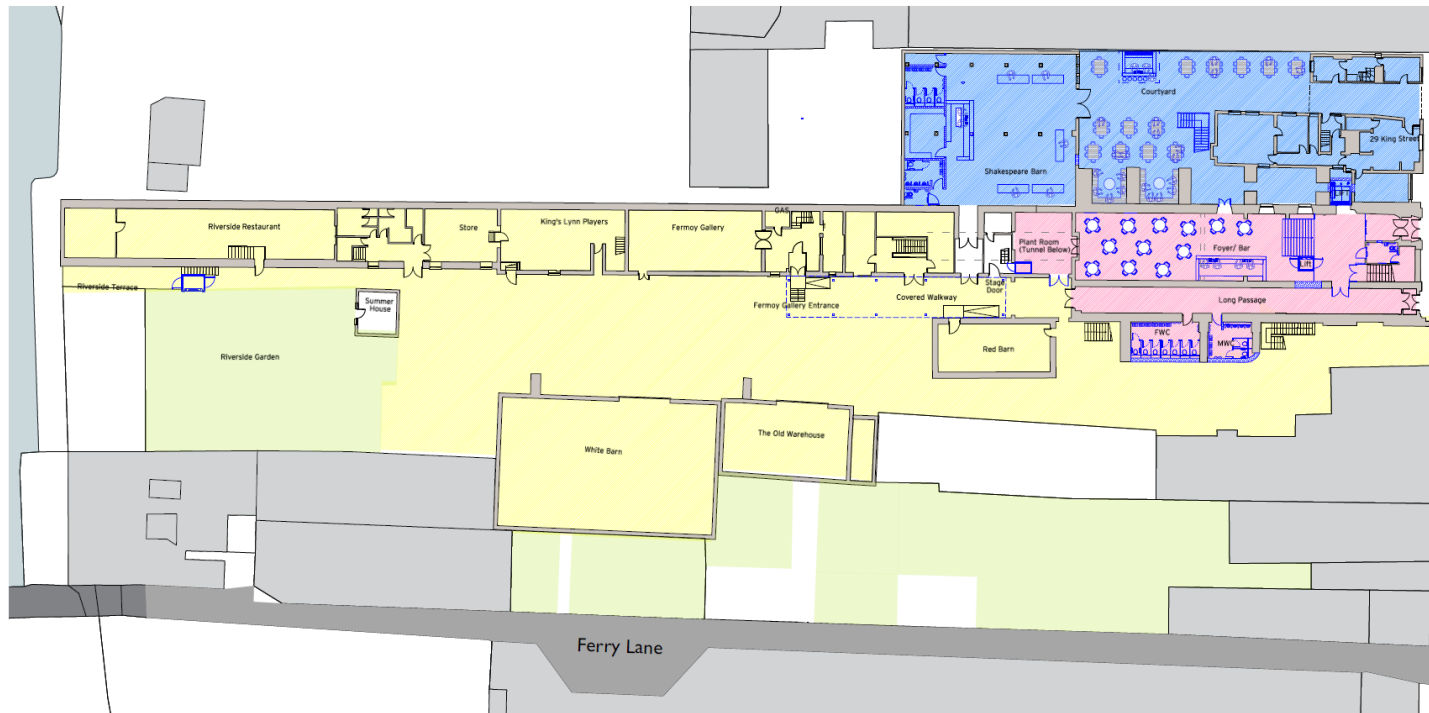
- SGT model offers an alternative sustainable option
- Working party to be convened to work through alternative sustainability proposal based on SGT presentation to BC on 22nd July.

SGT 30/09/2019



7.4 Appendix 4. Architectural outline

22



Standard Notes:

- (1) Figures/dimensions only are to be used.
- (2) The Contractor shall verify all dimensions on site before commencing any work or making shop drawings.
- (3) This drawing and the Contractor's designs remain the copyright of Foster Wilson Architects LLP.

File Path:
625 CURRENT DRAWINGS.rvt

Rev.	Revision description	Drawn by	Date

Drawing status:
WORK IN PROGRESS

OPTION B- SITE STRATEGY
1:200@A1

KEY

- Food and Drink
- Guildhall
- Arts

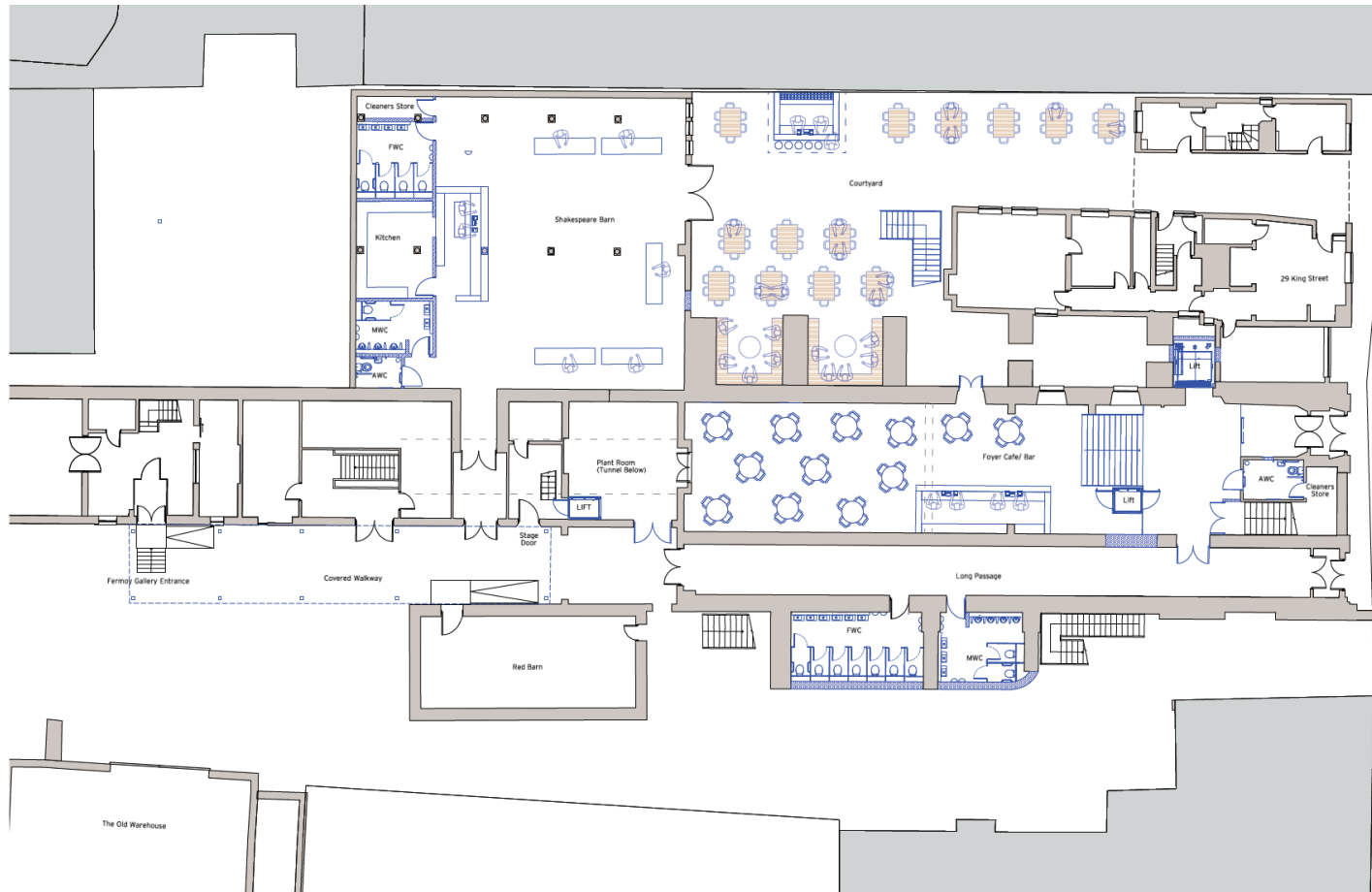
**Foster
Wilson
Architects**

Foster Wilson Architects LLP
 100, 101, 102, 103, 104
 The Guildhall
 King's Lynn, Norfolk
 PE30 1JY

Project: King's Lynn Art Centre	
Drawing title: OPTION B- SITE STRATEGY	
Scale: 1:200@A1 1:400@A3	Year: October 2019
Job no. 625	Revision 02.20 /



23



OPTION B- Ground Floor Plan
1:100@A1



Standard Notes:
 (1) Figure dimensions only are to be used.
 (2) The Contractor must verify all dimensions on site before commencing any work or making shop drawings.
 (3) The drawings and the completed designs remain the copyright of Foster Wilson Architects LLP.

File Path:
625 CURRENT DRAWINGS.rvt

Rev.	Revision description	Drawn by	Date

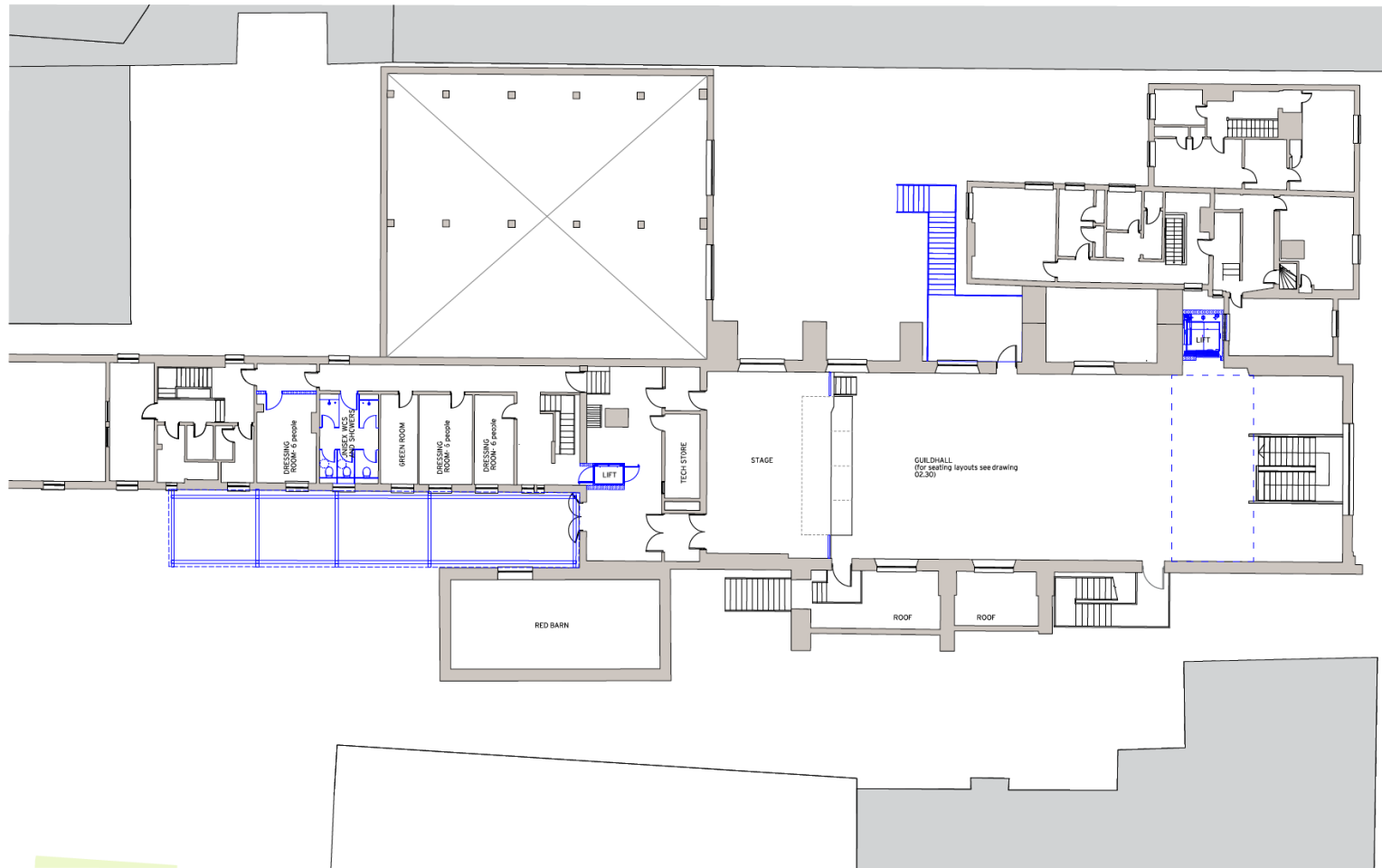
Drawing status:
WORK IN PROGRESS

**Foster
Wilson
Architects**

Project:
King's Lynn Art Centre
 Drawing title:
OPTION B- GROUND FLOOR PLAN

Drawn:
1:100@A1 1:200@A3
 Year:
October 2019

Job no.: 625
 Drawing no.: 02.21
 Revision: /



24

OPTION B- First Floor Plan
1:100@A1

Standard Notes:

- (1) Figured dimensions only are to be used.
- (2) The Contractor must verify all dimensions on site before commencing any work or making shop drawings.
- (3) This drawing and the contained designs remain the copyright of Foster Wilson Architects LLP.

File Path:
625 CURRENT DRAWINGS.rvt

Rev.	Revisor description	Drawn by	Date

Drawing status
WORK IN PROGRESS

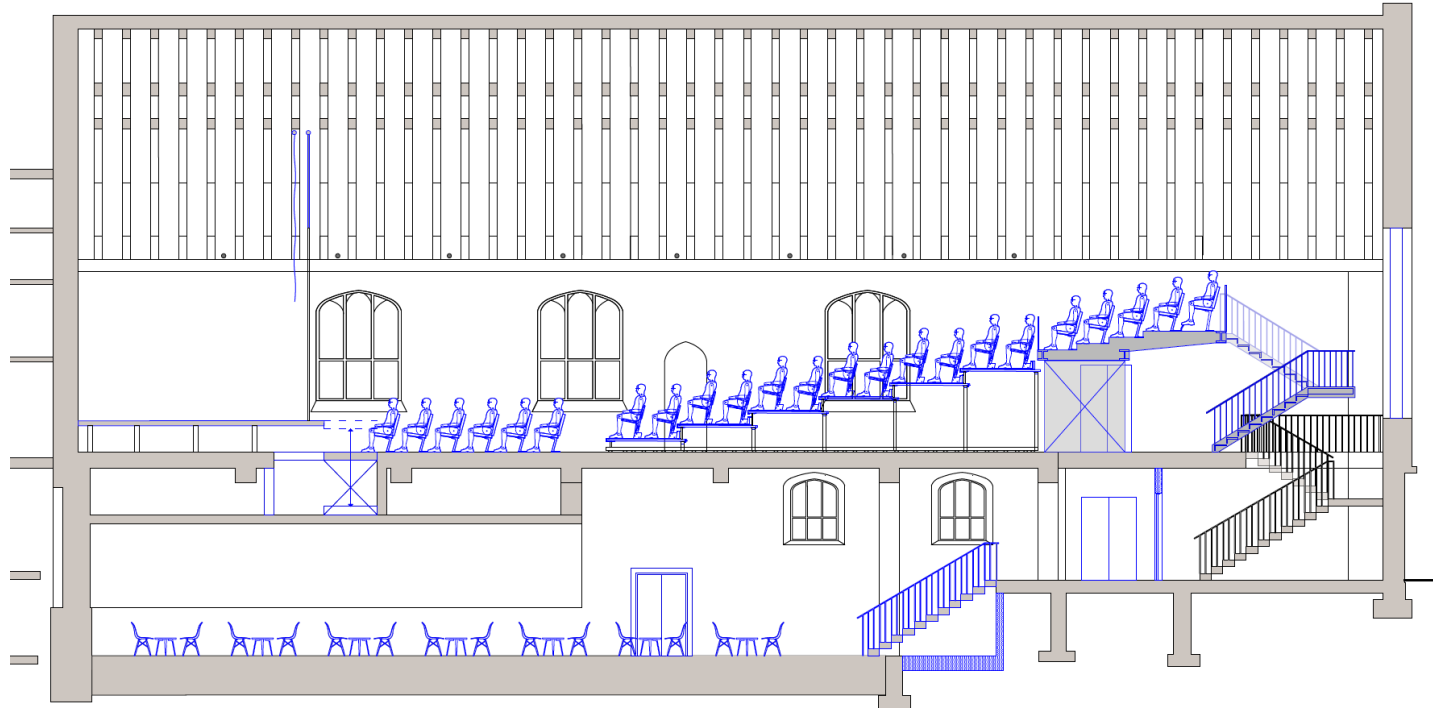
**Foster
Wilson
Architects**



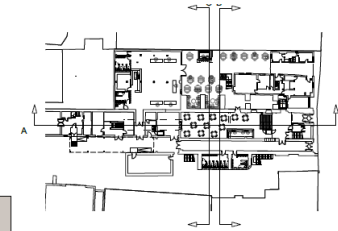
Project King's Lynn Art Centre	
Drawing title OPTION B- FIRST FLOOR PLAN	
Scale 1:100@A1 1:200@A3	Year October 2019
Job no. 625	Revision 02.22 /



25



PROPOSED LONG SECTION- Option B
1:50@A1



Plan
1:500@A1

Standard Notes:

- (1) Figured dimensions only are to be used.
- (2) The contractor must verify all dimensions on site before commencing any work to match this drawing.
- (3) This drawing and the consultant designs remain the copyright of Foster Wilson Architects LLP.

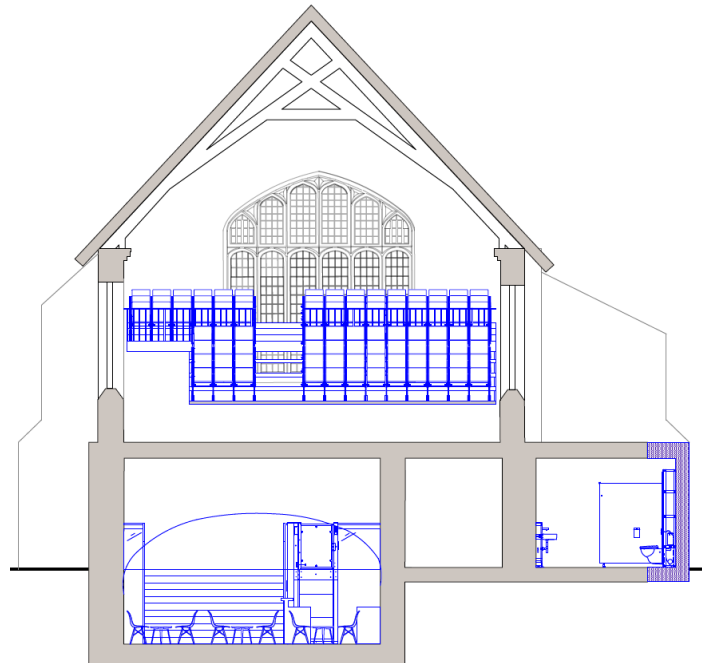
File Path:
K:\2019\KING'S LYNN\DWG\KING05D.dwg

Rev.	Revision description	Created	Date

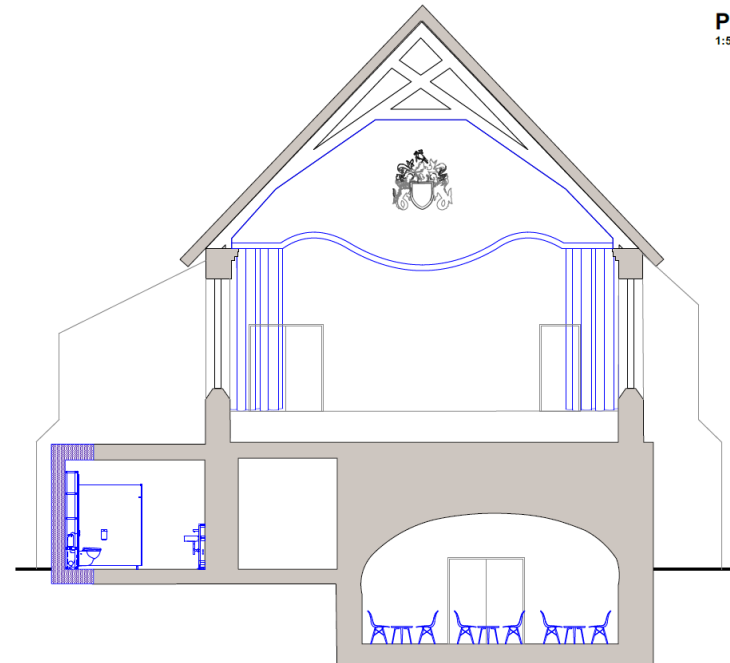
Drawing status:
WORK IN PROGRESS

**Foster
Wilson
Architects**

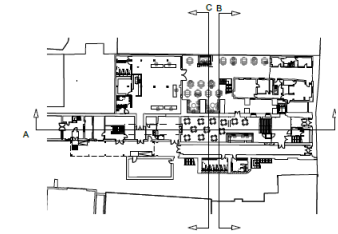
Project: King's Lynn Art Centre	
Drawing title: OPTION B-PROPOSED LONG SECTION	
Scale: 1:50@A1 1:100@A3	Year: October 2019
Job no. 625	Revision: 02.23 /



PROPOSED SECTION B
1:50@A1



PROPOSED SECTION C
1:50@A1



Plan
1:500@A1

Standard Notes:

- (1) Pictured dimensions only are to be used
- (2) The contractor must verify all dimensions on site before commencing any work
- (3) This drawing and the contractor designs remain the copyright of Foster Wilson Architects Ltd

File Path:
625 CURRENT DRAWINGS.rvt

Rev.	Revision description	Drawn by	Date

Drawing status:
WORK IN PROGRESS

**Foster
Wilson
Architects**

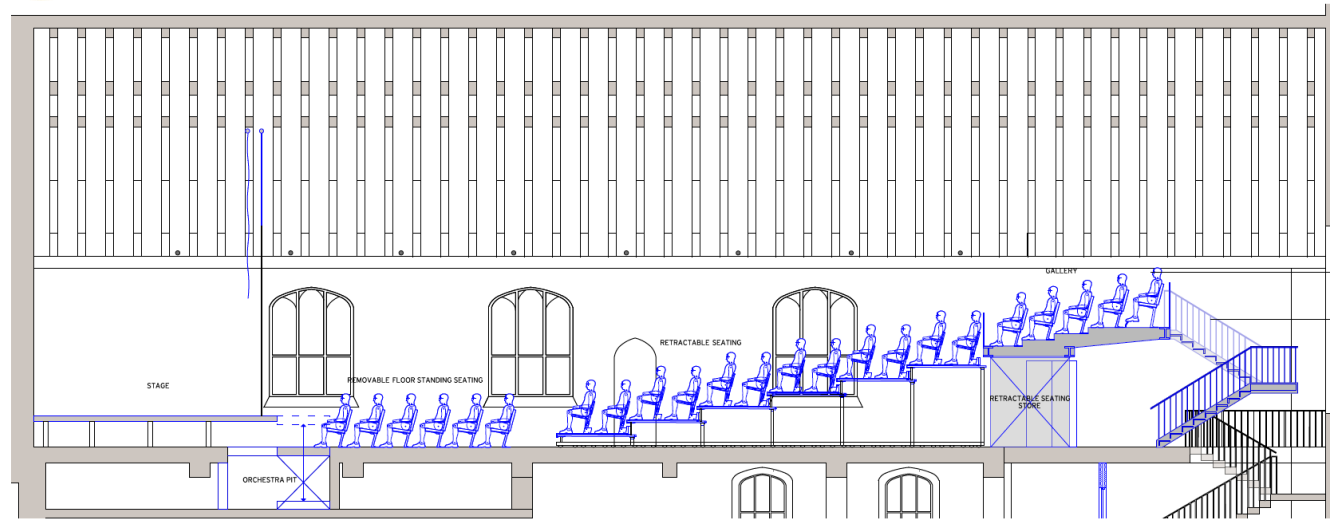
Project:
King's Lynn Art Centre

Drawing title:
OPTION B PROPOSED
SHORT SECTION

Scale: 1:50@A1 1:100@A3	Date: October 2019
Job no.: 625	Drawing no.: 02.32
Revision: /	



27

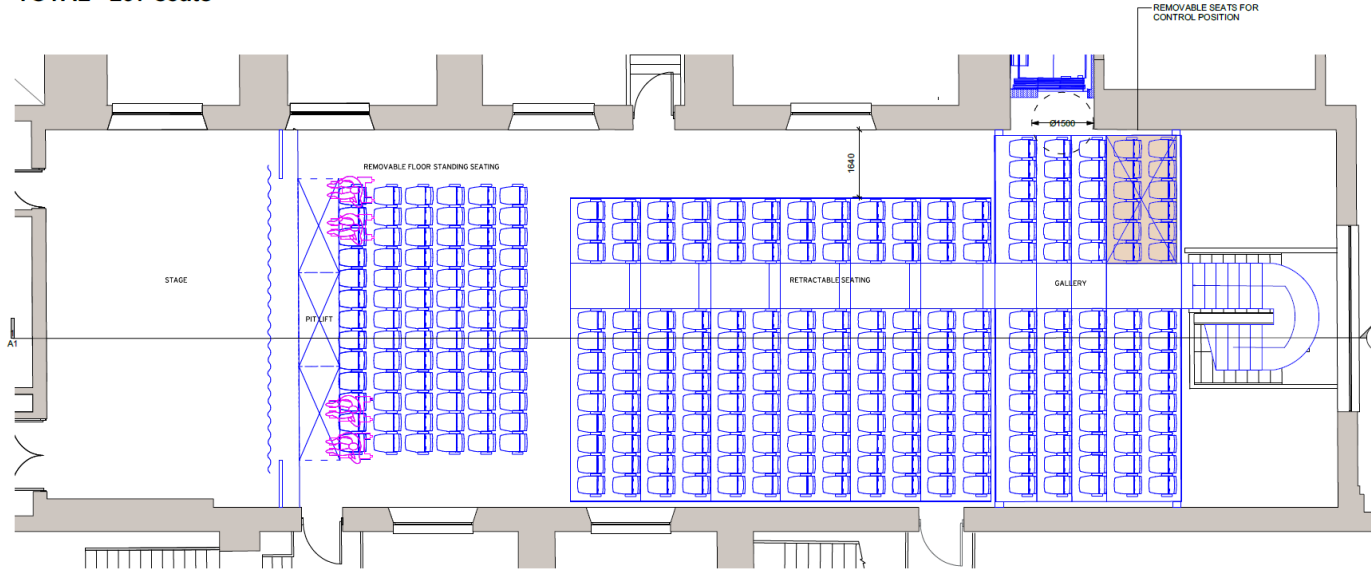


**Option B Layout 1- Section
TOTAL= 297 seats**

RAISED CHAIR WITH
FOOT REST
NEW STAIR

SEATING AREAS

- Floor Seating-
78 seats
- Retractable Seating-
144 seats
- Gallery Seating-
75 seats
- Total: 297 seats



**Option B Layout 1- Plan
TOTAL= 297 seats**

Standard Notes:

- (1) Please dimensions only are to be used
- (2) The Contractor must verify all dimensions on site before commencing any
- (3) This drawing and the completed design remain the copyright of Foster Wilson Architects LLP

File Path:
425 CURRENT DRAWINGS.vsw

Rev.	Revision description	Quantity	Date

Drawing status:
WORK IN PROGRESS

**Foster
Wilson
Architects**

Project:
King's Lynn Art Centre

Drawing title:
**OPTION B- SEATING LAYOUT PLAN
& SECTION**

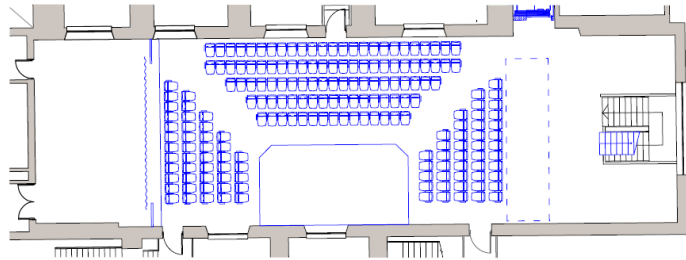
Scale:
1:50@A1 1:100@A3

Date:
October 2019

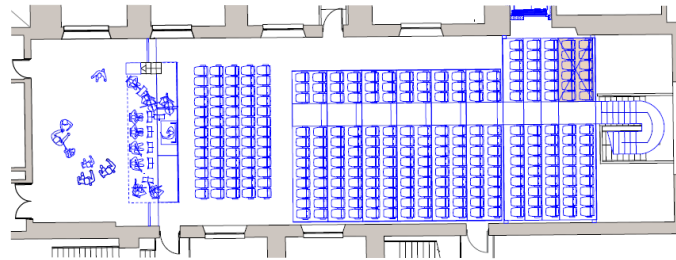
Job no.:
625

Drawing no.:
02.24

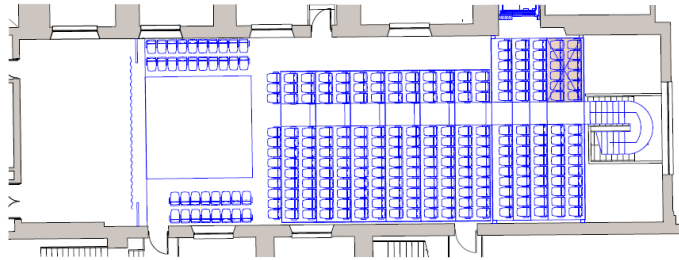
Revision:
/



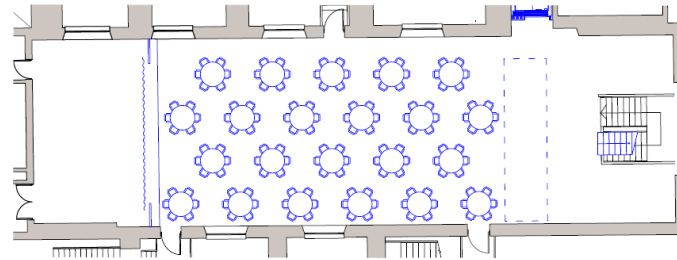
SIDEWAYS THRUST STAGE
CAPACITY: 191 Seats



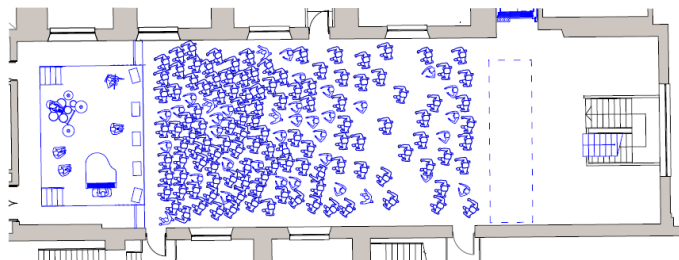
MUSICAL THEATRE/OPERA WITH ORCHESTRA PIT
CAPACITY: 284 Seats



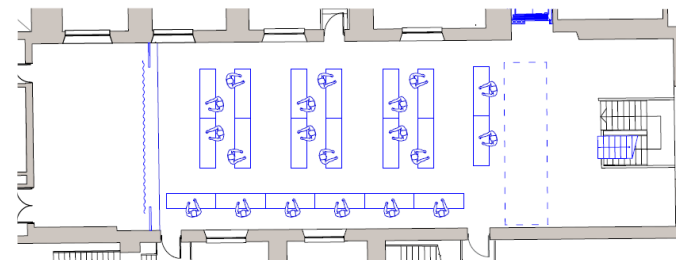
THRUST STAGE
CAPACITY: 267 Seats



EVENT LAYOUT
CAPACITY: 132 Seats



STANDING AUDIENCE
CAPACITY: 310 People (155 sqm / 0.5 sqm)



FAIRS/MARKETS
CAPACITY: 20 STALLS

- Standard Notes:**
- (1) Signed dimensions only are to be used.
 - (2) The contractor must verify all dimensions on site before commencing any work or making this drawing.
 - (3) This drawing and the contained designs remain the copyright of Foster Wilson Architects Ltd.

File Path: C:\CURRENT DRAWINGS\05.vxd

Rev.	Revision description	Drawn by	Date

Drawing status: **WORK IN PROGRESS**

**Foster
Wilson
Architects**

020 7534 1111
www.fosterwilson.co.uk

Project: King's Lynn Art Centre	
Drawing title: OPTION B - ALTERNATIVE SEATING LAYOUTS	
Date: 1:100@A1 1:200@A3	Year: October 2019
Job No: 625	Drawing No: 02.30
Revision: /	



PROPOSED FRONT ELEVATION
1:50@A1

Standard Notes:

- (1) All quoted dimensions apply unless stated otherwise.
- (2) The Contractor must verify all dimensions on site before commencing any work on existing work.
- (3) This drawing and the contractor designs remain the copyright of Foster Wilson Architects Ltd.

File Path:
E:\CURRENT DRAWINGS\...

Rev.	Revision description	Drawn by	Date

Drawing status:
WORK IN PROGRESS

**Foster
Wilson
Architects**

FOSTER WILSON ARCHITECTS
 100-102 THE BRIDGE
 LONDON EC4A 3DF
 TEL: 020 7463 4000
 FAX: 020 7463 4001
 WWW.FOSTERWILSONARCHITECTS.CO.UK

Project: King's Lynn Art Centre	
Drawing title: PROPOSED FRONT ELEVATION	
Date: 1:50@A1 1:100@A3	Year: October 2019
Job No: 625	Drawing No: 02.40
Revision: /	

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Regeneration and Development Panel		
DATE:	17 December 2019		
TITLE:	Corporate Business Plan 2020-2024		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Leader of the Council		
REPORT AUTHOR:	Ged Greaves		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	Yes

REPORT SUMMARY/COVER PAGE

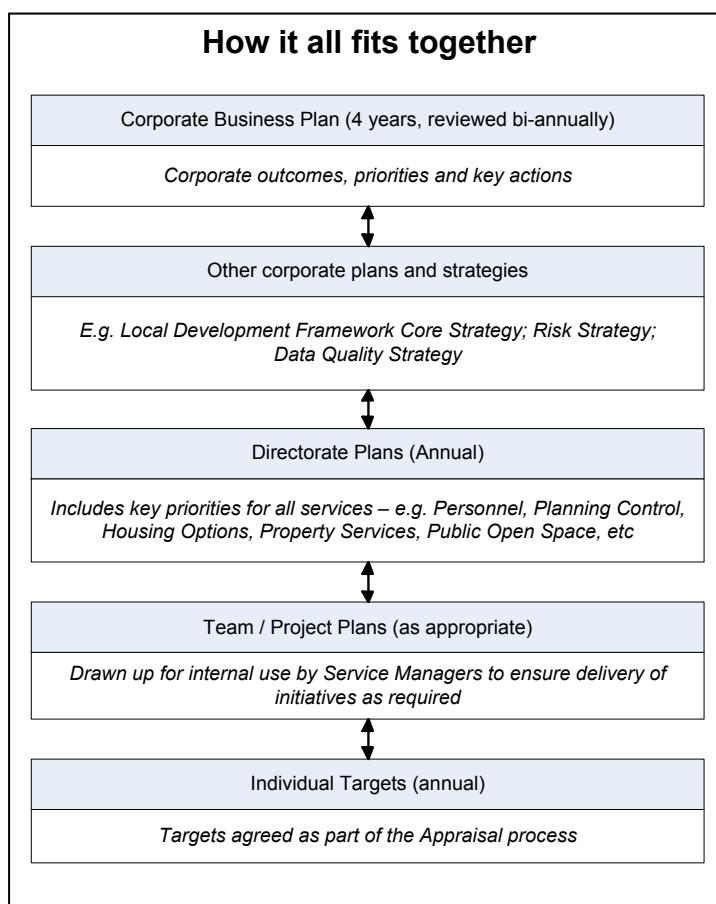
PURPOSE OF REPORT/SUMMARY:
The Corporate Business Plan sets the broad framework for the council's work over the next four years. Following the borough elections, it is timely to review the four year plan and this report sets out a summary of feedback and a final version of the proposed priorities and objectives for the panel to consider.
KEY ISSUES:
<ul style="list-style-type: none"> • Current Corporate Business Plan ends in 2019/20. • Member induction identified a range of potential issues. • Initial draft priorities and objectives developed for member consideration. • Panels consulted in October cycle of meetings. • Final version of the priorities for consideration ahead of approval by Cabinet.
OPTIONS CONSIDERED:
Not applicable.
RECOMMENDATIONS:
The Panel is asked to: <ul style="list-style-type: none"> i. endorse the draft Corporate Business Plan in Appendix A.
REASONS FOR RECOMMENDATIONS:
To progress the development of the council's Corporate Business Plan.

1. Developing the new Corporate Business Plan

1.1 The Corporate Business Plan sets the broad framework for the council's work over the next four years. The current plan was developed at a time when the council faced severe financial challenges as the government continued with its austerity approach to addressing the nation's financial deficit. It also sought to enhance the economic and social prosperity of west Norfolk. The current plan has the following priorities:

1. Provide important local services within our available resources
2. Drive local economic and housing growth
3. Work with our communities to ensure they remain clean and safe
4. Celebrate our local heritage and culture
5. Stand up for local interests within our region
6. Work with our partners on important services for the borough

- 1.2 These priorities were further defined in 18 objectives and reflected in directorate and service plans and individual objectives set during staff appraisals. Monitoring reports are provided to Management Team and the Corporate Performance Panel and quarterly updates on performance indicators are provided to the three scrutiny panels.
- 1.3 A variety of potential priorities were identified during the member induction programme. Management Team and Cabinet shaped these into high level priorities and objectives. Consultation with the 3 policy development panels provided members across the council with an opportunity to engage in the development of the corporate business plan and a summary of feedback is included in this report.
- 1.4 The outline Corporate Business Plan is at Appendix A. It is a high level document and is supported by a framework of plans, strategies and targets as shown in the diagram below:



2. Indicative process and timetable for developing the Corporate Business Plan

- 2.1 The timetable below sets out the remaining stages of development:

Consultation with scrutiny panels	CPP – 26 November 2019 E&C – 3 December 2019 R&D – 17 December 2019
Cabinet consideration and approval	7 January 2020
Council approval	23 January 2020
Dissemination	February 2020

3. Issues for the panel to consider

- 3.1 A composite of feedback from the three policy and development panels is attached at Appendix B. An article in Members Bulletin provided an additional route for comment although no responses were received.
- 3.2 In overall terms, the proposed corporate business plan priorities were supported. Suggestions for new and adapted services and activities were put forward and these will be considered as part of more detailed service planning that will take place after January 2020 and in the development of key documents and initiatives such as the Local Plan, climate change policy, ongoing regeneration work, etc.
- 3.3 The proposed corporate business plan has been considered and endorsed by Corporate Performance Panel (26 November 2019) and Environment and Community Panel (3 December 2019).

4. Corporate priorities

- 4.1 The Corporate Business Plan sets the broad framework for the council's work over the next four years and corporate priorities.

5. Financial implications

- 5.1 None

6. Any other implications/risks

- 6.1 None

7. Equal opportunity considerations

- 7.1 None

8. Consultation

- 8.1 Policy and Development Panels, portfolio holders, Management Team and Extended Management Team.

9. Conclusion

- 9.1 The Corporate Business Plan is actively monitored and reported to Management Team and Corporate Performance Panel. Following the borough elections, it is timely to review the four year plan. Members should use the report to consider the council's future priorities and objectives.

10. Background papers

[Corporate Business Plan 2015/16 – 2019/20](#)

Appendix A – Draft Corporate Business Plan

The borough we serve

The Borough of King's Lynn and West Norfolk extends from the north Norfolk coast, along the eastern side of The Wash, through the Marshlands, Fens and Brecks to the borders of Lincolnshire, Cambridgeshire and Suffolk. King's Lynn is a service centre and economic driver to a sub-region with in excess of 200,000 population. It is the fourth largest district in England covering an area of some 550 square miles (142,879 hectares) with a population of 151,900 (2017 estimate). The main population centre is King's Lynn (41,590) though the borough also includes the market town of Downham Market (9,994), the coastal resort of Hunstanton (4,210) and more than 100 villages of varying sizes.

By 2036 some 29% of the population will be over retirement age, with 17% of residents aged over 75; while the proportion of those under 25 will be below the national average.

Main transport routes include the A47(T) trunk road (Leicester to Lowestoft), three principal roads (A10, A17 and A134), a direct electrified rail service to Cambridge and London, sea links to northern and eastern Europe and an extensive system of navigable waterways.

The Borough has a large rural area with a diverse landscape. Tracts of unspoilt coast, attractive countryside and numerous historic settlements and buildings form major attractions to the area and there are many examples of national and internationally important designations protecting aspects of the built and natural environments.

West Norfolk has extensive tracts of high quality and productive agricultural land, meaning agriculture is a key sector in the Borough's economy. A low-wage economy stemming from relatively low skills levels and associated low aspiration levels is a significant economic challenge. Pockets of isolation and deprivation are real issues, both in King's Lynn and in some of the more rural parts of the borough. Nevertheless, the economic base is changing and the borough is now home to world-leading businesses in pharmaceuticals, precision and aerospace engineering and advanced manufacturing sectors including commercial refrigeration, robotics, electronics and specialist chemicals. The key employment sectors now fall within advanced engineering and manufacturing, added value food activity and tourism.

Access to high quality communications technology is important for our communities. However, the borough currently lacks consistent access to quality broadband services, even in urban areas, such as King's Lynn.

The coastal areas of the borough are a major asset in terms of providing tourism, employment, homes, recreation, and habitats for species. Nevertheless these assets also introduce significant challenges in the management of visitor related development, environmental and ecological assets, and physical processes including erosion.

The services we provide

The Council provides a wide range of services to residents, businesses and visitors. We have a legal duty to provide many of these services such as community safety, elections, emergency planning, environmental health, housing and homelessness, internal audit, licensing, planning control, planning policy, revenue and benefits and waste collection and recycling.

In addition to our statutory services, we provide a comprehensive range of discretionary services to help meet and support community needs such as business operations, corporate projects, economic development, events, leisure, parks and open spaces, regeneration and tourism.

To support the effective delivery of our services we have corporate functions such as communications, the council information centre, democratic services, finance, information technology, legal, personnel, policy and performance, procurement and property services.

We continue to face ongoing financial challenges, demands and new pressures. Insightful planning, collaboration with partners, prioritization of core functions, innovation and the encouragement of commercial approaches have enabled us to maintain our services and will be necessary for the future.

Our corporate business plan is underpinned by key documents such as our Medium Term Financial Plan, directorate and service plans and a performance management framework.

Our vision

West Norfolk is a place where businesses and people can flourish; where communities are active and healthy; where residents and visitors can access fulfilling cultural, leisure and sporting activities; and where a good quality of life and environment are available to all.

As part of our vision, the council is committed to ensuring equality for all residents of and visitors to west Norfolk, and to its employees.

Our priorities and objectives

1. Focusing on delivery

- a) Delivery of value for money services.
- b) Enhancing governance.
- c) Ensuring the council's financial sustainability.

2. Delivering growth in the economy and with local housing

- a) Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination.
- b) Develop and facilitate the range and quality of business premises available.
- c) Promote, lobby and support infrastructure improvements across the district.
- d) Increase the supply of suitable housing in appropriate locations.

3. Protecting and enhancing the environment including tackling climate change

- a) Develop and implement the council's carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact.
- b) Encourage sustainable living through our local plan and development policies.
- c) Work with partners and the community to improve our natural environment.
- d) Improve recycling levels.
- e) Support measures that protect our communities from flooding.

4. Improving social mobility and inclusion

- a) Continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to.
- b) Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible.
- c) Work with partners to improve education attainment levels and the skills of local people.

5. Creating and maintaining good quality places that make a positive difference to people's lives

- a) Protect, promote and enhance the borough's natural and built environment.
- b) Maintain accessible, clean, pleasant and safe public places and communities.

6. Helping to improve the health and wellbeing of our communities

- a) Provide early help support to communities and individuals who are vulnerable.
- b) Support our local communities to be healthy and more active.

Appendix B – Composite of feedback from the Policy and Development Panels

Proposed priority and objectives	Panel feedback	Response
1. Focusing on delivery	<ul style="list-style-type: none"> • OK • Home working/flexible working – has it been applied to council staff, has a study been undertaken by council staff? • General principle of working closely with NCC and partners to achieve our aims. • Need more detailed actions. • Need to define what we mean by available resources and the things that we will prioritise or are not priorities. 	<ol style="list-style-type: none"> 1. A limited number of roles involve home working. 2. Collaborative working referred to in the business plan introduction. 3. Detailed actions will be developed in service plans and reported within quarterly monitoring reports.
1a) Delivery of value for money services	<ul style="list-style-type: none"> • Revise to say “ensuring delivery of value for money services”. • Need to understand how we measure /compare /benchmarking our services. • VFM is important. 	<ol style="list-style-type: none"> 4. Wording has been revised. 5. Scheduled review of the council’s performance management framework to follow publication of the corporate business plan.
1b) Enhancing governance	<ul style="list-style-type: none"> • Better legal coverage – as we become more commercial we need business oriented legal support. • Lifeblood of good management • How do these objectives take forward the 7 principles of public life (Nolan principles)? 	<ol style="list-style-type: none"> 6. To be considered as part of a Commercialisation Plan. 7. Nolan principles taken forward via Code of Corporate Governance and Member/Officer Code of Conduct and assessed by Annual Governance Scheme, Monitoring Officer’s report, internal audit and external reports etc.
1c) Ensuring the council’s sustainability	<ul style="list-style-type: none"> • OK. • Searching for new funding streams. • Exploring potential from new government policy and legislation and available funding and resources to find new funding and start up projects. • Need to be looking for innovative projects which are supported with due diligence and controls when implemented. • Resources to promote the borough and raise our national / international profile. • Maximise rental of existing business units and dispose of those that are difficult to let. • Ensure business units are fit for 	<ol style="list-style-type: none"> 8. To be considered within future plans such as commercialisation, destination management plan, Future High Streets Fund, adopted Local Plan, etc. 9. We will continue to maintain our strong track record of attracting external funding. This will be progressed through existing opportunities such as the Future High Streets Fund and new opportunities that arise. 10. Due diligence enhanced by application of project management principles, new boards, ongoing reviews, etc.

Proposed priority and objectives	Panel feedback	Response
	<p>modern usage – internet access, power supply.</p> <ul style="list-style-type: none"> • The Borough Council is involved with provision of infrastructure. Such as doctors surgeries, open spaces, etc. • Need to define what we mean by infrastructure. • Ensure co-operation on CIL operation. • Increase supply application houses in suitable locations supporting neighbourhood plans. • Can we lobby government regarding scale and impact of development. Large parts of West Norfolk are in a flood zone and cannot be built upon. Government should take this into consideration with targets. • What is happening with the CITB site? • Develop relationships with parish councils. 	
<p>2. Delivering growth in the economy and with local housing</p>		
<p>2a) Promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination.</p>	<ul style="list-style-type: none"> • OK • Need to stimulate people to move into the borough who work in key occupations to ensure public services are provided and for commerce. • Technology hub/manufacturing/agricultural • Encourage agricultural economy/diversification. 	<ol style="list-style-type: none"> 11. West Norfolk Strategy Group commissioned activities such as LoveWestNorfolk, updating the Destination Management Plan, working with West Norfolk Tourism Forum, maintaining Visitwestnorfolk website, tourism apps and seeking inward investment. 12. Explore as part of industrial strategy with New Anglia LEP. 13. Consider as part of Future High Streets Fund activities and explore potential of Towns Fund.
<p>2b) Develop and facilitate the range and quality of business premises available.</p>	<ul style="list-style-type: none"> • OK • Support for small businesses to access 3 phase electricity supplies. • Building business premises away from King’s Lynn for local people. 	<ol style="list-style-type: none"> 14. Part of Local Plan review – allocation of commercial space. 15. Consider within ongoing regeneration activities such as the Enterprise Zone and explore potential of Towns Fund.

Proposed priority and objectives	Panel feedback	Response
2c) Promote, lobby and support infrastructure improvements across the district.	<ul style="list-style-type: none"> • OK • Lobby and pressure for improvements to road systems e.g. northern relief road/road bridge. • Invest in infrastructure e.g. healthcare, schools, etc. • Better local shopping facilities including villages. 	<p>16. Continue lobbying work.</p> <p>17. Take forward via CIL, planning processes, ongoing regeneration activities.</p>
2d) Increase the supply of suitable housing in appropriate locations.	<ul style="list-style-type: none"> • OK • “Affordable” housing – need more help for young residents who are unable to afford to raise deposits. Shared ownership and involve private landlords. • Housing figures – Government needs to recognise amount of land which is flood risk. • Sustainable housing and in areas that can serve the local community not just second homes. 	<p>18. Take forward via ongoing regeneration activities.</p> <p>19. Subject to planning processes.</p> <p>20. Business plans and work programmes for West Norfolk Housing and Property companies.</p>
3. Protecting and enhancing the environment including tackling climate change.		
3a) Develop and implement the council’s carbon reduction strategy and encourage our partners, communities and local businesses to reduce their environmental impact.	<ul style="list-style-type: none"> • Need to define our policy and approach regarding renewables and links with use of brownfield sites. • Can we do more with water such as generation of power (tidal barrage, hydro-electric schemes). • Education on energy usage – climate change strategy. • Support for small businesses with climate change adaptations and access to 3 phase electricity supplies. • New builds should have solar panels, ground source heat pumps, air source heat pumps. • Retro-fitting energy efficiency in homes/buildings/social housing resulting in reductions in running costs. • Scrutiny of council contracts to assess environmental impact. • All our policies have affect. 	<p>21. Climate Change Officer Working Group established to develop carbon footprint and strategy and the council’s Chief Executive will be chairing a new county-wide group addressing climate change.</p> <p>22. Liaison with New Anglia LEP on climate change.</p> <p>23. Implementation of existing Tree and Woodland Strategy.</p> <p>24. Local Plan review considering climate change policy approach.</p> <p>25. Wider policy influences and changes e.g. sector responses to net zero by National Farmers Union, Confederation of Passenger Transport, car manufacturers, potential changes to national policy on building regulations, domestic and commercial energy, etc.</p> <p>26. Revised Cabinet report</p>

Proposed priority and objectives	Panel feedback	Response
	<p>Develop a way of assessing decisions relating to climate change, bio-diversity, disability and equal opportunities.</p> <ul style="list-style-type: none"> • Reduction carbon footprint – borough council needs to get involved with other bodies. • Promote tree planting • Improve council’s carbon footprint education/awareness events to influence others. • Encourage renewable energy production. • Reduce environmental impact of all of our own buildings e.g. solar panels. • Energy efficiency. • Working with local bus companies to reduce environmental impact. 	<p>template introduces “Environmental consideration” section.</p>
<p>3b) Encourage sustainable living through our local plan and development policies.</p>	<ul style="list-style-type: none"> • We are promoting Hunstanton which only encourages day trips from visitors – idling vehicles in traffic jams resulting in air pollution, CO2 emissions. • Park and ride. • Parking in West Lynn to encourage use of the ferry. • Improve infrastructure for the ferry. • Buses – improve bus routes and availability. • Issues with transport, especially in rural areas and access to services. What do we mean by sustainable living? 	<p>27. Local Plan review considering climate change policy approach.</p> <p>28. King’s Lynn Transport Study and Strategy to consider a variety of options that aim to provide a safe environment for travel by all modes, encourage town centre accessibility by all modes, whilst conserving and enhancing King’s Lynn’s rich historic environment, support sustainable housing and economic growth, reduce the need to travel by car through development planning, manage traffic congestion in King’s Lynn, increase active travel mode share for short journeys, promote and encourage the use of public transport and reduce harmful emissions and air quality impacts.</p> <p>29. Carbon audit and related strategy will refer to active travel, use of public transport, etc.</p> <p>30. Explore potential of the Towns Fund to contribute towards local transport improvements.</p>

Proposed priority and objectives	Panel feedback	Response
3c) Work with partners and the community to improve our natural environment.	<ul style="list-style-type: none"> • OK • Promote tree planting. • Need for wildlife corridors. 	<p>31. Implementation of existing Tree and Woodland Strategy.</p> <p>32. Climate Change strategy to be developed.</p> <p>33. Local Plan review.</p> <p>34. Continued support to the Norfolk Biodiversity Partnership and implementation of its Action Plan (BAP).</p> <p>35. Continuing to encouraging volunteers.</p>
3d) Improve recycling levels.	<ul style="list-style-type: none"> • Education – promoting a clean borough, civic pride, more responsible behaviour with recycling, energy use, etc. • Engagement with schools, community groups, etc. • Need to consider ways of improving recycling by commercial sector. • Need to research why businesses sign up to our competitors for commercial waste services, what incentives may attract business to the council? • Ask explain recycling principles to wider community to encourage recycling and reduce contamination. • Can we improve the recycling facilities available in town centres? Some councils provide different facilities to ours. • Issues with recycling of paper, plastics, food, packaging. Need to encourage people to reuse and reduce more. 	<p>36. Continued collaboration with Norfolk Waste Partnership on behaviour change and recycling awareness.</p> <p>37. Response to changes within national policy on waste collection and recycling.</p> <p>38. Commercialisation plan to refer to measures such as increasing income generated by commercial waste services.</p>
3e) Support measures that protect our communities from flooding.	<ul style="list-style-type: none"> • OK • Don't build on flood plains. 	<p>39. Planning processes.</p> <p>40. Existing policies/plans on shoreline management and emergency planning.</p> <p>41. Continued liaison with IDBs.</p>
4. Improving social mobility and inclusion		
4a) Continue to assist our residents to maximise their opportunities by accessing the support and	<ul style="list-style-type: none"> • OK • Social mobility – public transport in rural areas is an issue and can prevent people from attending events such as evening classes. • Improve transportation with 	<p>42. Liaison with and lobbying of NCC to seek improvements to rural transport services.</p> <p>43. Currently fund West Norfolk Community Transport and community car schemes.</p>

Proposed priority and objectives	Panel feedback	Response
services they are entitled to.	rural areas (NCC function).	
4b) Prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible.	<ul style="list-style-type: none"> • Homelessness not just about providing housing. People need help! • Define what is meant by accessible. • Homelessness is often caused by issues such as mental health and addiction – need to ensure these services and support are available. 	<p>44. Continue work with local agencies on response to homelessness and root causes.</p> <p>45. Emerging Homelessness and Rough Sleeping Strategy.</p>
4c) Work with partners to improve education attainment levels and the skills of local people.	<ul style="list-style-type: none"> • OK. • Is there anything we can do to support older people and access to education? • Rural areas have issues with access to opportunities due to lack of local provision and transport issues. • Educational attainment – need opportunities for those leaving education – work with local businesses. • Show what is possible in the Borough. • Practical skills/ambition/life skills • Work with NCC. • Need to inspire young people. • Opportunities for higher education locally. • How to encourage people back to the area after university. Imaginative ways to involve students. 	<p>46. Liaison with Norfolk County Council and funding of community transport and car schemes regarding rural transport services.</p> <p>47. Ongoing activities with the Local Cultural Education Partnership to raise attainment via culture.</p> <p>48. Explore potential of Towns Fund.</p> <p>49. Explore via Inclusive Growth Framework and Norfolk Inclusive Growth Coalition.</p>
5. Creating and maintaining good quality places that make a positive difference to people’s lives	<ul style="list-style-type: none"> • Access to 5G and 4G mobile services. • Closing amenities – forcing people to travel. Requirement to invest in doctors surgeries and dentists. • Already doing lots under these but we need to promote it more. 	<p>50. National initiative led by Dept of Culture, Media and Sport working with mobile providers to improve mobile service coverage in not spots.</p> <p>51. Ongoing regeneration and housing growth related activities will lead to improvements in physical spaces and raise funding to invest in new facilities.</p>
5a) Protect, promote and enhance the borough’s natural and built environment.	<ul style="list-style-type: none"> • Tree planting – appropriate types of trees in planned locations. 	<p>52. Deliver Tree and Woodland Strategy.</p> <p>53. Consider within Climate Change Strategy and InBloom activities.</p>

Proposed priority and objectives	Panel feedback	Response
5b) Maintain accessible, clean, pleasant and safe public places and communities.	<ul style="list-style-type: none"> • OK • Improve (not just maintain) accessibility and cleanliness/look of public spaces. 	54. Future High Streets Fund, Anglia In Bloom, Green and Blue Flag awards driving standards.
6. Helping to improve the health and wellbeing of our communities	<ul style="list-style-type: none"> • Already doing lots under these but we need to promote it more. 	55. Delivery of Alive West Norfolk business plan, Local Plan, King’s Lynn Transport Strategy and related regeneration activities. 56. Ongoing activities regarding Norfolk Health and Wellbeing Strategy.
6a) Provide early help support to communities and individuals who are vulnerable.	<ul style="list-style-type: none"> • OK • Once people have recognised they need help do we have a range of activities and services to help them in practical ways? • Residents experience mental health issues, social isolation, leading to prescribing of medication that does not deal with underlying causes. Need to continue to tackle this with social isolation work, Lily, social prescribing. 	57. Continuation of District Direct West. 58. Housing Assistance Policy. 59. Integrated Housing Adaptations Team Continuous Improvement Plan. 60. Progress LILY activities.
6b) Support our local communities to be healthy and more active.	<ul style="list-style-type: none"> • OK • Encourage cycling, improve cycle routes and improve cycle safety. • Access to facilities for children to improve health and fitness – free/subsidised activities. • Alternative uses for the high street – leisure offers, etc. 	61. Alive West Norfolk business plan and initiatives. 62. Local Plan review, King’s Lynn Transport Strategy and carbon audit will consider ways to increase active travel to encourage more cycling and walking. 63. Future High Streets Fund and related regeneration activities to improve physical spaces. 64. Service level agreement with Norfolk Museums Service. 65. Ongoing work with Creative Arts East and Heritage Forum.

REGENERATION AND DEVELOPMENT PANEL WORK PROGRAMME 2019/2020

DATE OF MEETING	TITLE	TYPE OF REPORT	LEAD OFFICER	INFORMATION, OBJECTIVES AND DESIRED OUTCOMES
11th June 2019	Appointment of Vice Chairman	Operational		
	Appointments to Task Groups and Informal Working Groups	Operational	Democratic Services Officer	To review Membership of Task Groups and Informal Working Groups set up by the Panel
	High Street and Heritage Action Zone	Update	C Bamfield, M Henry, H Jamieson, S King, M Fuller	Workshop Session
	EXEMPT Corn Exchange Cinema Proposals	Update	C Bamfield	To receive an update. A tour of the Corn Exchange to be held prior to the meeting.
30th July 2019	King's Lynn Area Transport Study Update		Alan Gomm and Dave Robson	Update on Stage 1 report.
	Full Year 2018-2019 Performance Monitoring Report	Monitoring	Ged Greaves	Performance Monitoring
	Guildhall Workshop Session	Workshop Session	Chris Bamfield	To hold a workshop session on ideas for the future of the Guildhall which can be used to inform future bid applications.
	EXEMPT Nelson Quay/Boal Quay Development	Update	Chris Bamfield/Matthew Henry	
	South Lynn Brick Kiln	Opposition Member Item		Opposition Member Item requested by Councillor Kemp.
10th September 2019	Venue – Town Hall, Hunstanton			
	Coastal Community Fund – Sail The Wash	Update	Jason Richardson and Chris Bamfield	Update on the proposals.

	WITHDRAWN ITEM - EXEMPT – Derelict Land and Buildings Group Update	Annual Update	Regeneration and Planning	To make space for the Urgent item to be considered, this report (which was 'to note' only) had been withdrawn from the Agenda and Members were invited to submit any questions and queries via email.
	EXEMPT Hunstanton Development Proposals	Policy Development	James Grant and Chris Bamfield	Information on development sites.
	CIL Governance	Policy Development	Alan Gomm	To consider the Terms of Reference prior to its consideration by the Cabinet.
	Corporate Business Plan	Policy Development	Ged Greaves	To give the Panel opportunity to suggest items for inclusion in the Corporate Business Plan.
	EXEMPT - Nelson Quay Proposals – URGENT ITEM	Policy Development	Chris Bamfield	To consider the proposals prior to their presentation to Cabinet. Considered as urgent as it feeds into the Health High Streets Fund Application.
29th October 2019	Walk around King's Lynn			Suggested by the Chairman to take place prior to the meeting.
	Q1 2019-2020 Performance Monitoring Report	Monitoring	Ged Greaves	Performance Monitoring
	Future High Street Fund Update	Update	Chris Bamfield and Matthew Henry	
	Guildhall Update		Chris Bamfield, Steven King and Mark Fuller	To consider the Expression of Interest to the National Heritage Lottery Fund, the Sustainability Report, Architect Proposals and Build Costs.
17th December 2019	Corporate Business Plan	Policy Development	Ged Greaves	To consider a more detailed report following the workshop session held on 10 th September.
	Future High Street Fund	Update	Chris Bamfield and	Follow on from October meeting.

	Update		Matthew Henry	
	Shakespeare's Guildhall Trust Presentation	Information	Representatives from the Trust	As requested by the Panel.
	Corn Exchange Cinema Update	Update	Matthew Henry	Update
	EXEMPT – Customs House	Update	Matthew Henry	Update
	West Winch / South East King's Lynn Strategic Growth Area	Update	Alan Gomm	Following a request from a Councillor.
28th January 2020	Q2 2019-2020 Performance Monitoring Report	Monitoring	Ged Greaves	
	King's Lynn Area Transport Study Update		Alan Gomm and Dave Robson	Further update from July meeting.
	Car Parking Update	Update	Martin Chisholm	Update to be provided to the Panel following a request from a Councillor.
	Scrutiny and the Executive Protocol	Policy Development	Democratic Services	To consider the draft protocol prior to its submission to Cabinet
10th March 2020	Corn Exchange Cinema Update	Update	Chris Bamfield	The Panel to receive an update on the Cinema Works.

44

To be scheduled:

- Southgates
- King's Lynn Port
- Heacham Beach Development opportunities
- Business Improvement District Update

FORWARD DECISIONS LIST

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
6 December 2019 Special Meeting	New Waste Contract Award	Key	Cabinet	Environment Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
45	Arrangement for the remainder of the existing waste contract	Non	Cabinet	Environment Chief Executive		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
7 January 2020						
	Future High Streets – Stage 2 bid for funding	Key	Cabinet	Business Development Exec Dir – C Bamfield		Public
	Hunstanton Coastal Management Plan	Key	Cabinet	Environment Exec Dir – G Hall		Public
	Corporate Business Plan	Key	Council	Leader Chief Executive		Public

	Council Tax Support Scheme 2020/2021 – Final Scheme for Approval	Key	Council	Housing S151 Officer		Public
	Strategic Property Acquisition	Key	Cabinet	Corporate Projects and Assets Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Development Options - Hunstanton	Key	Council	Project Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
46	Homelessness and Rough Sleeper Strategy Consultation	Non	Council	Housing Chief Executive		Public
	National Planning Policy Framework – Vacant Building Credit	Non	Cabinet	Development Exec Dir G Hall		Public
	Notice of Motion – Climate Change	Non	Council	Environment Exec Dir G Hall		Public
	Review of Contract Standing Orders	Non	Council	S151 Officer Leader		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
4 February 2020						
	Budget	Key	Council	S151 Officer Leader		Public
	Capital Programme	Key	Council	S151 Officer Leader		Public
	King's Lynn Area Transport Study	Non	Cabinet	Development Exec Dir – G Hall		Public
47	Major Housing Project 2	Key	Council	Project Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	Update to the Major Project Board Terms of reference	Non	Cabinet	Leader Asst Dir – M Henry		Public
	Notices of Motion – Hardings Way	Non	Council	Development Asst Dir – M Henry		Public
	Review of Standing Orders	Non	Council	Leader Chief Executive		Public
	Scrutiny and the Executive Protocol	Non	Council	Leader Chief Executive		Public
	Nora 4	Key	Cabinet	Project Delivery Exec Dir – C Bamfield		

Date of	Report title	Key or	Decision Maker	Cabinet Member and Lead	List of	Public or Private
---------	--------------	--------	----------------	-------------------------	---------	-------------------

meeting		Non Key Decision		Officer	Background Papers	Meeting
17 March 2020						
	Capital Strategy	Key	Council	Leader Deputy Chief Executive		Public
	Major Housing Phase 3 – Enabling Work for Lynnsport 1	Key	Council	Project Delivery Exec Dir - C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
48	Salters Road, King's Lynn	Key	Cabinet	Project Delivery Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)
	CIL Governance	Key	Council	Development Exec Dir – G Hall		Public

Date of meeting	Report title	Key or Non Key Decision	Decision Maker	Cabinet Member and Lead Officer	List of Background Papers	Public or Private Meeting
April 2020						
	Parkway – Accelerated Construction Scheme	Key	Council	Project Delivery Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the

						business affairs of any person (including the authority)
	Southend Road and Hunstanton Bus Station	Key	Council	Project Delivery Exec Dir – C Bamfield		Private - Contains exempt Information under para 3 – information relating to the business affairs of any person (including the authority)