

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



Special Cabinet

Agenda

Tuesday, 24th August, 2021
at 3.30 pm

in the
Assembly Room
Town Hall
Saturday Market Place
King's Lynn



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

SPECIAL CABINET AGENDA

DATE: CABINET - TUESDAY, 24TH AUGUST, 2021

**VENUE: ASSEMBLY ROOM, TOWN HALL, SATURDAY
MARKET PLACE, KING'S LYNN PE30 5DQ**

TIME: 3.30 pm

As required by Regulations 5 (4) and (5) of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 - No Items will be considered in private.

1. APOLOGIES

To receive apologies for absence.

2. DECLARATIONS OF INTEREST

Please indicate if there are any interests which should be declared. A declaration of an 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.

These 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.

3. CHAIR'S CORRESPONDENCE

To receive any Chair's correspondence.

4. URGENT BUSINESS

To consider any business, which by reason of special circumstances, the Chair proposes to accept, under Section 100(b)(4)(b) of the Local

Government Act 1972.

Following consultation between the Leader and the Chair of the Corporate Performance Panel it has been agreed that in accordance with standing order 12.15, the Towns Fund Item will be treated as an urgent item and therefore not subject to call in due to the need to submit the paperwork to Government before the end of the 5 day call in, and to prevent risks to the authority's case for the receipt of funding if the submission was not able to be made as required.

5. MEMBERS PRESENT UNDER STANDING ORDER 34

To note the names of any Councillors who wish to address the meeting under 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 a decision on that item is taken.

The Chair has confirmed that he will permit questions on the Towns Fund item rather than just statements.

6. KING'S LYNN TOWN DEAL (Pages 5 - 124)

To: Members of the Cabinet

Councillors R Blunt, S Dark (Chair), A Dickinson, P Kunes, A Lawrence, B Long, G Middleton (Vice-Chair) and S Sandell

For Further information, please contact:

Sam Winter, Democratic Services Manager 01553 616327
Borough Council of King's Lynn & West Norfolk
King's Court, Chapel Street
King's Lynn PE30 1EX

REPORT TO CABINET

Open		Would any decisions proposed :			
Any especially affected Wards	Discretionary	Partly within Cabinet's powers to decide with a recommendation to Council			
		Is it a Key Decision		YES	
Lead Member: Cllr Graham Middleton E-mail: cllr.graham.middleton@west-norfolk.gov.uk			Other Cabinet Members consulted: Leader, Cllr Richard Blunt		
			Other Members consulted:		
Lead Officer: Duncan Hall E-mail: Duncan.Hall@west-norfolk.gov.uk Direct Dial: 01553 Lead Officer: Jemma Curtis E-mail: jemma.curtis@west-norfolk.gov.uk Direct Dial: 01553 616716			Other Officers consulted: Management Team, Assistant Directors		
Financial Implications YES	Policy/ Personnel Implications Yes	Statutory Implications NO	Equal Impact Assessment YES If YES: Full Assessment	Risk Management Implications Yes	Environmental Considerations Yes

Date of meeting: 24 August 2021

KING'S LYNN TOWN DEAL**Summary**

King's Lynn was one of 101 towns invited by Government to develop proposals for a 'Town Deal' and following submission of the Town investment Plan has been offered the maximum award of £25m.

The objective of the Towns Fund programme is to drive the sustainable economic regeneration of towns to support long term economic and productivity growth. A Town Deal is a three way agreement in principle between Government, the lead local authority and the Town Deal Board. This report set outs the next steps required to progress and implement the Town Deal for King's Lynn.

Authority is sought to progress the Town Deal in the Council's capacity as the "Accountable Body" to MHCLG and as part of the Council's role on the Town Deal Board.

Recommendation

Cabinet is recommended to;

1. Approve the prioritisation of projects to be taken forward using the Town Deal funding as set out in section 4.7 of the report.
2. Delegate authority to the Chief Executive in consultation with the Deputy Leader and Portfolio holder for Regeneration & Development to complete the submission of project confirmations in the Council's capacity as the Accountable Body to MHCLG by 31st August 2021.
3. Approve the Local Assurance Framework (appendix 2) for the development and signing off on project business cases.

4. Delegate authority to the Assistant Director for Resources and Section 151 Officer in consultation with the Chief Executive, Deputy Leader and Portfolio holder for Regeneration & Development to approve Town Deal business cases in the Council's capacity as the Accountable Body, to be developed and submitted to government by 30 June 2022.
5. Approve the next steps relating to the planning, legal, funding, financial and stakeholder engagement arrangements, including acquisitions required for each project to be progressed during the business case development stage as set out in section 5.
6. Approve the match funding contributions to the Towns Fund projects from funding already agreed in the approved Council's capital programme as set out in section 9.
7. Delegate Authority to Chief Executive & Section 151 Officer in consultation with the Town Deal Board, Deputy Leader and the Portfolio holder for Finance to authorise the expenditure of the 5% Towns Fund advance in line with the agreed Towns Fund priorities.
8. Delegate authority to the Monitoring Officer and Section 151 Officer to agree and complete Funding Agreements with partners that will deliver Town Deal projects on behalf of the Council, as the Accountable body for the Towns Fund programme.
9. Delegate authority to the Chief Executive in consultation with the Deputy Leader and Portfolio holder for Regeneration & Development to determine the resource requirements and funding of these, including recruitment of additional posts where required to manage and deliver the Towns Fund programme as set out in section 10.
10. Instruct the Council's appointees to the Town Deal Board to advance the Council's position as authorised in paragraphs 1-9 above.

Full Council is recommended to;

11. Approve the amendment of the capital programme to incorporate £750,000 match funding towards the Guildhall project.

Reason for Decision

To allow the Council to deliver a Town Deal to deliver the investment priorities in the Town Investment Plan for King's Lynn, contribute to the Recovery Plan in response to the Coronavirus pandemic and the long term economic prosperity of the town.

1. Background

- 1.1 On 8 June 2021, the Government offered King's Lynn a Town Deal with a Heads of Terms offer for up to £25m as part of the £3.6bn Towns Fund programme. The fund aims to drive the economic regeneration of towns to deliver long term economic and productivity growth. The £25m Heads of Terms offer was based on the strategic case, vision, strategy and priorities set out in the Town Investment Plan (TIP) which was submitted to government in October 2020 and subsequently updated in February 2021 to reflect the integration of projects that did not secure funding through the Future High Streets Fund programme.

- 1.2 The TIP is the overarching vision and strategy setting out the area’s assets, opportunities, challenges and ambitions for the next 10 years. The TIP identifies investment priorities to drive economic growth and form the basis of a ‘Town Deal’ with Government to fund regeneration, skills & enterprise infrastructure, transport and digital connectivity for delivery by March 2026. The interventions identified in the TIP were developed with the King’s Lynn Town Deal Board and through extensive stakeholder and community engagement, building on the work which started in 2019 through Vision King’s Lynn.
- 1.3 The TIP is the ‘wrapper’ for all of the town’s investment and regeneration programmes, including the Town Deal projects, Heritage Action Zone, Enterprise Zone and previous projects developed under the Future High Street Fund, and other potential funding opportunities from government, or investment from other public bodies or private investors.

2. Heads of Terms

- 2.1 The Heads of Terms for a Town Deal offered by government in June 2021 sets out a list of the projects that the government are content to support, with conditions as appropriate; it is for the Town Deal Board to confirm which projects to proceed with, within the £25m funding envelope.
- 2.2 The eight government approved projects are grouped in three themes we identified in the TIP and can be summarised as follows;

	TIP Theme	Project
1	Innovative, growing businesses and skilled workforce	Multiuser Community Hub
2		Youth and retraining pledge
3		Innovation & Collaboration Incubator
4		St George’s Guildhall Complex
5	Sustainably connected town	Active and clean connectivity
6	Historic riverfront and repurposed town centre	Riverfront regeneration
7		Town Centre Repurposing
8		Public Realm fund

- 2.3 The Heads of Terms were signed by the Chair of the Town Deal Board and Chief Executive (under the delegated authority approved at the cabinet meeting on 23 October 2020). The detail of the Heads of Terms are set out in Appendix 1. The Council on behalf of the Town Deal Board is required to submit to government ‘Project Confirmations’ by 31st August 2021 to confirm which of the above approved projects it proposes to take forward to business case stage.

The following information is required to be provided:

- a) Details of the projects being taken forward (including for each project the capital/revenue split and the financial profile)
 - b) Overall capital/revenue split and financial profile for the Town Deal
 - c) The actions taken to address the conditions for selected projects
 - d) Draft monitoring and evaluation plan
- 2.4 The Lead council (BCKLWN) then has up to 12 months from signing of heads of terms to develop the agreed projects in detail to full business case stage, in accordance with the HM Treasury Green Book appraisal process. Preparing the Business case is a decision making process which includes examining options and providing more detailed cost, risk and benefits appraisal of the preferred option and assessing against the 5 case model (strategic, economic, commercial, financial, management), including delivery mechanism and on going sustainability of projects. The process for the signing off the final project business cases must be in accordance with an agreed Local Assurance Framework (appendix 2).

Final project business cases must be submitted to MHCLG into a 'Summary Document', signed off by the Chair of the Town Deal Board and the Council's Section 151 Officer. These are then reviewed by government to ensure the conditions of the Heads of Terms have been met and annual funding is then released.

- 2.5 MHCLG have a mechanism in place to deal with project adjustments should there be any changes to the scope/costs/outputs/match funding of a project during the business case planning stage. Any proposed changes will need to be discussed with the MHCLG lead initially to determine if it can be progressed as a minor or major change and remains in line with the expectations of the Towns Fund programme.

3 Town Deal Board

- 3.1 The King's Lynn Town Deal Board was established in January 2020 as a requirement of the Towns Fund programme. Government provided specific guidance on how they expect a Town Board to operate and their role in developing the Town Investment Plan and agreeing and implementing a Town Deal. The Board brings together public and private sector partners, stakeholders and anchor institutions, chaired by Graham Purkins, Chief Technological Officer from Merxin Ltd. The Council has 6 appointments to the Town Deal Board which are held by 4 Members, the Chief Executive and another senior officer.
- 3.2 The government expect the role of Town Deal Boards to continue during the business case planning stage as a public – private partnership to support delivery of the TIP and provide a forum to share insights and views on work together, co-ordinate advice on delivering and designing individual projects, as well as support and inform future funding opportunities. The Terms of Reference for the Town Deal Board were updated in June 2021 to reflect the longer term role of the Board to oversee strategic programmes in the town (available on the [Vision King's Lynn](#) website).
- 3.3 The Council is the Accountable Body for the delivery of the Town Deal, with the Town Deal Board also having a role in project confirmation and in the development and signing off the project business cases. This arrangement and process for developing and agreeing business cases with the Town Deal Board and the Council as the accountable body is set out on the Local Assurance Framework (appendix 2). This, along with the project

confirmations, is due to be discussed and endorsed by the Town Deal Board at their meeting on 25th August 2021.

4 Town Deal Funding Priorities

4.1 The long list of projects contained in the TIP were prioritised taking into account the critical success factors and Government guidance, against the following prioritisation measures:

- King's Lynn Town Board priorities
- Towns Fund aims
- Evidences of Local need
- Local support
- Deliverability
- Longevity
- Value for money
- Match funding

4.2 The Council submitted a £21.6m business case to the Future High Streets Fund (FHSF) in June 2020. This was a highly competitive over subscribed funding programme. The projects submitted included;

- Town Centre Housing & Car park
- St George's Guildhall Restoration
- South Gate Gateway
- Multi User Community Hub

Following the unsuccessful Future High Streets Fund submission, the government offered the opportunity for the Council and Town Deal Board to reprioritise the projects to be funded under the Town Deal. It was at this time that a further review of the FHSF and previous Town Deal projects submitted back in October 2020 was undertaken against the scoring criteria set out in 4.1.

4.3 The result of the prioritisation process produced the 8 priority projects totalling £33m seeking town deal investment as set out in 2.2, including 2 of the previous FHSF projects – Multi User Community Hub and St George's Guildhall Restoration. The government confirmed in the Heads of Terms they are content to fund all of the projects set out in 2.2. under the £25m Town Deal funding envelope offered in June 2021 (appendix 1).

4.4 The Active and Clean Connectivity programme of the TIP submitted in February 2021 included a £5m funding contribution to the proposed Parkway vehicular and walking/cycling bridge over the rail line as part of the housing development scheme. On June 2021, the Cabinet agreed to review the Parkway scheme which has secured planning consent and scale the development back, negating the requirement for a new vehicular bridge.

4.5 Following the Heads of Terms offer, officers have reviewed the scope of the Active and Clean Connectivity (ACC) programme with NCC colleagues and are proposing a revised package of interventions inline with the priorities set out originally in the TIP. The revised ACC package now includes the following;

Active & Clean Connectivity Intervention	Total Project Cost	Revised Towns Fund Ask	TF Outputs
Local Cycling & Walking	£3.5m	£1.6m	Local Transport – 3

Infrastructure Plan priorities inc. sandline footway/cycle bridge upgrade			Urban regeneration, planning and land use – 3 New or upgraded cycling & walking paths – 8 Wider cycling infrastructure such as cycle parking - 7 Perceptions of the place by businesses – 3
Gyratory – lane, junction and signal changes to improve bus reliability, walking, cycling, & vehicular flow	£4m	£4m	
Enterprise Zone Active Travel Hub	£1.1m	£1.1m	
Travel Plan Fund	£0.09m	£0.09m	
Total	£8.69m	£6.8m	

- 4.6 Officers rescored all of the projects based on the revised Active & Clean Connectivity package and current status of each projects. The Town Deal Board met on 21st July 2021 to review the previous scoring and prioritisation of projects submitted in February 2021 to agree in principle which projects should proceed under the Town Deal. The revised Active & Clean Connectivity programme was also discussed and endorsed at the Town Deal Board on 21st July 2021. Officers have since discussed the proposed changes of the package and outputs with MHCLG to ensure compliance with the Towns Fund and confirmed this change could be made through the Project Confirmation process. Following the dialogue with MHCLG, the Town Deal Board are expected to make its final approval of the project prioritisation on 25th August 2021.
- 4.7 The final proposed project list to be confirmed to government by 31st August, including the match funding arrangements is detailed on the table (next page). There is no requirement for match funding but government have an expectation that projects should lever co funding and match funding where possible in order to maximise the outputs and outcomes that can be achieved by their investment. Government have requested projects which are 'shovel ready' and can submit a business case within 3 months to be specifically identified for potential fast tracked funding.

Towns Fund Intervention	Projects	Town Deal funding contribution £	Match Funding	Fast track? Y/N
High Street Repurposing	Repurposing vacant units into leisure/business/living spaces.	1,750,000	Housing Associations TBC	N
Public Realm Fund	Improve the perception of the town centre to create a distinctive and quality public realm.	250,000	Welcome Back Fund	Y
Skills & Retraining Support	A package of support for youth skills and adult retraining provision for the immediate and short-term impact of Covid-19.	450,000	£65,000 Norfolk County Council	Y
St George's Guildhall	Guildhall refurbishment and co working & studio space in the White Barn.	4,850,000	£750,000 BCKLWN £3,326,910 HLF (unsecured)	N
Active & Clean Connectivity	Package of measures to support active & clean connectivity including priority schemes from the Local Cycling & walking Infrastructure Plan inc existing sandline cycle/ped bridge upgrade, Nar Ouse EZ Active Travel Hub, Gyrotory and Travel Plan Fund	6,800,000	£1,878,000 Business Rates Pool (variation to be approved) Land	N
Riverfront Regeneration	First phase of regeneration of the riverfront, including Outer Purfleet floating restaurant & Custom House exhibition space, Sail the wash dry side infrastructure, Boal Quay flood defences, South Quay public realm	6,540,000	£420,000 Business Rates Pool £525,000 BCKLWN £50,000 Coastal Revival Fund Building & Land Assets	N
Multi User Community Hub	New town centre one stop shop for a range of services & relocated library to provide skills and training opportunities	4,360,000	£2,000,000 Norfolk County Council £739,500 Community Renewal Fund TBC (decision expected from government late summer)	N
	TOTAL	25,000,000		

5. Next steps to progress Project Business Cases

- 5.1 Some projects are more advanced and developed than others and will require extensive effort and resource to develop the detailed feasibility and business cases for each of the approved projects by 30th June 2022. The timetable set out for completing business cases is demanding for the scale and complexity of projects involved so will require prioritisation of resources across a number of council services/departments to deliver.
- 5.2 Developing a Green Book compliant business case is a process for developing and gaining approval which is scalable to the specific project, covering the 5 case model;
- Strategic Case – Is there a case for change?
 - Economic Case – Which proposal delivers the best value for money?
 - Commercial Case – How will the preferred option be procured and delivered?
 - Financial Case – Is the preferred option affordable?
 - Management Case – How will the preferred option be managed and governed?
- 5.3 In order to expediate the progression of business cases to meet the timescales, officers are seeking delegated authority in consultation with the relevant portfolio holder for specific steps that are required to be taken to progress the following projects;

5.3.1 St Georges Guildhall Complex;

The project approved by government includes the proposed refurbishment of the St George's Guildhall and the creation of a Creative Hub in the White Barn. The Guildhall refurbishment element of the scheme was developed as part of the Future High Streets Fund submission. A separate feasibility study was completed on the demand and building options for a Creative Hub in 2019 by the Norwich Consortium. The White Barn was identified a first phase creative hub as potential member managed masker space for freelance, self employed or small business starts ups in the creative industry sector.

	£
Project Capital Cost	8,276,910
Activity & Marketing Plan	650,000
Total Cost	8,926,910
Funded by:	
Town Deal	4,850,000
Borough Council Capital	750,000
Heritage Lottery Fund (unsecured)	3,326,910

The intention is to submit a EOI and if supported, a Stage1 to the National Heritage Lottery Fund (NHLF) by 29 November 2021 for a decision in March 2022. In the report to cabinet report on 23 October 2020, it was agreed to underwrite the match funding required for the project should all other external funding avenues not come to fruition.

Recommendations & Next Steps:

- *Authority to progress, and if successful, accept and complete the necessary legal agreements required to secure match funding to the Guildhall project.*

An application for circa £3.3m is required the NHLF, which include capital costs and revenue funding for the activity and marketing programme. All national lottery funding programmes were suspended in 2020 as a result of the pandemic. The funding programmes reopened in February 2021 with agreed funding priorities for one year. The proposed application to the NHLF strongly aligns with their renewed priorities. The next deadline for a stage 1 submission which could be achieved is 29 November 2021 for a decision in March 2022. It is therefore recommended that officers progress with the necessary preparations for the applications and subject to the outcome of the applications, complete the necessary funding and legal agreements to accept any funding secured.

The recommendations to cabinet includes a proposed match funding contribution from the Council of £750,000 towards the project to put the project in the strongest position to attract NHLF.

- *Re confirm the match funding underwriting commitment.*

During the FHSF submission, in order to meet the gateway criteria and submission process, the Cabinet agreed in October 2020 for the council to underwrite the match funding commitment required for this project in order to give it the best chance of meeting the FHSF gateway criteria for funding. Officers will continue to secure external funding where possible for the project but confirmation of a fall back position should this not come to fruition is required in order to complete the business case and secure the release of the Town Deal funds for the project.

- *Commission the necessary studies, surveys, design, business planning and costings, including any planning or listed building consent required for the scheme.*

These will be required to support and provide the necessary evidence for the business case and HLF funding application process. This will build on the original Foster & Wilson Guildhall Feasibility and the Creative Hub Feasibility studies to develop an overall coherent vision and plan for the overall complex. This will also include further detailed work specifically on the Guildhall theatre space design. Funding has been provided by Norfolk County Council to support the appointment of a specialist cultural consultant to complete the business plan and supporting information for a HLF application. This appointment is due to be completed in September 2021. Further specialist design and costing work will be required to provide the supporting documentation required for the business case and HLF application.

- *Authority to recruit Project Manager to support the delivery of the project*

Given the complex and specialist nature of the project, dedicated resource is required to manage and oversee development and delivery of the project. The National Trust is a key partner in the project as landlord of the building, has offered support to recruit and host a Project Manager position. The costs of which can be met through the programme resources included in the project costs detailed above. This position would be in addition to the Cultural Officer which has been agreed as a corporate role to support the development of the council's cultural activities in the borough, of which the Guildhall complex is a key focus of the role in terms of driving the direction and developing important community and stakeholder partnerships.

- *Progress the future management and operational arrangements for the Complex including assessing the option to form a Charitable Incorporated Organisation (CIO)*

In creating a sustainable business model for the HLF and Towns Fund Business case there will be the need for trading operations and a mechanism for receiving benevolent donations/ investments. It is recognised that in order to do so a separate entity from the council (arm's length) would be appropriate. In order to avoid missing opportunities for potential external investment it could be advantageous to establish such an entity quickly (this could be a Charitable Incorporated Organisation or a Community Interest Company for example). Consideration of options and the detail of any arrangements would need to assess the balance of control the council would maintain/ relinquish to achieve the desired outcome of a flourishing and commercially sustainable creative enterprise. The recommendations of the options will be brought back to Cabinet in Autumn 2021.

5.3.2 Riverfront Regeneration

The TIP set out its priority to rejuvenate the riverfront with an initial phase of infrastructure work to support the visitor offer in this important area and attract potential private sector investment. The initial package includes;

- Infrastructure to the Outer Purfleet to facilitate and accommodate a vessel or floating restaurant
- Creation of a flexible exhibition space in the Custom House focusing on the built heritage of the town.
- Sail the Wash 'dryside' infrastructure to enhance the Visitor pontoon facilities at South Quay
- Public realm improvements to the area around the Sommerfeld and Thomas and former Grain Silo site at South Quay
- Flood defences at Boal Quay (critical infrastructure for the future development of the site).

Elements of the package have already had significant work completed to develop design and costings (outer Purfleet and flood defences), other elements are at concept stage and require much further development to establish accurate costs and deliverability. The detailed work on all of the above components will need to be progressed through the Business Case process.

During 2015-18 the Council acquired the Grain Silo & Sommerfeld and Thomas sites recognising the years of market failure to bring the sites forward and the need for a comprehensive redevelopment of the 2 sites combined. In 2020 the Council commissioned a Public Realm Action Plan (appendix 3) to set out a strategy to guide investment in the public realm including identifying priority routes, interventions and concepts. This included the South Quay area.

Conditions were set out in the Heads of Terms for this funding offer which must be addressed (see appendix 1). These relate to demonstrating private sector engagement to secure investment in the area, securing an agreement with a vessel operator and further details on the economic outputs and outcomes of the funding package.

Recommendations & Next Steps:

In order to meet the conditions and progress the business cases for the project the following steps is therefore required, to be agreed in consultation with Portfolio holder for Regeneration and Development;

- Progress negotiations and Heads of Terms with interested party to secure a feature vessel for the Outer Purfleet. If this does not come to fruition, commence marketing of the opportunity.
- Work with NCC Museum Service to develop a flexible exhibition in the Custom House and the potential for a private venue hire.
- Commission the necessary survey, design and site investigations required to develop the business cases, project costing and final design of the schemes ready for implementation upon approval of the business case.
- Agree planning strategy and submission of necessary applications and consents for the infrastructure and public realm works at Outer Purfleet, South Quay and Boal Quay.
- Authority to market and negotiate the terms of disposal or secure a developer partner for the Sommerfeld and Thomas and Grain Silo sites, in accordance with the design principles set out in the Riverfront Delivery Plan.

5.2.3 Town Centre Repurposing

The proposal submitted to government for this project modelled the acquisition and repurposing of 3 then vacant units in the town centre, for residential conversion above and new mixed use ground floor uses to support business start ups. The modelling assumed working in partnership with housing associations to lever in additional Homes England match funding for affordable housing units. At the time of submitting the TIP, properties were available but the council was not in a position to progress acquisitions until detailed viability and feasibility was undertaken and funds were available to acquire. Since this time the availability of units has moved on and some are now under offer and/or being taken forward by other private sector companies. Assessment of alternative sites and discussions with agents is underway to identify feasible projects to take forward under this programme inline with the towns fund objectives and vision set out in the TIP.

Recommendations & Next Steps:

- Progress and commission necessary with feasibility and viability appraisals of target properties for this project, which can be funded from the 5% Towns Fund advance (see section 9).
- Progress discussions / negotiations for partnerships with potential end users for the buildings including developer partners. Delegate authority to the Assistant Director for Property & Projects in consultation with the Deputy Leader to progress acquisitions and/or partnership agreements to progress agreed sites.
- Commission any valuation, survey, design, cost and feasibility studies required in order to inform potential acquisition and redevelopment of potential sites.

5.2.4 Public Realm

The Council commissioned a Public Realm Action Plan in September 2020 to inform the development of the Town Investment Plan and set out a new strategy to enhance the town centre public realm, improve the attractiveness, wayfinding and connectivity to key areas of the town. The action plan sets out priority

routes, design principles and guidance and concept schemes for areas of change, particularly where redevelopment or regeneration is planned/hoped to take place, for example the MUCH, riverfront and Guildhall. The Action Plan was developed in consultation with Norfolk County Council, the Environment Agency, Civic Society, Historic England and Discover King's Lynn BID.

The first phase of public realm improvements has been progressed in the High Street, funded through the Towns Fund accelerated funding secured in September 2020.

The Town Centre Public Realm & Repurposing working group has been established by the TDB to develop the options and priorities for public realm enhancements, including exploring other funding sources that could be secured to deliver the interventions in the Action Plan. Initial proposals are looking at extending areas of tree planting in the town centre, outdoor seating, cycle storage, signage, public art, use of pop ups, lighting etc.

Recommendations & Next Steps:

- Endorse the King's Lynn Public Realm Action Plan as the guiding strategy for public realm enhancements in the town centre (appendix 3).
- Assess the options and costings for interventions in line with the Public Realm Action Plan to prioritise for town deal funding.
- Seek agreement/obtain permission (where applicable) from Norfolk County Council if the interventions involve highway land.
- Seek further external funding as opportunities arise, including use of the Welcome Back Fund, to maximise and enhance the outputs of the public realm projects
- Progress procurement and implementation of the public realm interventions as a fast-tracked towns fund project.

5.2.5 Active & Clean Connectivity

This package has been revised as set out in section 4.6 to reflect the recent decision to revise the Parkway scheme. The programme is made up of 4 components;

- Local Cycling & Walking Infrastructure priorities, including upgrade to existing pedestrian/cycle bridge over the sandline.
- Gyroty – a priority project in the King's Lynn Area Transport Strategy. NCC commissioned WSP to complete a feasibility junction changes, lane direction changes, improvements to cycling & walking environment to improve vehicular flow, bus reliability and public realm environment. Assessment of air quality benefits of the project is also being undertaken by Environmental Quality team.
- Active Travel Hub at the Nar Ouse Enterprise Zone – circa 270 car parking space with active travel facilities to encourage walking and cycling from outside of the town centre with the potential for complementary bus stop services on Nar Ouse Way to provide an 'informal' park and ride facility, particularly to access the town centre at peak times. The project will also provide infrastructure for the wider enterprise zone development underway. A tender to complete the detailed feasibility of this work is underway and will include consideration for the viability of incorporating green technology including EV charging and PV Solar car ports. The PV car ports are currently outside of the project cost assumptions and would need to be considered separately as a potential investment opportunity of the council.

- Travel Plan Fund – support up to 6 major employers in the town centre urban area to develop active travel plans for their sites to encourage active travel modes to/from their site.

The package will be developed and delivered in partnership with Norfolk County Council as highways authority. Particular elements of the package will involve the assets owned by Norfolk County Council for example the gyratory, cycle and pedestrian network improvements and the Parkway bridge upgrade.

Recommendations & Next Steps:

- Variation has been submitted to amend the existing Parkway business rates pool funding (£1,878,000) to support the revised interventions set out in section 4.4.
- Commission the necessary feasibility, design, surveys, costs and assessment work required to progress the design and submit necessary permissions required for the projects, to be funded through the 5% Towns Fund advance funding.
- Progress with necessary planning and consents required to implement the schemes in the programme.
- Explore potential feasibility of PV solar car ports which supports the council's climate change policy and could also provide a potential revenue income stream the council or as a energy source for the Enterprise zone development.
- Progress the Draft Local Cycling and Walking Infrastructure Plan including endorsement by the West Norfolk Transport and Infrastructure Steering Group.
- Enter into funding agreements with Norfolk County Council for the elements of the package which involves adopted highway assets which they can deliver on behalf of the Council.

5.2.6 Multi User Community Hub (MUCH)

This project is being led by Norfolk County Council. The proposed MUCH includes the co-location of the Library and Adult Learning alongside a range of other strategic partners that deliver community support services. This provides an opportunity to create a modern and flexible space for the library and other multi agency providers that will support the wider skills, training agendas and help people into employment; options will also be explored to provide an enhanced Cultural offer from the building and surrounding public realm space. Site options for the MUCH are subject to further detailed feasibility and public consultation to be completed by NCC and will include in depth consideration of the existing library site as an important community and heritage asset for the town. The estimated project cost when assessed as part of the unsuccessful FHSF was £8,722,652 including acquisition cost. 50% of the project cost has now been offered through the Town Deal, with Norfolk County Council allocating £2m from their capital programme for the project, which provides a total £6,361,000 for the development. To further support the budget available NCC have submitted an application for an additional £739,000 to the Community Renewal Fund to ensure robust engagement, feasibility and progress to RIBA stage 4. A decision on this funding application is expected in August 2021 for delivery by 31st March 2022 which aligns with the work and timescales required to develop the detailed business case for the Towns Fund and develop accurate costings and design methodology for the project within the funding envelope available.

If during the business case and detailed design development stage the project costs exceed the available funding envelope then a discussion on the options to scale back the project or replace with another project through the project adjustment process in place for Town Deal will need to be had with MHCLG.

Recommendations & Next Steps:

- Progress Funding agreement for the project with Norfolk County Council.
- Support the communications and engagement element of the project under Vision KL to ensure wide ranging community and stakeholder involvement in the project.
- Work in partnership with NCC to progress the acquisition, design methodology and scope of services to be provided in the MUCH in line with the expectations of the Towns Fund.

5.2.7 King's Lynn Youth and Retraining Pledge

This project is being led by Norfolk County Council, Skills Policy team and aims to deliver package of bespoke support for youth skills, retraining, employment and workforce development. This is the only revenue funded projects from the Towns Fund which we expect to be fast tracked for business case approval and delivery to commence by the end of the financial year.

Recommendations & Next Steps:

- Enter into a Funding agreement with NCC for the delivery of this project on behalf of the Council as the accountable body
- The project will include the recruitment of a Youth Pledge Officer by Norfolk County Council but to deliver the project effectively at a local level, the Council will host the recruited staff for this project.

6 Consultation & Engagement

- 6.1 A comprehensive and detailed range of community and stakeholder engagement was undertaken to inform the development of the TIP under the overall banner of Vision King's Lynn. A revised comprehensive Communications and Stakeholder plan has been developed for this stage of the Town Deal process led by the Communications Manager to ensure on going involvement of members, residents, businesses and stakeholders throughout the development of the project business cases.
- 6.2 A key element of stakeholder and community engagement for individual projects is through the sub groups / working groups that has been established by the Town Deal Board and chaired by members of the Town Deal Board for specific TIP themes/projects including ;
- St Georges Guildhall Complex Advisory Group – chair Michael Baldwin
 - St George's Guildhall Complex Community & Stakeholder Group - chair Michael Baldwin
 - Public Realm & Repurposing Working Group – chair Vicky Etheridge
 - Skills Working Group - Chair TBC
 - Youth Forum

The Town Deal Board will consider the requirement for further thematic 'Champions' to progress projects and ensure wide ranging engagement in the development of business cases.

- 6.3 Opportunity for consultation with members on the draft business cases of the agreed projects included in the Heads of Terms agreement with MHCLG as set out in 4.7 will be through the Regeneration & Development Panel. Ward members are also represented on the working groups identified above.

7 Risk

Risk	Risk Implications and Mitigation	Level of Risk
Resources	<p>Risk Staffing resources are not available to progress the projects to the required standard in the timeframe set by government.</p> <p>Consequences/Mitigation Business cases are not developed sufficiently to enable draw down of the Towns fund and delivery of projects. Exploration with NCC / NALEP on secondment/commissioning of specific work packages using the relevant skills and expertise they have in house. Redivert other staff resources internally to the Towns Fund programme.</p>	Medium
Project Creep	<p>Risk Inevitably with large and complex programmes and projects, there is a risk of project creep and project scope deviating from the original aims and objectives of the Towns Fund and priorities set out in the TIP as the business cases developed.</p> <p>Consequences/Mitigation The business cases will not be compliant for MHCLG to sign off and release the funding for delivery and the original aims and objectives are not fully achieved. This will be mitigated through the established project management procedures in place through the Major Projects Board and role of the business case consultancy to act as the critical friend and advisor to all business cases.</p>	Low
Business cases not completed in time	<p>Risk The work and resources required to develop the detailed business cases is not completed within the 12 month deadline set by MHCLG and the funding not released.</p> <p>Consequences/Mitigation Full Town Deal allocation not secured to support the economic recovery. The Programme Board will regularly monitor the progress and development of business cases and identify additional resources and address any issues required to enable the business cases to be completed within the timeframes.</p>	Medium
Scheme Delivery	<p>Risk If successful, the Council will need to commit to deliver the schemes by 31 March 2026.</p>	Low

	<p>Consequences/Mitigation Estimated benefits from these schemes not delivered and impacts on the Coronavirus Recovery Plan for King's Lynn.</p> <p>Project programme resources and risk registers will need to be built into each project to ensure sufficient resource for delivery and effective risk management/monitoring of schemes.</p>	
Cost Increases	<p>Risk Project costs could be higher than the funding available once the detailed business cases are completed. Concerns around recent cost inflation of materials impacting on project costs.</p> <p>Consequences/Mitigation Optimum bias has been applied to projects. Costs will continue to be monitored through the key stages of the projects and monitored through the Programme Board and will be subject to further negotiation with government before final funding and project approval. The TIP will inform partners strategic plans to support future funding opportunities as they arise.</p>	Medium
Change in Administration	<p>Risk Change in administration at a local election results in changing policy priorities</p> <p>Consequences/Mitigation Elections take place at the Accountable Body in 2023. The ability to change projects at this stage with MHCLG will almost certainly not be possible as the project confirmations and business cases will have already been submitted. Specific projects or part of them could, however, be halted if the Council as the Accountable Body, decided to withdraw from them. This would most likely result in the loss of part of the Towns Fund.</p>	Low
Disagreement between the Council as the Accountable Body and the Towns Fund Board	<p>Risk Project confirmations and the business case for each project must be approved and signed by both the Accountable Body and the Towns Deal Board. If the two bodies are unable to agree on these, this will halt progression of the Towns Fund.</p> <p>Consequences/Mitigation This could put the whole or part of the Towns Deal at risk of not being received. It is an unavoidable risk given the way that MHCLG have set this Towns Deal Fund to operate. There would be significant reputational damage in the event of a disagreement that cannot be resolved. The Local Assurance</p>	Medium

	Framework addresses dispute resolution and provides the framework for the two bodies to work closely together with key stakeholder engagement, to hopefully minimise the risk of unresolvable disagreement	
--	--	--

8 Environmental Considerations

- 8.1 One of the primary objectives of the Towns Fund is to promote clean growth investment to deliver decarbonisation, improved air quality and health and economic growth. Projects submitted for Towns Fund and taken forward to prepare detailed business cases will have to consider these objectives in their design to contribute to the council Climate Change policy and move towards carbon reduction.

9 Financial Implications

- 9.1 The Council is not providing any additional capital or revenue funding directly to the shortlist of projects at this stage, other than for the Guildhall project. All other funding has previously been approved by Cabinet and already agreed in the capital programme, as set out in table on page 7. The Council will utilise its land and assets as match contributions to projects where applicable.
- 9.2 For the Guildhall project, the Council originally proposed £750,000 match funding contribution as part of the Future High Streets Fund. However, this has never formally been incorporated into the Capital Programme. This requires approval by Council.
- 9.3 Cabinet are also asked to reaffirm the commitment made in the Cabinet report on 26th October 2020 to underwrite the match funding required for the Guildhall project in order to secure the Towns Fund. The intention is to continue to pursue a submission to the National Lottery Heritage Fund to secure funding of £3,326,910 for these works. However, if the outcome of this is not successful, a further report will be brought back to Cabinet. The options to fund this will be to:
- allocate funding from reserves; or
 - borrow the funds and incorporate the revenue cost of borrowing into budgets going forward
- 9.4 MHCLG confirmed in July that to facilitate delivery of the Towns Fund, they have agreed with HM treasury to forward fund 5% of the Towns Fund allocations once project confirmations have been received and grant offer letters are awarded, to enable crucial project development work to take place on projects, particularly in respect of acquiring sites, and progressing design, planning and construction contracts. For King's Lynn this would equate to £1.25m. The funding is paid via section 31 payment and for the local area to determine how this is spent against the approved Towns Fund projects. Delegated authority is requested to determine how this funding is allocated across the towns fund projects to progress the schemes for delivery.
- 9.5 The Council received an additional £70,000 in revenue capacity funding in March 2021 to support the development of the detailed business cases however it is recognised that this may not be sufficient given the range of projects on the short list. It has been agreed to allocate the residual funding available within the Norfolk Business Rates Pool to all the Norfolk councils. This funding to be used to meet the costs of further work and resources to

support the business cases as agreed with the Chief Executive and Section 151 Officer in consultation with the Deputy Leader and Portfolio holder for Regeneration & Development.

Further financial and staffing resource has been provided by Norfolk County Council to assist with the development of business cases for the Guildhall Complex project, MUCH, LCWIP and gyratory.

10. Policy & Personnel Implications

10.1 Programme Management Resources

The development and delivery of the £25m Towns Deal will require extensive programme management, stakeholder engagement, financial monitoring and claims, and overall monitoring and evaluation as set out in the Towns Fund guidance. The recruitment of a programme manager was approved by cabinet in April 2020. Unfortunately, the first round of recruitment to the position received no applications, despite proactive marketing of the position over and above our normal practice. This reflects the current market conditions given the number of other towns/authorities also seeking to recruit to these types of roles. Management Team are reviewing various options for how the resourcing required is met and therefore request that delegated authority is approved for the Chief Executive & Section 151 Officer in consultation with the Deputy Leader to agree the resource requirements and funding arrangements for resourcing the programme, utilising the Norfolk Business Rates Pool allocation where necessary.

Interim part time support has been offered by the New Anglia LEP but this will not be sufficient to cover the resources required over the forthcoming business planning period, with particular emphasis on coordinating the governance, stakeholder engagement and monitoring and evaluation requirements of the Towns Fund programme.

There is a requirement corporately for a Project Accountant to support the financial accounting requirements of the Towns Fund as well as other major or key projects the council is delivering including major housing development schemes. This permanent post to be recruited as a corporate resource will be managed by the Finance Team. Approval is sought to add this post to the establishment. The cost is based on mid point of grade PG07 at £41,565 plus on costs of 25.5% (£10,600 to cover the costs of national insurance, pension contributions, allowance for insurance and travel costs). It should be noted this is subject to conclusion of job evaluation processes. The cost of this post will be met in the current year from the Towns Deal Fund and Norfolk Business Rates Pool where necessary. However, for future years, the post will be built into budget as part of the budget setting process with a contribution from the Town Deal Fund. The split of costs is estimated to be 50/50 but will need to be reviewed in accordance with the detailed business cases.

10.2 The proposal for the submission is in line with the Corporate Business Plan objectives to;

Delivering growth in the economy and with local housing

- promote the borough as a vibrant place in which to live, to do business and as a leading visitor and cultural destination
- develop and facilitate the range and quality of business premises available

- promote, lobby and support infrastructure improvements across the district
- increase the supply of suitable housing in appropriate locations

Protecting and enhancing the environment including tackling climate change

- work with partners and the community to improve our natural environment

Improving social mobility and inclusion

- continue to assist our residents to maximise their opportunities by accessing the support and services they are entitled to
- prevent homelessness, meet housing needs, improve housing conditions and ensure homes are accessible
- work with partners to improve education attainment levels and the skills of local people

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

- protect, promote and enhance the borough's natural and built environment
- maintain accessible, clean, pleasant and safe public places and communities

10.3 Officers are working with Norfolk County Council and New Anglia LEP to ensure the priorities identified in the TIP align with the emerging Norfolk Infrastructure Plan and Norfolk & Suffolk Investment Plan. This will ensure our strategic priorities are reflected at a county/regional level to support future funding opportunities.

Appendices

1. King's Lynn Heads of Terms Offer
2. Local Assurance Framework
3. Public Realm Action Plan

Background Papers

Town Investment Plan Cabinet report, 23 October 2020

King's Lynn Town Deal Board papers available on www.visionkingslynn.com

Town Deal Boundary Map

Towns Fund Further Guidance, June 2020

St George's Guildhall Feasibility Study, Foster Wilson, 2020

King's Lynn Creative Hub Feasibility Study, Final Report, February 2019

Accelerated Funding Cabinet Report, 10th August 2020

Vision King's Lynn Community Engagement Reports

www.visionkingslynn.com

**Pre-Screening Equality Impact
Assessment**

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



Name of policy/service/function	Regeneration & Economic Development				
Is this a new or existing policy/service/function?	Existing				
Brief summary/description of the main aims of the policy/service/function being screened. Please state if this policy/service is rigidly constrained by statutory obligations	Progression of Towns Fund programme to support improved skills and training opportunities, a safe and attractive town centre to assist in the coronavirus recovery in King's Lynn in line with the Councils corporate strategy. N/a				
Question	Answer				
<p>1. Is there any reason to believe that the policy/service/function could have a specific impact on people from one or more of the following groups according to their different protected characteristic, for example, because they have particular needs, experiences, issues or priorities or in terms of ability to access the service?</p> <p>Please tick the relevant box for each group.</p> <p>NB. Equality neutral means no negative impact on any group.</p>		Positive	Negative	Neutral	Unsure
	Age		√		
	Disability	√			
	Gender		√		
	Gender Re-assignment		√		
	Marriage/civil partnership		√		
	Pregnancy & maternity		√		
	Race		√		
	Religion or belief		√		
	Sexual orientation		√		
Other (eg low income)	√				



Ministry of Housing,
Communities &
Local Government

**Ministry of Housing, Communities & Local
Government**

Fry Building
2 Marsham Street
London
SW1P 4DF

www.gov.uk/mhclg

Graham Purkins
Chair, King's Lynn Town Deal Board
graham@merxin.com

8 June 2021

Lorraine Gore
Chief Executive, Borough Council of King's Lynn
and West Norfolk
lorraine.gore@west-norfolk.gov.uk

Dear Mr Purkins and Ms Gore,

King's Lynn Town Deal

In September 2019, the Government announced the initial 101 places invited to develop Town Deal proposals as part of the £3.6 billion Towns Fund.

King's Lynn was included in this initial 101 places and we were pleased to receive King's Lynn's Town Investment Plan in January. We are grateful for your hard work, and that of your team and Town Deal Board, in developing this set of project proposals to deliver long-term and sustainable economic growth in King's Lynn.

I am delighted to be offering you a Town Deal for King's Lynn to a value of up to £25 million. The draft Heads of Terms for this deal are attached to this letter. A list of the projects that we are content to support within this funding envelope is also attached, with conditions as appropriate; it is for King's Lynn to choose which projects to proceed with.

I understand that you will need to secure the agreement of the Town Deal Board to take up this offer. I would therefore request that you do so and return to us the signed Heads of Terms as confirmation by 29 June 2021. My officials are of course on hand to answer any questions you may have.

This is an exciting opportunity to come together to drive long-term economic and productivity growth in King's Lynn, particularly as we meet the challenges presented by Covid-19. I look forward to working with you to make King's Lynn's plans a reality.

Yours sincerely,

RT HON ROBERT JENRICK MP

Heads of Terms offer for King's Lynn

Introduction

King's Lynn is the major commercial, retail and service centre for a large area of East Anglia, and the largest town in West Norfolk. It has a unique heritage. King's Lynn has an important healthcare sector alongside major manufacturing and engineering firms. There is a vibrant and longstanding tradition of creative and cultural organisations, events and activity. King's Lynn's visitor economy is built on its hospitality, retail and leisure offer, including The Walks historic urban park. However, a lack of integrated investment together with out of town retail and residential growth has led to different areas of the town being less well connected, and major assets like the historic area less well used than it should be. Local residents have less access to opportunities than they should. Wages are below regional and national levels, and firms struggle to recruit to certain roles, with the availability of skills a big issue. Too many young people don't get the opportunities they deserve. Covid-19 has made this difficult situation worse. It has hit King's Lynn hard, with JSA claimants rising faster than elsewhere and footfall in the town centre declining further.

Government will work with Borough Council of King's Lynn and West Norfolk and its Town Deal Board to support the delivery of a Town Deal, with the goal of ensuring all King's Lynn residents have a share in the town's success.

The commitment

This document lays out the Heads of Terms offer to King's Lynn, under the Towns Fund. This is not a contractually binding document and the offer is subject to various conditions being met. The Heads of Terms will act as a Memorandum of Understanding for the future development and delivery of King's Lynn's Town Investment Plan and project proposals. It sets out joint expectations as King's Lynn enters the business case development phase.

Government will provide up to **a total of £25 million from the Towns Fund**, which will be used to enable King's Lynn to develop new opportunities for skills and jobs for young people and all those affected by Covid-19; to grow innovative businesses; to repurpose the town centre with new experiences and businesses; to develop a high-quality residential and leisure offer in the historic town core and riverfront; to become a sustainably connected town - through reduced congestion and better connectivity.

King's Lynn has proposed a range of projects that will contribute towards achieving this vision. These include:

- Delivering the Town Centre Repurposing project
- Supporting youth skills through the King's Lynn Youth and Retraining Pledge
- Improving the perception of the Town Centre Public Realm
- Creating a new visitor economy asset in St George's Guildhall Complex
- Promoting Active and Clean Connectivity
- Delivering the Riverfront Regeneration
- Creating the Multiuser Community Hub
- Supporting high-growth potential firms at the Innovation and Collaboration Incubator

King's Lynn will need to prioritise these projects within the funding envelope being offered. Funding for individual projects will be subject to successfully completing Phase 2 of the Towns Fund process. This includes detailed project development and business case assurance at local level.

Process, governance and assurance

Local partners will work with government to demonstrate the feasibility, viability and value for money of their projects by developing and submitting the Town Deal Summary Document, including (as per the Further Guidance and Stage two guidance: business case development):

- A list of agreed projects
- Details of business case assurance processes followed for each project
- An update on actions taken in relation to the Heads of Terms key conditions and requirements
- A Delivery Plan (including details of the team, working arrangements and agreements with stakeholders)
- A Monitoring and Evaluation Plan
- Confirmation of funding arrangements and financial profiles for each project
- Undertaking Public Sector Equalities Duty analysis
- Approval from the Town Deal Board and Lead Council

King's Lynn should conduct project assurance in line with agreed routes for each individual project and should provide more detailed private sector and community stakeholder ongoing engagement plans, including detail on how SMEs will continue to be engaged.

If the priority projects identified for funding do not progress, MHCLG cannot guarantee that funding can be assigned to alternative projects or that if it is those will be to the same value. This may result in an overall reduction in the amount of funding received.

Within two months of accepting this offer, King's Lynn should confirm in writing details of projects being taken forward and a plan for addressing key conditions relating to those projects and the overall Town Investment Plan. This should be sent to towns.fund@communities.gov.uk, copied to the town lead.

King's Lynn must then complete business cases for the projects being taken forward and submit the Summary Document within 12 months of the deal being agreed. MHCLG will then provide the agreed funding up to the maximum amount of **£25m** for those projects, provided that all conditions are met.

Signed:



Chair of the Town Deal Board



Chief Executive of lead Council

MHCLG Secretary of State / Minister

Date

ANNEX TO THE HEADS OF TERMS: PROJECTS WITHIN SCOPE OF THE TOWN DEAL

The Town Deal offer is a maximum of **£25 million** of MHCLG funding in total.

Within this maximum amount, King's Lynn may take forward projects selected from those listed below.

This funding will be subject to successfully completing Phase 2 of the Towns Fund process as set out in the Towns Fund Further Guidance, including detailed project development and business case assurance at local level. It is also dependent on final spending profiles, including the RDEL/CDEL split being provided, and the further project-specific conditions set out below being met.

Project	Funding offer limit	Match	Expected outputs and outcomes	Conditions	Fast track (Y/N)
<p>Town Centre Repurposing</p> <p>Repurposed units will be occupied by businesses and leisure uses on the ground floor, while town centre living will be enabled on the above floor(s).</p>	£1.75m	£1.55m	<ul style="list-style-type: none"> • Delivery of 30 quality residential and commercial space in key locations • Development of 3 abandoned sites • Increase in commercial space for 10 pop up opportunities • 2 other schemes to support productivity & growth • Land value – TBC • Perceptions of the place by residents/visitors – 1 • 10 businesses supported 	<ul style="list-style-type: none"> • N/A 	Y
<p>King's Lynn Youth and Retraining Pledge</p> <p>This revenue project will deliver a package of support in youth skills, youth employment and young adult workforce development.</p>	£0.45m	£0.065 m	<ul style="list-style-type: none"> • Increase in capacity and accessibility to new skills facilities – 335 • Increased and closer collaboration with Employers – 335 • Increase in the breadth of the local skills offer that responds to employer needs – 335 • 335 new learners assisted • 12.5% of learners gaining relevant 	<ul style="list-style-type: none"> • N/A 	Y

			<p>experience/being 'job ready' (as assessed by employers)</p> <ul style="list-style-type: none"> • 12% of working-age population with qualifications 		
<p>Town Centre Public Realm</p> <p>The aim of the project is to improve the perception of the town centre, creating a quality and distinctive public realm.</p>	£0.25m	£0.05m	<ul style="list-style-type: none"> • Delivery of 5 quality commercial space and site development • 5 upgraded cycling and walking paths • 10 businesses using commercial space • Perceptions of the place by residents/visitors – 1 • Number of journeys by cycle and walking modes - TBC 	<ul style="list-style-type: none"> • N/A 	Y
<p>St George's Guildhall Complex</p> <p>This investment will create a new, updated, visitor economy asset, boosting visitor numbers and creating a new asset that will meet the needs of the local creative sector and community, with strong community access and education.</p>	£4.85m	£3.9m	<ul style="list-style-type: none"> • 2 upgraded arts venue/ theatre • 575sqm increase in number of shared workspace or innovation facilities • Increase in capacity and accessibility to 1 new or improved skills facility • 1 other schemes to support business prod and growth • Availability of 5 new specialist skills equipment (new making and theatre skills studios) • 90k PA visitors to arts, cultural and heritage events and venues • 20 new businesses in first 3 years • 50 start ups utilising business incubation, acceleration 	<ul style="list-style-type: none"> • N/A 	N

<p>Active and Clean Connectivity</p> <p>The proposed development comprises of three elements, to form an active & clean connectivity package.</p>	£7.5m	£9.885m	<ul style="list-style-type: none"> • Local Transport – 3 • Urban regeneration, planning and land use – 3 • New or upgraded cycling & walking paths – 3 • 1 wider cycling infrastructure such as cycle parking • 100,000sqft commercial land • Perceptions of the place by businesses – 3 • 379 housing units unlocked 	<ul style="list-style-type: none"> • Provide a more detailed delivery plan, including further analysis of costings (including a breakdown of costings for each element of the project), and sources of finance. • Provide confirmation of match funding arrangements. • Provide greater detail on outputs and outcomes provided, as well as including units for quantities listed. 	N
<p>Riverfront Regeneration</p> <p>This project constitutes the first phase of regeneration for King's Lynn's riverfront.</p>	£5.85m	£0.75m	<ul style="list-style-type: none"> • 2 upgraded historic landmark sites • Development and remediation of 2 abandoned sites • 5000 PA increase in visitor numbers • 154 jobs created • 5 businesses supported • Perceptions of the place by residents/visitors - 1 • Perceptions of the place by businesses – 1 • Enabling investment in the area - 1 	<ul style="list-style-type: none"> • Provide revised spending profile which matches indicated match funding. • Provide further details of planned private sector stakeholder engagement to help ensure investment in the available space in the area. • Provide an update on agreement with vessel owner and operator. • Provide further details and a breakdown of project outputs and outcomes, including more of a focus on outcomes relating to economic growth. 	N
<p>Multiusers Community Hub</p> <p>This project will create a new town centre one-stop shop for a range of services and skills development opportunities for King's Lynn residents, with</p>	£4.36m	£4.36m	<ul style="list-style-type: none"> • 1 new, upgraded community centres and library • Increased breadth of the local skills offer – 10 • Increase in capacity and accessibility to new or improved skills facilities – 5200 • Increased benefit for the public 	• N/A	N

close access to public transport.			education over the long term – 1 <ul style="list-style-type: none"> • Perceptions of the place by residents/businesses/visitors – 200k PA • 5200 PA learners assisted • 7.5% learners being job ready 		
Innovation and Collaboration Incubator The facility will be designed for high growth potential firms in manufacturing, advanced engineering and technology with access to superfast broadband and high quality business support and networking on the Enterprise Zone	£8.0m	£0.4m	<ul style="list-style-type: none"> • 1 new enterprise building • 3397sqm increase in the amount of shared workspace or innovation facilities • 3397sqm increase in the amount of high quality commercial space • 167 full time jobs created • 10 enterprises utilising high quality, affordable and sustainable commercial spaces 	• N/A	N

General conditions

There are also the following requirements for the process and governance:

- **TIP Improvements:** Provide more detailed private sector and community stakeholder ongoing engagement plans, including detail on how SMEs will continue to be engaged.
- **Assurance:** The business cases for each project will be taken through the Borough Council of King's Lynn and West Norfolk, in line with local assurance processes.
- **Public Sector Equalities Duty (PSED) and other assessments:** Borough Council of King's Lynn and West Norfolk will undertake programme-wide level impact assessment, relevant project-level impact assessment to meet their Public Sector Equalities Duty as well as carry out relevant Environmental Impact Assessments.

If the priority projects identified for funding do not progress, MHCLG cannot guarantee that funding can be assigned to alternative projects or that if it is those will be to the same value. This may result in an overall reduction in the amount of funding received.

Within two months of accepting this offer, King's Lynn should provide the following information to towns.fund@communities.gov.uk, copied to the town lead (annex a in business case guidance):

- Details of the projects being taken forward (including for each project the capital/revenue split and the financial profile)

- Overall capital/revenue split and financial profile for the Town Deal
- A plan for addressing key conditions relating to those projects and the overall Town Investment Plan.

King's Lynn must complete business cases for the projects being taken forward and submit the Town Deal Summary Document within 12 months of accepting this offer. Business cases should follow the Lead Council's usual assurance processes and be undertaken in partnership with the Town Deal Board.

If the town wishes to alter the projects being developed, change them for other projects, or otherwise depart from the conditions placed on the projects above, they will inform the Towns Hub as soon as possible setting out clear justifications and evidence. A form for requesting such changes is in the business case guidance.

King's Lynn Town Deal Local Assurance Framework

August 2021



Borough Council of
King's Lynn &
West Norfolk



Local Assurance Framework for the King's Lynn Town Deal

1. Introduction

- 1.1. In June 2021, King's Lynn was awarded a £25m Town Deal by Central Government to deliver a range of programmes and projects that will provide 'interventions' which will result in economic productivity through urban regeneration, planning and land use, skills and enterprise infrastructure and connectivity.
- 1.2. The King's Lynn Town Deal Board (TDB) was established in January 2020 to support the development of the Town Investment Plan (TIP) for King's Lynn and identify and agree the funding priorities for a potential Town Deal. The TIP provides the vision and strategy for the framework for planning and implementing the regeneration of King's Lynn over the next 10 years.
- 1.3. The success and strong engagement of the TDB has led to recently updating the [Terms of Reference](#) to reflect their long term role to oversee the development of business cases and delivery of the Town Deal by 31st March 2026 and identify priorities in the TIP for future funding opportunities.
- 1.4. A requirement of a Town Deal is to implement a Local Assurance Process for the development and sign off of individual Business Cases, to finally be signed off by the Section 151 Officer and Town Deal Board Chair. This Local Assurance Framework (LAF) sets out the governance and decision-making structure of the King's Lynn Town Deal Board (the board) in relation to the Towns Fund.

Its purpose is to:

- Enable accountable decision-making
- Ensure value for money
- Provide for effective monitoring and evaluation

The Framework is underpinned by a suite of documents, including terms of reference, policies and procedures which apply to all the activities in which the King's Lynn Town Deal Board are involved. The Board works closely with the Borough Council of King's Lynn & West Norfolk (BCKLWN) as the Accountable Body for the King's Lynn Towns Fund programme in fulfilling its LAF.

The Framework is divided into three parts:

Section 1 - Introduction

Section 2 –King's Lynn Town Deal Board

Section 3 – Governance Section

2. King's Lynn Town Deal Board

- 2.1. The **King's Lynn Town Deal Board** is the strategic body working in partnership with BCKLWN. It will provide strategic direction to the development and implementation of the Towns Fund programme for King's Lynn. Specifically, it will be the vehicle through which the vision and strategy for the town is defined to drive long-term transformative change and inform the Town Deal, including the amount of investment secured through the Towns Fund.

Specific sub-groups or working groups have been established to develop the detail for certain towns fund themes or project business case and ensure wider community and stakeholder engagement. These sub groups will be chaired by a member of the TDB who will report to the main Board on the sub-group activity and progress.

The Board will approve each Town Deal business case to ensure alignment with the priorities set out in the TIP and to ensure they are developed with broad engagement with local communities and businesses.

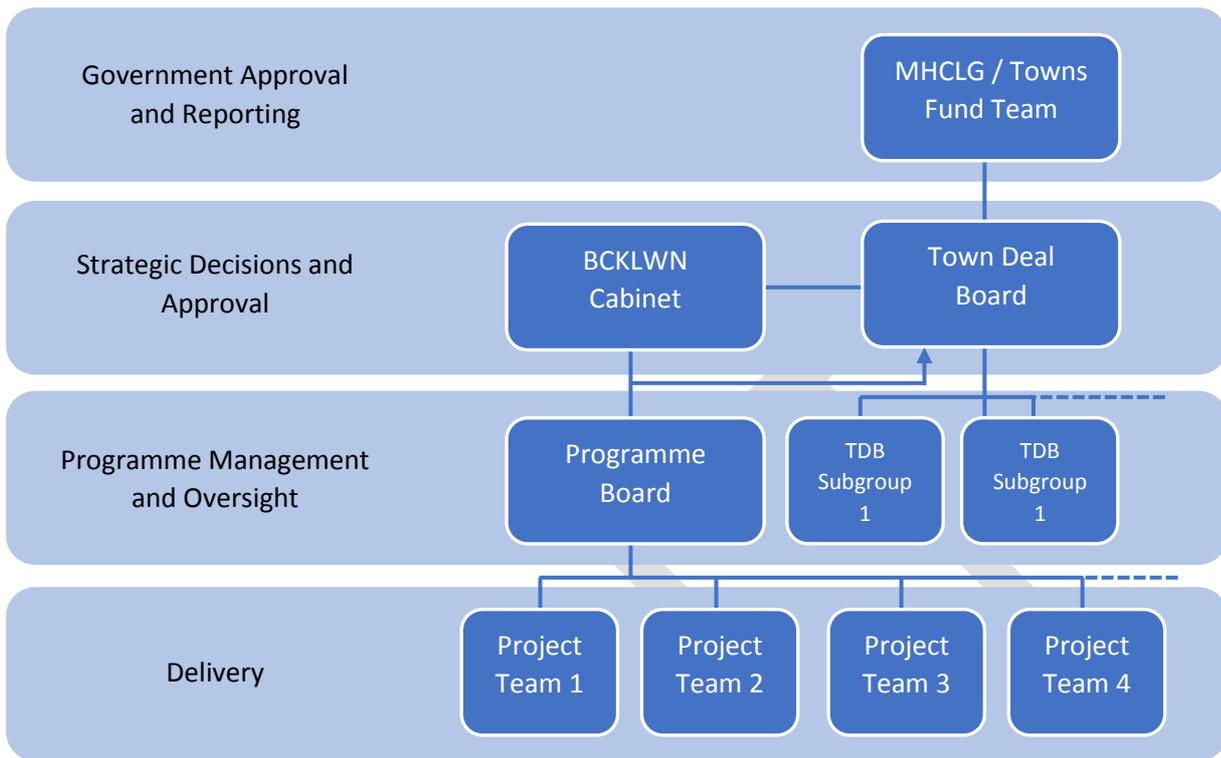
The Board will receive reports on the progress, key milestones and any issues/risk identified during the development of the detailed business cases.

The **Town Deal Programme Board**, a BCKLWN led board consisting of senior managers from different Council disciplines, the County Council and New Anglia LEP, including the S151 Officer will be responsible for approving the Business Cases on behalf of the accountable body. The Senior Responsible Officer, the Assistant Director for Housing, Regeneration & Place will manage programme information and activity between the Board, its sub-groups and panels and the Council delivery teams, Portfolio Holders and the Council's Cabinet.

The **Towns Fund Programme Manager** (AD for Housing, Regeneration & Place and Regeneration Programme Manager until appointed) will have day to day responsibility for the coordinating delivery of the Towns Fund projects on behalf of the TDB. Overarching responsibility for steering and overseeing the Town Deal and the TIP with the board.

Council Panels and Sub Groups and Working Groups to the Town Deal Board will act as a two way mechanism to inform and provide constructive feedback and recommendations to the TDB, Cabinet and Programme Board.

The diagram below describes the board structure and relationship between the Board and the Council.



If there is a real possibility of a dispute arising between the BCKLWN Cabinet and Town Deal Board with regard to the Strategic Decisions sought to be made by each respective body, the Monitoring Officer of BCKLWN shall arrange for a mediation process to resolve that dispute as quickly as possible.

Town Deal Programme Board

The work programme required to deliver the £25m investment will also involve the commitment and resources of other public agencies, extensive stakeholder, member and community engagement and consultation to assist in the development and delivery of projects to ensure they meet the expectations of government and secure local support and buy in.

In order to provide support and oversight of the Town Deal and to the individual project teams/lead for Town Deal projects, a **Town Deal Programme Board** will be established to monitor and manage the delivery of the Town Deal. This will be supported by a dedicated **Programme Delivery Team** based in the Borough Council’s Regeneration Service Area, supported by other internal departments from the borough and county council and specialist advisers as necessary.

The Terms of Reference are:

1. To work in partnership on the shared vision and priorities set out in the TIP and final projects to be delivered under the Towns Fund.

2. Identify the resources required (and available for each project) and, where necessary, work together to secure additional resources to ensure delivery of the Town Deal.
3. Prepare a Town Deal Delivery Plan and Local Assurance Process to allocate resources and oversee the delivery of the Town Deal and the implementation of the component projects.
4. Ensure effective co-ordination between the activities and actions of the agencies and organisations involved.
5. Be responsible for managing and implementing projects, commissioning and managing consultants for projects as directed by the Board.
6. To monitor and review the progress of the TIP and effectiveness of the actions.
7. To monitor risks, issues and assumptions and risks to ensure successful delivery of the Town Deal projects.
8. To monitor the financial profile, cash flow and budgets of all projects
9. To receive updates, comment and provide strategic direction on the development the Town Deal project business cases.
10. To monitor the effectiveness of the Communication & Engagement Plan to ensure members, stakeholders and the community are actively engaged throughout the delivery of the Town Deal.
11. To receive bi annual reports on the Monitoring and Evaluation being achieved as a result of the investment, against the planned outputs and outcomes submitted to MHCLG at project confirmation stage.

3.2 Membership of the Programme Board will include;

Borough Council of King's Lynn & West Norfolk	Chief Executive	Lorraine Gore
	Executive Director	Geoff Hall
	Executive Director	Debbie Gates
	Assistant Director / S151	Michelle Drewery
	Assistant Director	Duncan Hall
	Assistant Director	David Ousby
	Assistant Director	Matthew Henry
	Regeneration	Jemma Curtis

	Programmes Manager	
	Monitoring Officer	Alexa Baker
Norfolk County Council	Executive Director	Vince Muspratt
New Anglia LEP	Head of Strategy	Lisa Roberts

3.3 Meeting frequency will be fortnightly initially.

3.4 To progress and deliver the Town Deal, the Programme Board will need to have wide ranging support and clear lines of accountability. It is proposed that;

- The Borough Council chairs the Programme Board as the accountable body for finance, funding, administration and performance monitoring of the Town Deal.
- The Programme Board should have delegated authority within agreed tolerances to deliver the Town Deal within agreed budgets and funding attracted in accordance with a 5 year Delivery Plan which may need the approval of partner organisations.
- The Programme Board will provide update reports to the Town Deal Board as the overarching partnership body for the Town Investment Plan. Individual partners will need to determine the need for reporting arrangements to their parent organisations.
- Representatives will have the ability to influence and/or deliver the Town Deal and Delivery Plan. The Group will have a key influencing role and be a senior officer interface between the Programme Delivery Team and the TDB to ensure the provision of technical expertise prior to making recommendations to the TDB.
- Board Members will be identified to act as programme and project sponsors on the basis that their powers and responsibilities make them the most appropriate lead individual projects.

3.5 Resource and Key Milestones

Below are the Towns Fund projects approved by government which the TDB can prioritise for funding under the signed Heads of Terms offer.

Towns Fund Programme	Intervention	Lead Authority
Town Centre Repurposing	Repurposed units	BCKLWN
King's Lynn Youth & Retraining Pledge	Support youth skills, youth employment and adult workforce development.	Norfolk County Council
Town Centre Public Realm	Create quality and distinctive public realm	BCKLWN
St George's Guildhall Complex	St Georges Guildhall Refurbishment	BCKLWN
	Creative Hub	BCKLWN

Active & Clean Connectivity	Local Cycling & Walking infrastructure plan priority route improvements	Norfolk County Council / Borough Council
	Active Travel Hub	BCKLWN
	Gyratory	Norfolk County Council
	Travel Plan Fund	Norfolk County Council
Riverfront Regeneration	South Quay Public Realm	BCKLWN
	Outer Purfleet infrastructure	BCKLWN
	Custom House	BCKLWN
	Sail the Wash Dryside infrastructure	BCKLWN
	Boal Quay Flood Defences	BCKLWN
Multi User Community Hub	Repurposing vacant town centre property for new library and one stop shop for multi agency services & support	Norfolk County Council
Innovation & Collaboration Incubator*	Incubator workshop space for high growth potential businesses.	BCKLWN

**Project Approved by MHCLG but not prioritised to be taken forward under Town Deal funding offer at Project Confirmation Stage.*

The Town Deal Delivery Plan will set out the resources, programme and key milestones for each intervention which the Town Deal Programme Board will monitor progress against.

4. Governance Arrangements

4.1 Decision Making

Stage 1. Town Investment Plan (*completed*)

The Board will be responsible for signing off each stage of the development of the TIP, this includes the decisions relating to the project prioritisation process and final selection of projects for inclusion in the Town Deal.

Stage 2. Heads of Term Agreement /Town Deal (*in progress*)

The KLTDB will be responsible for decisions relating to the agreement of a Town Deal with government and the subsequent development of the detailed business cases for Town Deal projects. The Board will oversee each step of this process and along with BCKLWN (as the Accountable Body), will have responsibility for reaching a final Heads of Term Agreement with government.

Stage 3. Town Deal Project Business Cases

Following the Heads of Term Agreement, the TDB will oversee the development of full business cases for all the TIP projects. The business case development will be carried out by an accountable lead, a project manager appointed by the Project Lead Partner supported by the **Programme Delivery Team** comprising of all the project leads, specialist consultancies and any external partners. This process will be managed by the **Town Deal Programme Manager** who will provide progress reports to the TDB.

A key component of the Business Case process will be to assess Green Book compliant Value for Money Assessments, including calculation so Benefit Cost Ratios (BCRs) for individual projects.

Further community & stakeholder consultation and engagement under the **Vision King's Lynn** brand will take place during full business case development to ensure the community and stakeholders remain active in shaping the projects.

Independent appraisal of the business cases will be carried out prior to submission to government to give the necessary assurance to the TDB. Once the business cases have been approved by the Ministry of Housing Communities and Local Government (MHCLG) Towns Fund Team, the projects will move onto the delivery stage.

Stage 4. Delivery of Town Deal projects

BCKLWN will be responsible for the day to day delivery and operational decisions for the Towns Fund programme and any funding agreements with partners who will delivery Town Deal projects on behalf of the BCKLWN. The TDB will be responsible for strategic programme decisions and for overseeing delivery of the programme, monitoring and evaluation of the individual projects and compliance with the Heads of Terms Agreement with government.

Each Town Deal project will be led by an appointed Project Manager who will work with a **Programme Delivery Team** made up of relevant internal and external stakeholders for this project. The Programme Manager will provide update reports to the relevant Council panels, portfolio holders and Cabinet on behalf of the Council. Regular programme monitoring and evaluation reports will be provided to the TDB , MHCLG, Portfolio Holders and Members. Key programme decisions will require final approval by the relevant Portfolio holder and Programme Management Board.

The diagram below presents a visual outline of this process:





4.2 Scrutiny

The Programme Board is made up of Senior managers, responsible for ensuring that the programme aligns to the wider business of the Council and its policies and procedures. There is representation from specialist areas like legal, finance and communications, they act on behalf of the accountable body and will scrutinise the performance of the Towns Fund programme to ensure appropriate compliance to Council, MHCLG and Towns Fund policies and processes.

Additional scrutiny of the programme will be carried out through programme reviews by the Internal Major Projects Board.

4.3 Financial Regulations

BCKLWN is the accountable body for the Town Deal. BCKLWN must conduct its business efficiently and ensure it has sound financial management policies in place, including arrangements to monitor compliance. BCKLWN statutory Section 151 Officer is also charged with ensuring that proper financial management processes are in place.

The financial management of the Town Deal will be in accordance with Borough Council of King's Lynn & West Norfolk's Contract Standing Orders and Financial regulations. The Borough Council of King's Lynn & West Norfolk will account for financial resources granted or to be applied for in the name of the Town Deal Board.

BCKLWN's financial regulations provide clarity about the financial accountability of individuals. The regulations identify responsibilities of individuals across all levels. Written records are a requirement where decision making has been delegated to members of staff in order to give assurance that tasks or decisions have been performed in accordance with the Financial Regulations.

The Delivery Plan will include or be accompanied by financial profile and budget forecasts as appropriate.

Further delegations will be put in place by the Accountable Body with specific reference to the delegation of authority for the Towns Fund programme. This proposal will ensure the most efficient and timely management of the programme, in the context of the delivery timeframes.

4.4 Risk Management

BCKLWN proactively manages its risks, enabling it to effectively manage current priorities and promptly identify future challenges. Risk management is noted as one of the key pillars of good decision making and therefore a crucial element of good governance. BCKLWN continually develops its risk management processes. A programme delivery risk assessment will be completed and reviewed quarterly at the Town Programme Board as part of the monitoring process ensuring that identified risks are minimised where possible and do not impact negatively on us achieving our priorities, outputs and outcomes.

4.5 Register

A Risk Register will record the Towns Fund programme and will be updated on a regular basis recording a list of any significant risks which may prevent the programme from achieving its priorities, outputs and outcomes. It will hold both strategic and operational risks. The Register identifies the lead individual to manage the risk, identify the controls or mitigation that needs to be in place to continually monitor the risk and record the outcome of any audit review. The register is used for reporting and monitoring of risks at a variety of levels and is

configured in risk groups aligned to the directorate structure of BCKLWN. It is overseen by the Policy Team, who will also maintain evaluations of BCKLWN wide and confidential risks. Key risks are also be recorded in BCKLWN 's Corporate Risk Register and are escalated to Management Team as chaired by the Chief Executive and to the Audit Committee if the risk reaches a defined level.

4.6 Procurement

As a public sector body, BCKLWN and NCC employs rigorous procurement processes which fully comply with the Public Procurement regulations on tendering and procurement and is a 'contracting authority' under the Public Contracts Regulations. Any procurement carried out as part of the Towns Fund programme will follow the Council's [procurement procedures](#).

King's Lynn Public Realm Action Plan

King's Lynn has a wealth of historic assets and hidden gems waiting to be explored. Through this Public Realm Action Plan, we set out our vision for a public realm that provides better connections across the town and creates high-quality public spaces for people to enjoy.

The action plan is a key part of King's Lynn's Town Investment Plan. It has been informed by residents, businesses and stakeholders through our consultations. This action plan will support our ambitions for the town centre; short, medium and long term which we can deliver with the support of our partners. We look forward to bringing as many of these exciting proposals to reality when funding becomes available, and continue to develop our town centre as a vibrant and attractive place where people want to live and work, where businesses thrive and where visitors choose to shop or explore.

Councillor Graham Middleton
Portfolio holder for Business Development

Contents

Introduction	The Value of the Public Realm	p. 4
Chapter 1	Background	p. 6
	Historic Context	p. 7
	Current Situation	p. 10
	Anticipated Developments	p. 11
	Town Centre Analysis	p. 12
Chapter 2	Public Realm Guidelines	p. 17
	Reinforce the network of spaces and their character	p. 18
	Improve walking routes and pedestrian environment	p. 20
	Expand the cycling infrastructure	p. 22
	Increase green infrastructure	p. 24
	Provide opportunities for pop-up initiatives and events	p. 29
	Aid legibility through consistent wayfinding	p. 33
	Enhance the night-time environment	p. 35
	Establish a consistent material palette	p. 38
	Commission art in public spaces	p. 45
	De-clutter the public realm	p. 48
Chapter 3	Area Concept Plans	p. 50
	Five Routes	p. 51
	Route 1 - Railway Station to River - Gateway to the River	p. 53
	Route 2 - High Street - A Commercial Corridor	p. 56
	Route 3 - Marketplaces, King Street and Queen Street - Heritage Trail	p. 59
	Route 4 - Riverside - A Leisure Landscape	p. 62
	Route 5 - Norfolk Street - An Important Artery	p. 67
Chapter 4	Street Furniture Guide	p. 70
Chapter 5	Implementation Plan	p. 72

The Value of the Public Realm

The Value of the Public Realm

Our experience of King's Lynn is intrinsically linked to the quality of the spaces we encounter as we move between places. These spaces are commonly known as the public realm - the full extent of the space between buildings which can be accessed by members of the public.

As such, King's Lynn public realm is composed of a wide range of landscape types including marketplaces, streets, lanes, parks and gardens. The quality of the town's public realm can be viewed as an outward demonstration of its health and prosperity, and with improvement can help encourage people to live here and invest in businesses.

It is now well recognised that the public realm provides space for people to meet and gather for leisure, as well as for its more traditional role as a place for trade and civic festivities. The aim of this plan is help address this issue, creating a flexible range of quality spaces for a range of activities in King's Lynn.

The public realm also plays an important role in fostering a sense of community - an active street or a welcoming and pleasant public space can be an indicator of a thriving community with engaged citizens. This plan will address issues relating to the design of safe and inclusive public realm which can have a significant impact on developing a sense of social integration in the town, encouraging all members of society to express themselves freely.

Clearly, investment in the Public Realm is vital to the ongoing success and enjoyment of King's Lynn. For most, initial priorities are safety and cleanliness; however, once these priorities are addressed, issues of design and quality are key factors.

The King's Lynn Public Realm Action Plan sets out a series of strategies to help guide investment in the public realm, aiding the improvement of the town centre to the benefit of all residents, businesses and visitors.



Chapter 1

Historic Context

p. 7

Current Situation

p. 10

Anticipated Development

p. 11

Town Centre Analysis

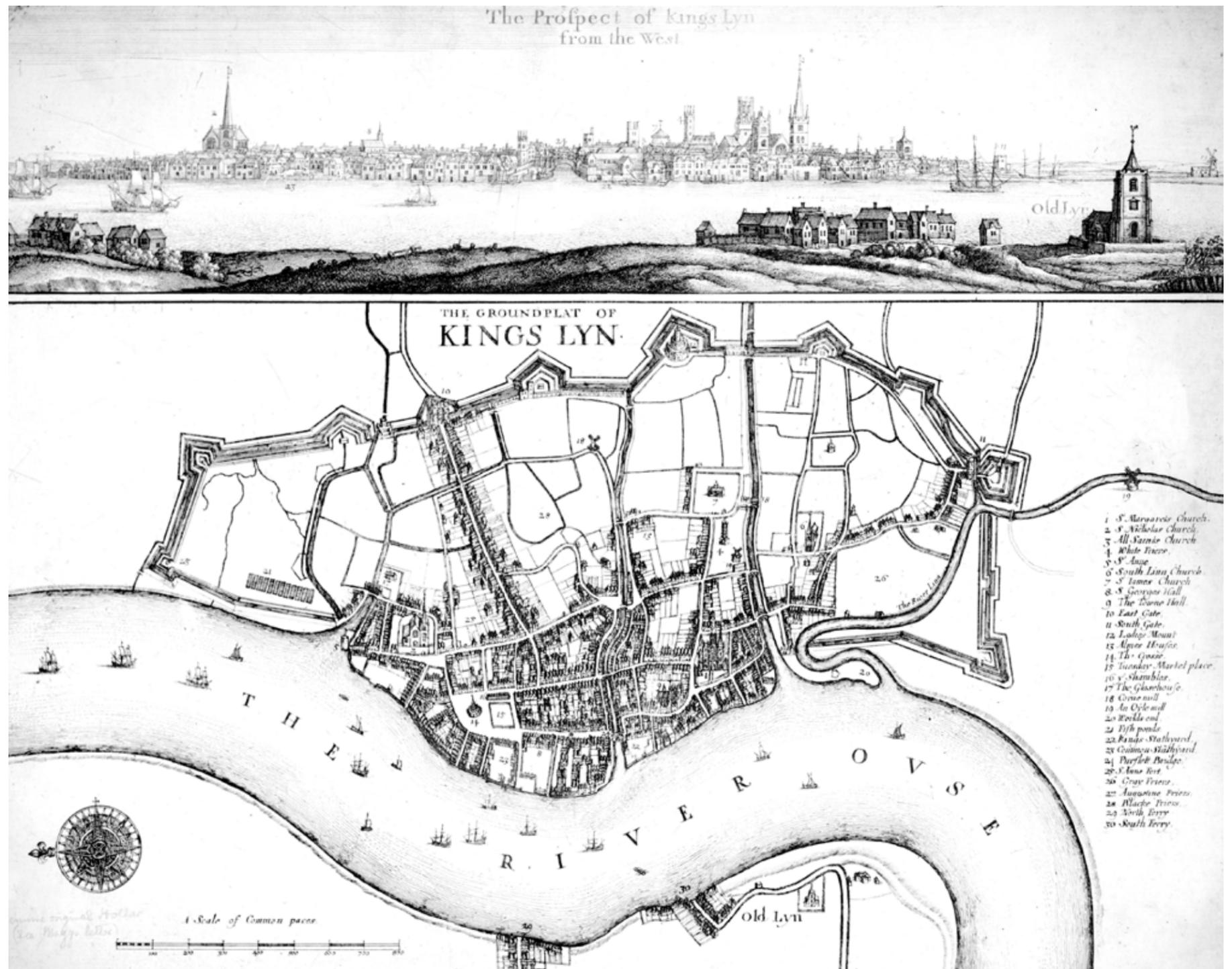
p. 12

Background

Historic Context

King's Lynn's public realm reveals the origins of the town and its evolving history. While only traces remain of its Anglo-Saxon beginnings, its late medieval history remains intact and can be seen in its marketplaces, streets, alleys and green spaces. The town centres subsequent expansion elaborated the network of streets and spaces around this medieval core and modern transport and maritime infrastructures were integrated at its outer edges.

Future initiatives in the public realm should be undertaken with an understanding of the specific history of the town, and interventions within the public realm should protect and safeguard this network of public space and incorporate strategies for the communication and interpretation of King's Lynn's history.



The Evolution of Lynn's Public Realm

King's Lynn origins lie in the Anglo-Saxon period, when a small settlement was formed around a tidal lagoon located between the Millfleet and Nar rivers. The town's name is believed to have developed from the siting of this early settlement and the Celtic word 'Lin' meaning a 'lake' or 'pool'.

The founding of the priory church of St Margaret by Bishop Herbert de Losinga (c.1100) led to the creation of a new town, located between the Millfleet and Purfleet, that centred around the Minster and its adjacent marketplace (the Saturday marketplace). Under the patronage of successive bishops of East Anglia, this settlement became a significant regional trading centre. Its rapid expansion led to the formation of a further settlement on the 'newe lande' to the north of the Purfleet. A second marketplace (Tuesday marketplace) was established, and St Nicholas' chapel was constructed as a chapel-of-ease to St Margaret. These two settlements on either side of the Purfleet, with their respective churches and marketplaces, became the nuclei for the subsequent medieval expansion.

In less than 200 years Lynn grew from an obscure Saxon settlement into the third greatest port in England due primarily to its export in wool and cereal to the Low Countries and import of coal, timber and luxury goods – especially after the Hanseatic League established a trading centre in the town (1271). The number of religious houses built by the mendicant friars in the 13th century is an indication of the growing importance of a town: Greyfriars (c.1230); Whitefriars (c.1260); Blackfriars (1272); Austin friars (1293).

To protect the prosperous town and its expanding European trade, the original defence earthworks were replaced by flint and brick walls that ran as far south as the Purfleet. Beyond the Purfleet a system of ditches, canals and earthworks, fed by the adjacent rivers, and a quadrant of defences to the southeast extended as far as the South Gate. In this period, Lynn relied on water for landward defences as it relied on the River Great Ouse and The Wash for its prosperity.

Until about 1300 the line of the Great Ouse approximately followed the line of Nelson Street and Queen Street, with the oldest buildings aligned along their eastern edge. In the following centuries, the riverbank moved westward allowing for new construction on reclaimed land. This established a distinctive 'fishbone' pattern along the riverside with long plots extending east-west from the axis of the north-south street alignment. The arrangement of these plots accommodated the growth in mercantile activity, with houses and offices facing street and warehouses and private courtyards extending to the water where goods were loaded and unloaded from boats to the rear.



Until to the Reformation Lynn was concentrated on this strip of land adjacent to the river and to the west of the present-day Chapel and Tower Streets. The remaining land between the town and its defensive walls and ditches remained largely undeveloped - this land containing fields and precincts for the Blackfriars, Greyfriars and Whitefriars – except for the two urbanised roads that extended to the town gates (Norfolk Street and Friars’ Street). During the subsequent centuries Lynn expanded within its town walls until it finally outgrowing them in the 19th century. This densification took the form of a loose grid of streets framed by low-rise buildings. ‘The Walks’ remains the only surviving part of the friary precincts which is owed to its designation as England’s earliest public park in 1753.

This historic structure - with the tight east-west grid of building plots and north-south streets linking the two market places adjacent to Great Ouse, and the loose grid of larger blocks planned around Norfolk Street and The Walks – remains largely intact and underpinned the subsequent development of King’s Lynn’s town centre. The large-scale infrastructural modernisations - Alexandra Dock (1869), Bentinck Dock (1883), the railway (1844), South Quay (reconstructed 1960) and its suburban expansion – took place around this historic core. Within the town centre the modern highway and road network has been integrated into the historic street pattern and the modernisation of the commercial centre has largely been accommodated within the historic town plan.

King’s Lynn’s contemporary public realm is therefore the legacy of successive generations of its citizens. The open space around the Nar Loop is the likely site of the original Anglo-Saxon settlement. The two marketplaces connected by north-south streets and bridges, with a perpendicular network of alleys and courtyards, attest the to the town’s medieval inception. The alignment of Nelson Street and Queen Street denote the historic riverfront. The Walks are a remnant of the friary precincts. To walk along Norfolk Street and Friar’s Street is to follow the historic routes that led to the town gates within the historic defences. The Outer Purfleet quayside provides a physical trace of the town’s seafaring and mercantile history. The town’s present-day public realm also contains historic structures that testify to its heritage - such as the South Gate, Whitefriar’s Gate and Greyfriars tower.

Residents who have participated in community consultations, conducted by the Borough Council of King’s Lynn and West Norfolk, have regularly highlighted King’s Lynn’s heritage as the number one attribute that they feel makes the town centre special and attract visitors into the town.

Future initiatives in the public realm can serve to highlight and improve access to the town’s heritage. Projects should be undertaken with an understanding of the specific history the town and the role that individual spaces played within the historic network of spaces and routes. Interventions within the public realm should protect and safeguard this network of public space as valuable historic asset in its own right, while understanding its role as an important setting for individual heritage assets and should opportunities for the communication and interpretation of King’s Lynn’s history.



Current Situation

The streets and public spaces of King's Lynn have developed over many centuries to form a unique and distinct urban environment. Traces of development from all periods, from its origins around the Minster in the twelfth century through to more recent commercial developments, have impacted on the character and form of the town centre; however, for the most part, the layout and form of town centre pre-dates the twentieth century, with significant heritage assets sitting within a large Conservation Area. While the character of the conservation area is mostly derived from the built fabric, the quality of the landscape also plays a key role in defining the quality of the overall environment.

While the town centre benefits from a strong spatial structure, with clearly delineated streets and some well-defined public spaces, the quality of the public realm and landscape design can be somewhat mixed and frequently does not equate to the quality of the surrounding built fabric.

The two key public spaces within the town centre, Tuesday Market Place and Saturday Market Place, have both benefitted from some recent investment and improvements; however, both remain dominated by the presence of cars, and would benefit from consideration as to how they can become more people orientated. Smaller, less defined and informal public spaces exist but are presently somewhat incidental; however, with investment these types of space, such as at Baxter's Plain, could become new focusses for activity and drive new investment in the town centre. The street surfacing is generally quite generic, utilising practical, low-cost materials such as concrete paving, brick pavers and asphalt. While this may be appropriate in some instances, in areas such as the historic core it does not provide an appropriate setting for the extensive heritage assets. Consideration should be given to upgrading the streetscape material palette in key locations to provide a setting befitting of the context.

It is also notable that the town centre benefits from little in the way of green space. While the Walks provides a significant green lung close to the town centre, within the historic core green space is principally limited to the church yards of the Minster and St. Nicholas'. The benefits of green space on health are well understood, and the development of this Public Realm Action Plan provides an opportunity to consider an increase in its provision within the town centre – South Quay and the area adjacent to the Nar Loop provide particular opportunities.

Through the 2019 Vision King's Lynn Ideas survey, business and stakeholders groups emphasised opportunities to improve the physical attractiveness of the town centre, including the re-purposing of the town centre and the increased provision of greenery, seating, and artwork. The Action Plan will set out strategies to guide investment and develop the town centre Public Realm in a holistic manner, addressing the issues described above, and many others.



Anticipated Developments

Proposals for the Public Realm Action Plan must also look to build on current and anticipated investment within the town centre. This offers the opportunity to create greater impact by focussing public realm investment in key areas to coincide with proposed developments, or to act as a catalyst for further projects.

King's Lynn is on the cusp of significant period of change, set out in the Town Investment Plan vision and complemented by the town's Heritage Action Zone and High Street Heritage Action Zone designations. A series of investment priorities have been identified through extensive public consultation by 'Vision King's Lynn'. Many of these have the potential to make a significant impact on the built environment of the town centre, including:

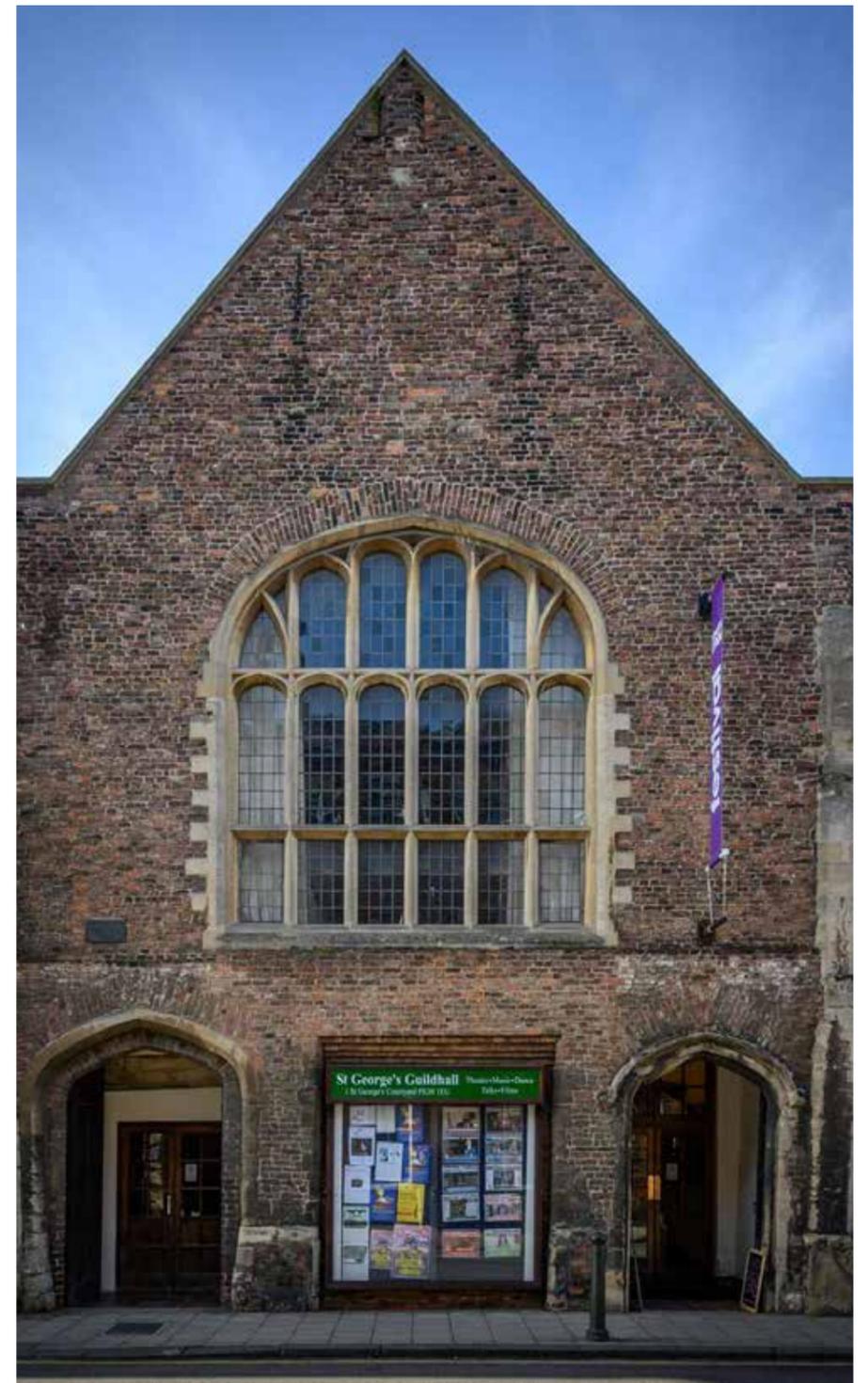
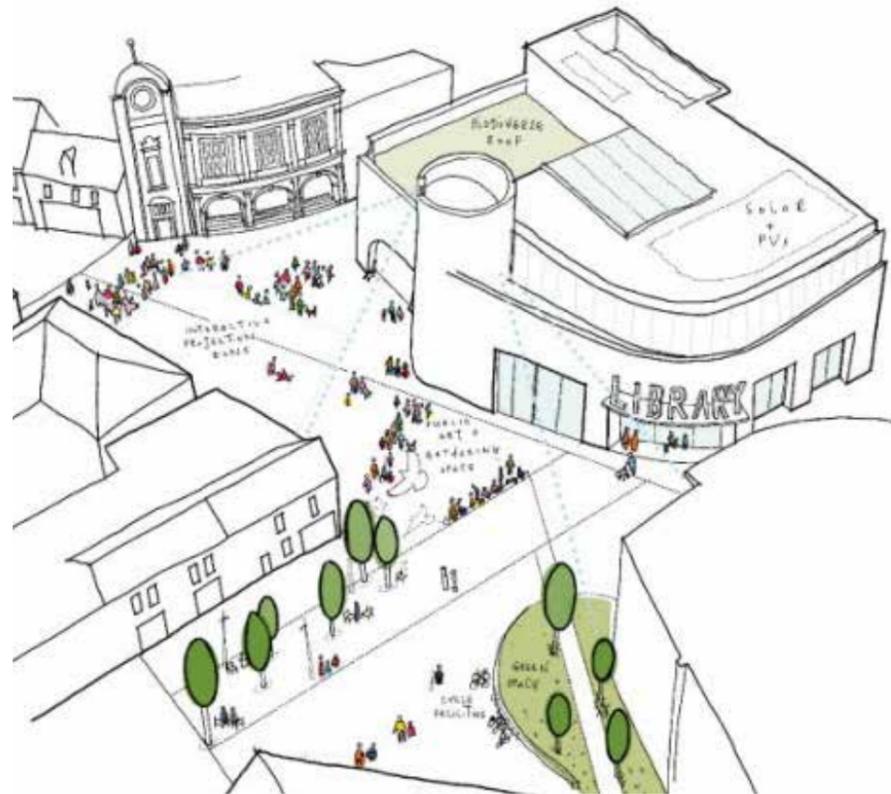
Multi-User Community Hub - proposed conversion of the former Argos building, at the corner of Tower Street and New Conduit Street, to provide a modern shared community space in the heart of the town that brings together a range of services anchored by a relocated town library.

Town Centre Housing - land released from existing car parking space to provide in excess of 150 homes over a ten-year period, bringing more people to live in the town centre.

South Quay Grain Silo and Somerfeld and Thomas Warehouse - a comprehensive and transformational plan for the refurbishment and conversion of the historic warehouse and adjacent site, to provide a mixed-use leisure, hotel and residential scheme.

St George's Guildhall - the refurbishment of St George's Guildhall, creating a new heritage and cultural attraction using the unique selling points of the oldest theatre in the UK and the Guildhall's Shakespeare link.

Post Office Redevelopment - potential site for private investment and regeneration. The development of these projects combined present a clear opportunity to reinvent currently underutilised parts of the town and creating new destinations for people to enjoy and support existing and new businesses and community uses.



Town Centre Analysis

An understanding of the physical context of the town centre is essential to be able to recommend appropriate changes to the public realm. This Public Realm Action Plan must meet the needs of today while creating a sense of continuity with the past, which exerts a great presence within King's Lynn town centre.

The use of the public realm reflects what happens around it - the built form and associated activities. This has changed over time and will undoubtedly continue to do so. The following pages provide a brief overview of the key factors which impact on how the public realm is used and perceived.



Urban Structure and Legibility

The historic urban structure of King's Lynn town centre has remained mostly intact and has proven to be robust and capable of adapting to changing patterns of use. It is clearly defined by a spine which runs north-south from Tuesday Market Place to Saturday Market Place. The spine is marked by High Street to the east and King Street and Queen Street to the west. Streets and lanes then typically run east-west from this spine, connecting inland to the east and west to the riverfront. This structure clearly grows from King's Lynn's historic role as both a port and a market town.

As one moves outward from the historic core, the urban structure begins to break down and the influence of twentieth century development and the provision of infrastructure for vehicular access becomes more apparent.

The Public Realm Action Plan should complement the established street pattern, maximising its pedestrian permeability, and beyond the historic core should seek to develop a high-quality environment which prioritises and promotes active travel.

o Legibility

The legibility of a place refers to the ease by which its parts can be recognised and organised into a coherent pattern. A legible town centre is fundamental to our ability to navigate it efficiently, comfortably, and securely.

Bounded to the west by the River Ouse, the compact nature and clear structure around which the town grew makes the historic centre clearly legible to pedestrians, cyclists, and motorists. For pedestrians most central routes lead to, or from, the High Street which becomes a key artery in understanding the centre. The legibility of the street pattern is overlaid by a secondary layer of key buildings, and natural features such as the river, which further enhance our knowledge of the town centre. However, as we move out from the historic core the structure begins to break down and legibility decreases. This is perhaps best exemplified by arrival at the Railway Station, from which visitors exit to be met by the gyratory road system and a lack of clarity in how best to access the town centre. From such positions the presence of the Minster tower on the skyline becomes a significant aid.

The Public Realm Action Plan should reinforce the legibility of the historic core and provide further aids to navigation where the urban structure breaks down.



Mobility and Permeability

How people move through the town centre has a significant bearing on how it is perceived. Mobility covers a range of modes of movement, including private car, public transport, cycling and walking. Each of these impacts differently on the public realm, and together they form a network which defines the ease with which people can navigate the town centre.

The town centre benefits from both a railway station and bus station, allowing access from further afield. The railway station is located on the eastern edge of the town centre and as such the associated tracks and infrastructure are not detrimental to the quality of the town centre environment. The bus station is located within the Vancouver Quarter, drawing people to the heart of the town centre.

The major town centre traffic artery is the gyratory system encompassing Railway Road and Blackfriars Road, which connects with London Road to the south, John Kennedy Road to the north and Gaywood Road to the east. This traffic system intersects with the eastern town centre and is prone to tailbacks. This in turn leads to poor air quality in places, making the area a poor environment for pedestrians and cyclists.

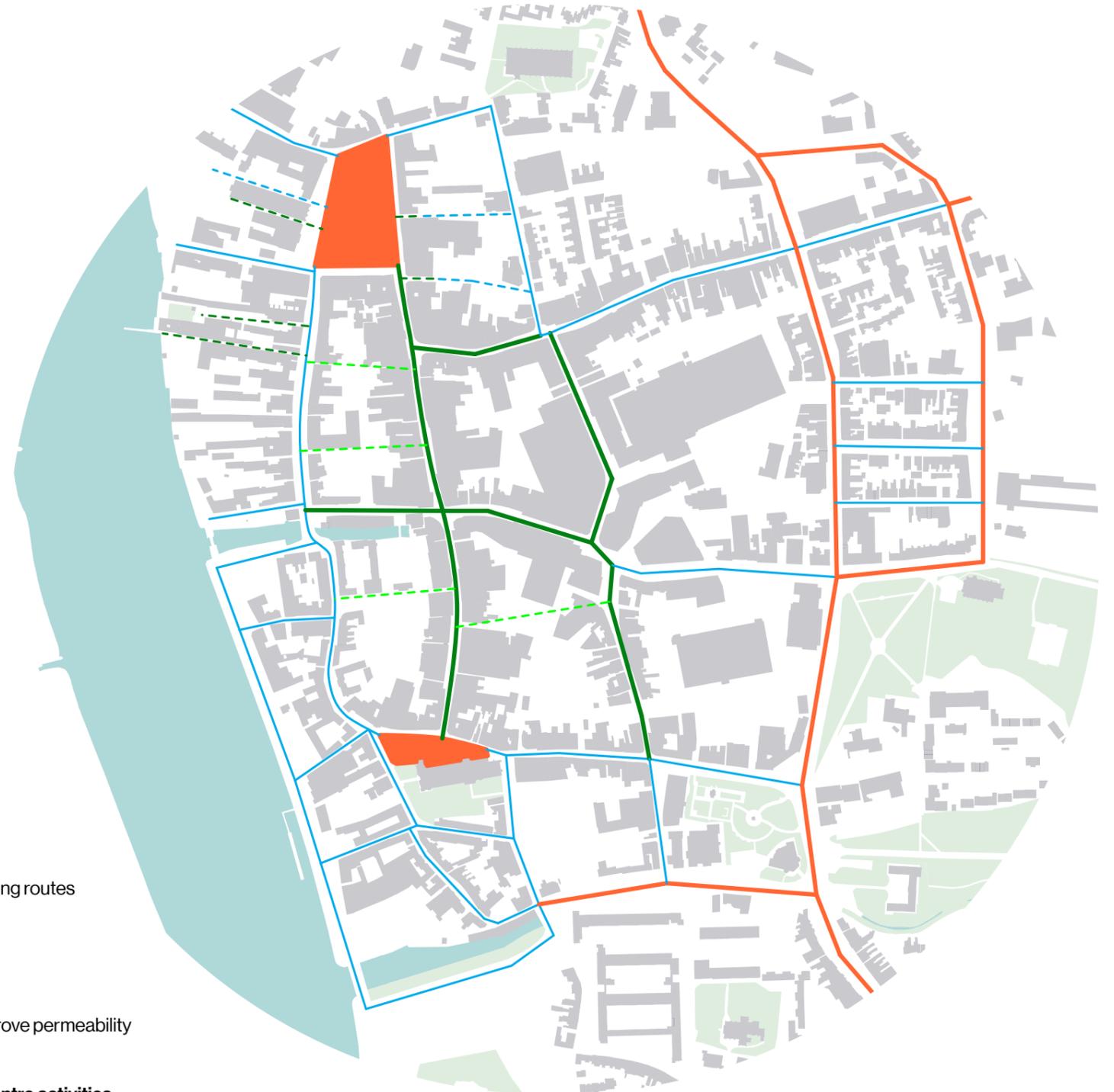
However, vehicular movement within the historic core of the town centre is relatively low impact, with King Street and Queen Street forming the principal north-south axis for local traffic.

Although National Cycle Route 1 passes through the town centre, the route is not clearly delineated, and in general work is required to improve cycling infrastructure. The historic core is generally pedestrian friendly, with the relatively low levels of car traffic creating a calm environment. This is supplemented by pedestrianised areas, such as the High Street and Vancouver Quarter.

The fine grain of the historic core provides a good level of permeability; however, this could be improved in places by raising the quality of lanes and back courts and opening up others for public access to help promote movement between the High Street and the riverfront.



R Layout indicating town centre activities



Activity and Use

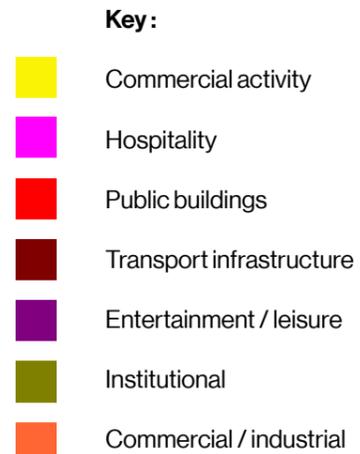
The use of the buildings which line the streets and public spaces of the town centre in many ways define their character. Shops, offices, homes and other uses define how streets and spaces are used, and at what times of day they are busy or quiet. In addition, within the town centre, street level use often varies from that on the upper floors. King's Lynn town centre has a wide range of street level building uses; however, a discernible pattern is apparent.

The pedestrianised High Street forms a strong spine to the town centre, terminating in Tuesday Market Place to the north and Saturday Market Place to the south, and as expected this mostly plays host to retail uses, but with an expanding food and beverage offer. Additional retail activity tends to extend along key routes heading east from the High Street: New Conduit Street and the Vancouver Quarter shopping centre; Norfolk Street; and to a lesser degree St James Street. The upper levels here provide some residential space, but there are many vacant upper levels due to access restrictions.

Running almost parallel to the High Street are King Street and Queen Street, forming the main axis through the historic core of the town and again connecting with Tuesday Market Place and Saturday Market Place. Building use here tends to be residential, commercial or cultural and, although a busy vehicular thoroughfare, a quieter atmosphere is encountered.

The two Marketplaces have differing characters. Tuesday Market Place is dominated by the existing car park, however a wide range of uses line the square, including hotels, bars, restaurants, offices and the cultural offer at the Corn Exchange. Saturday Market Place accommodates more civic roles, with the Minster at its heart, bounded by the Town Hall and with the Crown and Magistrates Courts nearby.

Outside these key areas, activity and use tends toward the residential; however, Tower Street to the east offers a smaller scale, more independent retail offer, and to the west South Quay has the potential to develop into a further mixed-use destination on the riverfront.



R Layout indicating town centre activities



Existing Material Palette

The nature of the materials used in King's Lynn have been instrumental in the development of its character. The historic fabric was typically constructed from local materials; brick being the base material with some stone detailing around doors and windows. This language was supplemented by the use of limestone and sandstone for key civic and public buildings.

In contrast, the surfacing of the public realm retains very little trace of historic materials. The most evident examples of historic surfacing are to be found in the lanes running down to the riverfront. The public realm most likely emerged in piecemeal fashion over a period of time, with much of it being replaced in the second half of the twentieth century as the car became the most dominant consideration. It is no surprise therefore that the public realm has less consistency than the built fabric.

03

Carriageways

The surface dressing of carriageways has responded to changing patterns of use, economics and technology. The earliest roads were likely compacted earth, later pebbled, then laid with setts. Finally, asphalt has now become the dominant material due to its low cost and ease of maintenance.

As we move towards more active travel strategies, we should note that there is historic precedent for natural stone setts in carriageways, with formed drainage channels and natural stone kerbs.

Pavements

Historically, pavements are most likely to have been consistently laid with stone flags, although in some lanes the stone setts simply continued beyond the drainage lines. The stone flags are typically sandstone. As per the carriageways, changing patterns of use and economics have dictated that, although larger format units are still frequently used, concrete has replaced stone as the material of choice. Again, it should be an ambition to upgrade this to natural stone wherever possible. Similarly, brick pavers can be found within the town centre and, although it could be argued that they are contextually responsive to the brick buildings, they should likewise be replaced with natural stone as opportunities arise.



Chapter 2

Reinforce the network of spaces and their character	p. 18
Improve walking routes and pedestrian environment	p. 20
Expand the cycling infrastructure	p. 22
Increase green infrastructure	p. 24
Provide opportunities for pop-up initiatives and events	p. 29
Aid legibility through consistent wayfinding	p. 33
Enhance the night-time environment	p. 35
Establish a consistent material palette	p. 38
Commission art in public spaces	p. 45
De-clutter the public realm	p. 48

Public Realm Guidelines

Reinforce the Network of Spaces and their Character

The historic structure of King's Lynn's town centre has a range of high-quality civic and public spaces, of a variety of scales and characters. These spaces are connected by a fine-grained network of streets and lanes that creates a permeable and walkable built fabric.

The legibility and quality of this public realm can be further enhanced by reinforcing the character and function of individual civic spaces and improving the quality and continuity of the connections between them.

- Key:
- Primary civic spaces and junctions- existing and proposed
 - Primary street network
 - Secondary street network, lanes and alleys
 - Primary public parks and green spaces

R Layout indicating the hierarchy of public spaces



Primary Civic Spaces

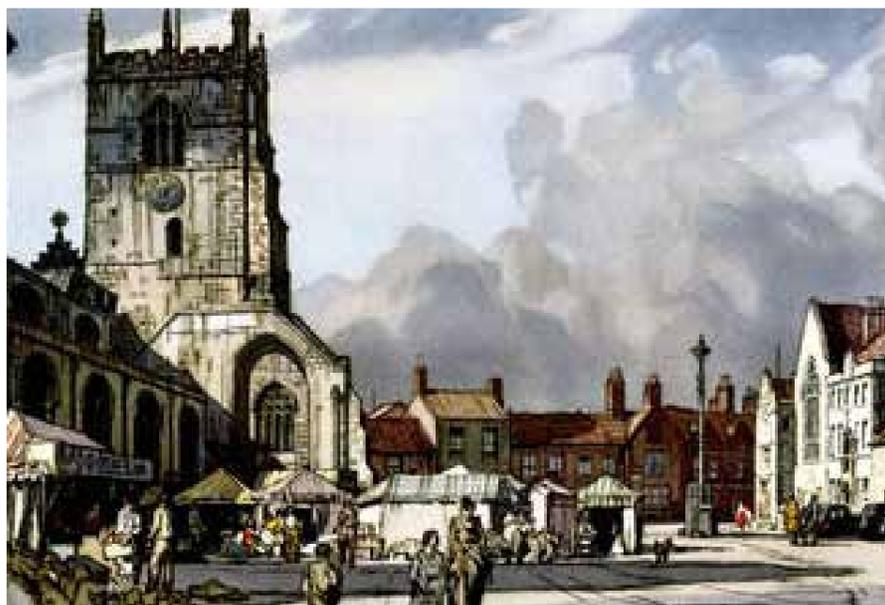
For a town of its size, King's Lynn has a rich diversity of high-quality public spaces with a range of scales and characters. Within the town centre these are predominantly hard landscaped civic spaces.

Key spaces, such as the Tuesday and Saturday market places and the quaysides at the Lower Purfleet and river, are heritage sites and play a pivotal in communicating the grandeur and civic qualities of the town. They also provide settings for heritage assets and play an ongoing role as venues for civic events, commercial activities, festivals and attractions. A further suite of spaces, such as the railway station forecourt and key junctions (e.g. Baxter's Plain, King's Street/Purfleet bridge), play significant roles as gateway's to the town or providing orientation within the street network.

To the east and south of the town centre lie important open green spaces, such as The Walks (the Grade II listed 18th century urban park) that acts as provide opportunities for leisure and recreation, and connections to the open countryside and River Ouse. These spaces act as key routes for pedestrians and cyclists, provide opportunities for contact with the natural environment and support the biodiversity of the town.

Residents who have participated in community consultations, conducted by the Borough Council of King's Lynn and West Norfolk, have regularly highlighted King's Lynn's heritage as the number one attribute that they feel makes the town centre special and attract visitors into the town. Future initiatives in the public realm can serve to highlight and improve access to the town's heritage.

Initiatives and proposals that clarify and reinforce the specific identity and civic role of these spaces are endorsed. It is important that a holistic approach to the design of these spaces to avoid the dilution of their identity and fragmentation of their spatial character. Enhancements that increase the day-to-day use of these spaces is encouraged. This infrastructure might include the provision of seating, a coherent lighting design and appropriate tree and low-level planting. For detailed guidance on specific civic spaces – see [Area Concept Plans \(p50\)](#).



Improve the Walking Routes and Pedestrian Environment

The 'walkability' of the public realm underpins the social, economic and environmental sustainability of towns and cities.

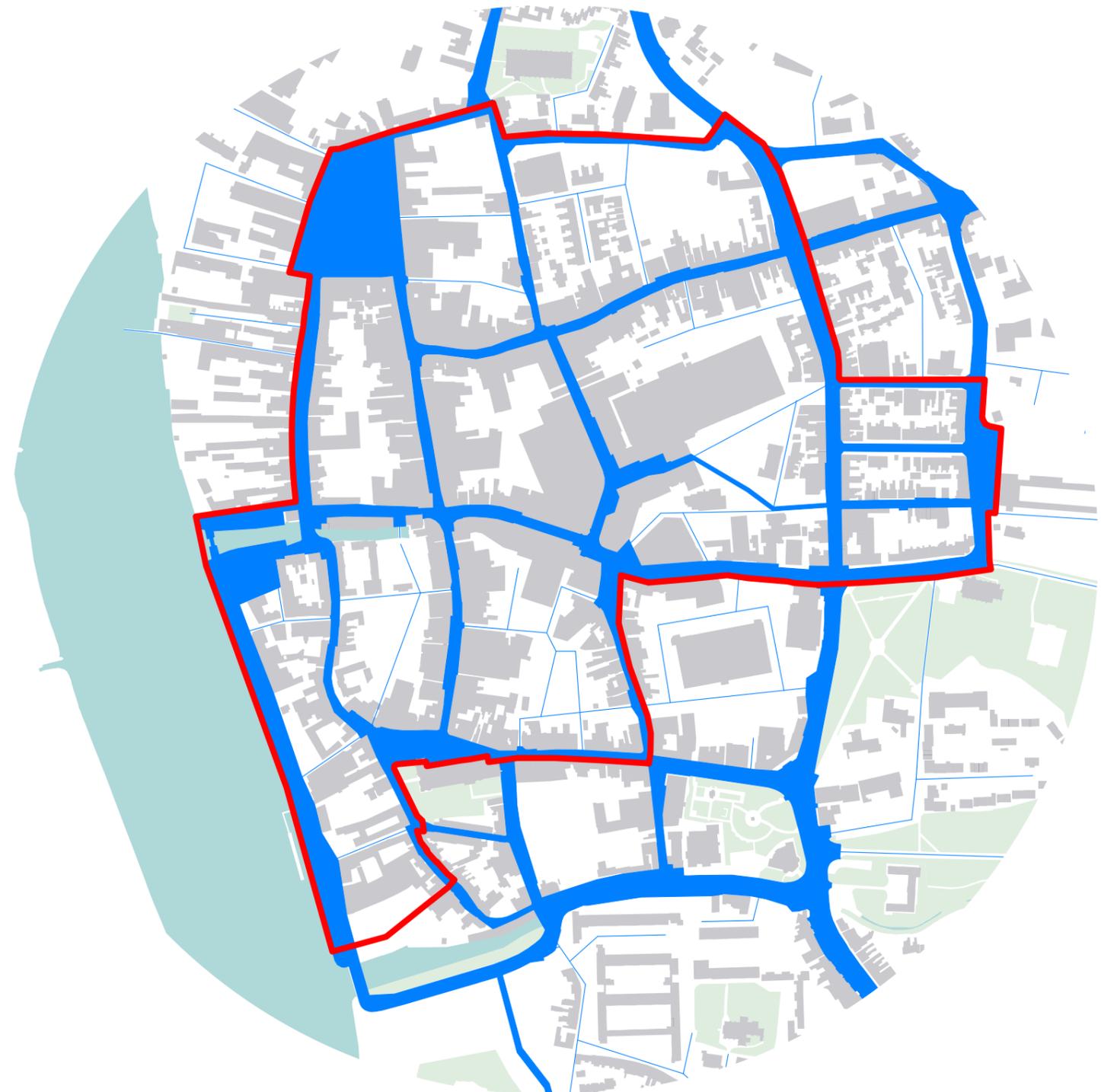
Projects that improved the quality, continuity and safety of the public realm for pedestrians are endorsed and connections to public transport and 'active-travel' networks should be improved as a means of increasing the accessibility and quality of the town centre.

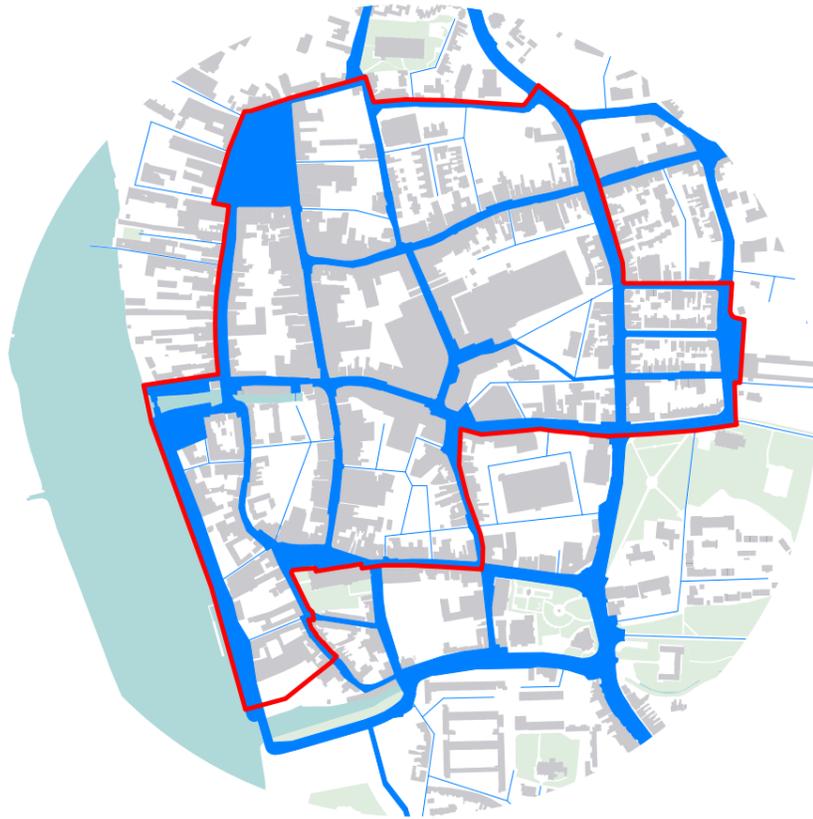
These projects should implement the best practice guidance outlined in the Department for Transport's 'Manual for Streets 2'.

Key:

-  Primary street network
-  Secondary streets, lanes and pathway network
-  King's Lynn's Walking Zone - an area of pedestrian priority within King's Lynn's town centre As designated in 'Local Walking and Cycling Infrastructure Plan'

R Layout indicating pedestrian network





Key:

- Primary street network
- Secondary streets, lanes and pathway network
- King's Lynn's Walking Zone- an area of pedestrian priority in the town centre
As designated in 'Local Walking and Cycling Infrastructure Plan'

Streets, Lanes and Alleys

Residents who have participated in community consultations, conducted by the Borough Council of King's Lynn and West Norfolk, have regularly highlighted Connectivity as a key theme, and a desire to make it easier for people to travel into and around town. King's Lynn's fine-grained network of streets, lanes and alleys is therefore an important asset and contributes to its distinctive spatial character. This network should be maintained and improved to encourage walking and other forms of 'active-travel'.

A holistic approach to the improvement of the walking network should be implemented. This requires a re-evaluation of the existing street infrastructure, which is primarily designed around the car, and the rebalancing and extension of infrastructure that encourages pedestrian movement and the use of public transport and 'active-travel'.

This objective extends beyond the provision of pavements and pedestrianised areas. It is that the pedestrian environment is considered comprehensively, and that infrastructure is provided that make walking safe, healthy, and pleasurable. To enhance the continuity and legibility of the street network a consistent material palette, wayfinding and street furniture strategy should be implemented. Where appropriate this landscape should be supplemented with trees, planting, places to stop and rest. This environment can be further enhanced by considered approaches to night lighting, particularly in zones that are not covered by highway lighting.



Expand the Cycling Infrastructure

The expansion and enhancement of the town's cycling infrastructure will expand opportunities for safe commuting, travel and exploration by bike. It supports health and well-being as well as the accessibility of the town centre.

69

Where appropriate dedicated bicycle lanes, signage, bicycle storage and secure bike parking should be integrated into the public realm. This infrastructure can also support emerging trends in the use of sustainable, personal vehicles e.g. electric bikes, scooters.



Town Centre Cycle Infrastructure

65% of respondents in the 2020 Cycling and Walking survey stated that they do cycle in King's Lynn, and of those a fifth of respondents cycle five times per week. Even though walking and cycling are clearly popular modes of travel in the King's Lynn area, respondents would like to see improvements to the condition and availability of routes, paths, and pavements. Generally, respondents would like to feel safe when they walk and cycle.

Norfolk County Council, in partnership with the Borough Council of King's Lynn and West Norfolk, have developed and will implement the active transport strategy outlined in the 'Local Cycling and Walking Infrastructure Plan' (LCWIP). Public realm initiatives within the King's Lynn's town centre should be coordinated with the proposal set out in the LCWIP and the development and delivery of specific projects should integrate and deliver the improved cycling and walking infrastructure.

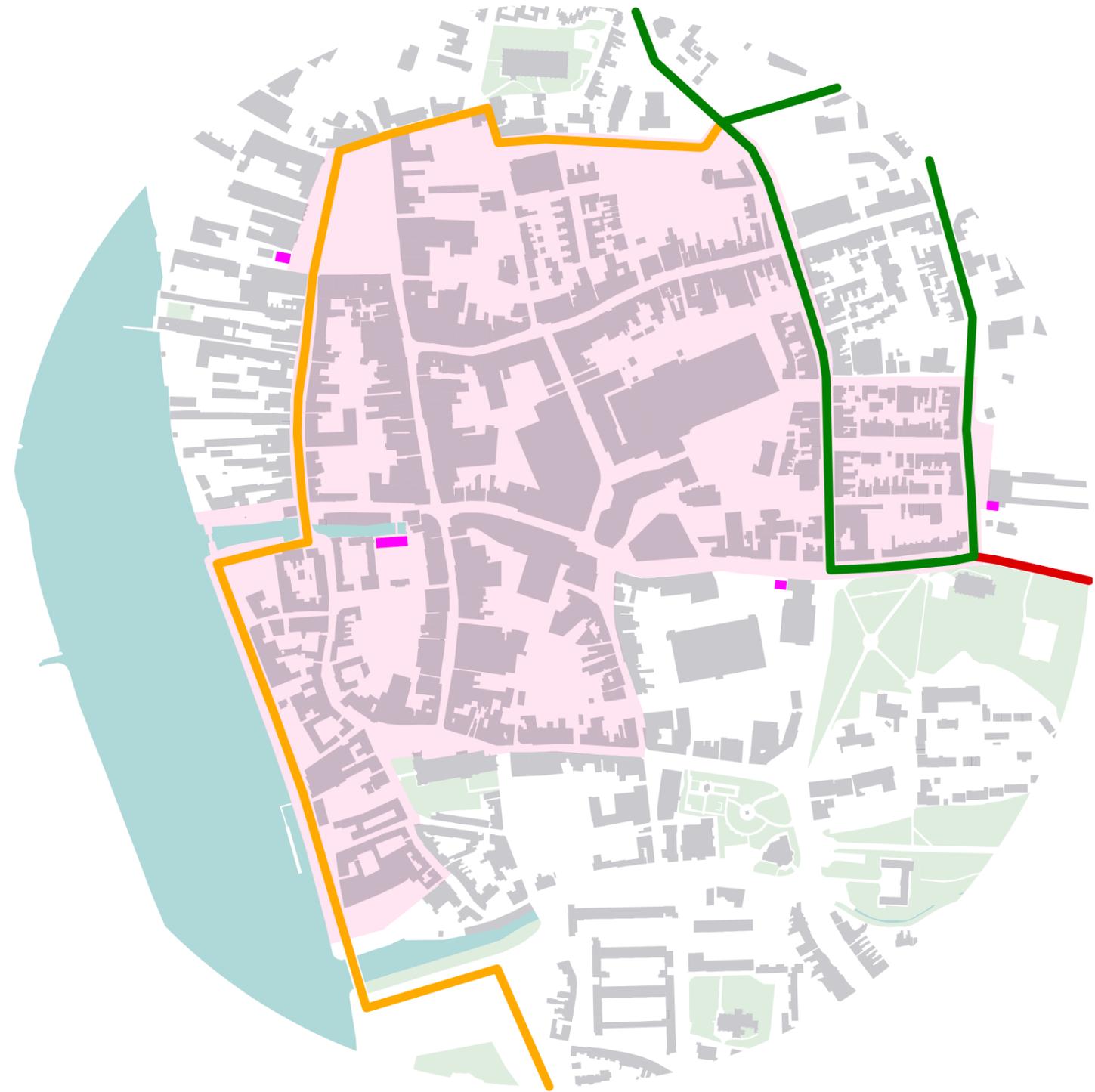
In summary, the LCWIP designates a 'Walking Zone' – an area for pedestrian priority – in King's Lynn's town centre that extend roughly from the railway station in the east to the river, and from Tuesday marketplace in the north to the Millfleet at the south.

Three cycle routes arrive or circumnavigate the edges of 'Walking Zone'. These are the:

- **Clenchwarton cycle route** - which enters the town centre from the south and extends along South Quay/ King's Street/Tuesday Market Place/St Nicholas Street / Austin Street.
- **North Lynn cycle route** – which enters the town centre from the north, via John Kennedy Rd and extends around the Austin Street / Blackfriars Rd / A148 gyratory loop.
- **Wootton's cycle route** – which enters the town centre from the east via the Walks.

This cycle infrastructure must be designed to comply with the standards outlined in the UK Government Department of Transport's current 'Cycle Infrastructure Guidelines'.

Secure cycle parking hubs should be provided at key transport locations and toward the edges of the King's Lynn 'Walking Zone'. Proposed locations for these hubs are at King's Lynn Railway Station, St James' Swimming Pool., Baker Lane car park and Ferry Street public toilets. In addition to these cycle hubs, suitable positions for cycle stands should be identified close to attractors within the 'Walking Zone' but should not detract from the walking routes.



Key :

- Clenchwarton cycle route - as designated in the 'Local Walking and Cycling Infrastructure Plan'
- North Lynn cycle route - as designated in the 'Local Walking and Cycling Infrastructure Plan'
- Woottons cycle route - as designated in the 'Local Walking and Cycling Infrastructure Plan'
- Proposed secure bike parking locations
- King's Lynn's Walking Zone - an area of pedestrian priority within King's Lynn's town centre As designated in the 'Local Walking and Cycling Infrastructure Plan'

Improve the Green Infrastructure

At present King's Lynn's town centre public realm is primarily characterised by hard landscaping; its historic landscape included a wider distribution of public and private green spaces and trees. The implementation of strategies that increase the provision of green space and planting within the town are encouraged. These initiatives will improve the well-being residents and the attractiveness of the town centre, while providing valuable habitat and supporting wider ecosystems.

- Key:
- Large urban trees within key civic spaces and junctions
 - Street trees along route from railway station to Purfleet
 - Small trees and low-level planting along High Street
 - Linear park with trees and low level planting along riverside
 - Indicative tree positions - in-ground or within planters
 - Indicative low level planting - in-ground or within planters
- R Layout indicating potential sites for new green infrastructure



Civic Spaces with Urban Trees

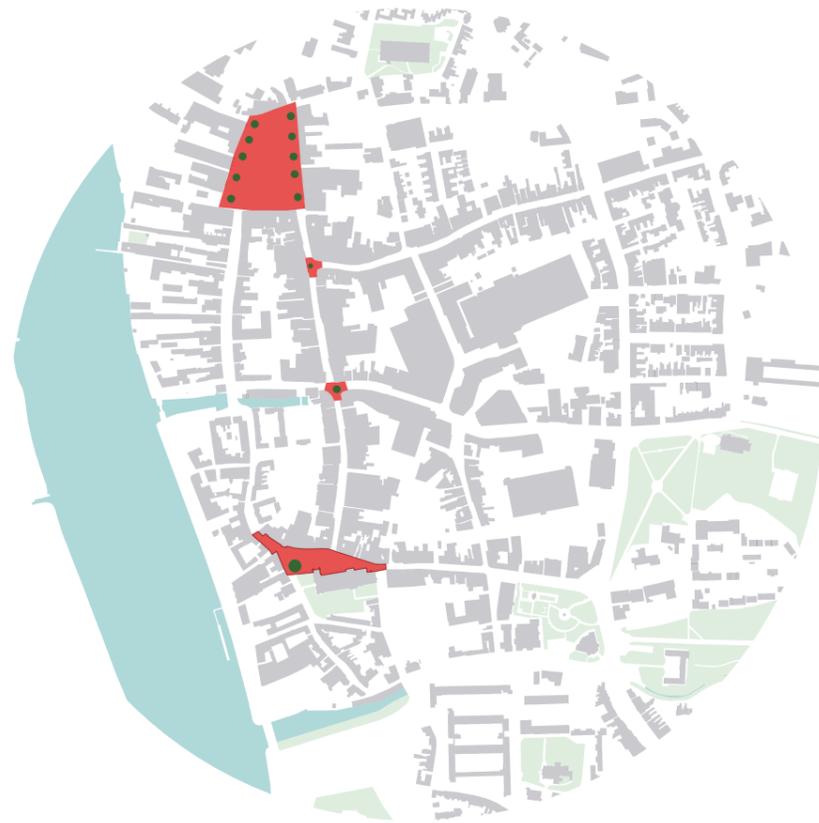
Large urban trees can play an important role in reinforcing the civic scale and role of outdoor spaces. Trees can contribute to the comfort of large open spaces by providing shelter, windbreaks and shade. They can contribute to wayfinding and provide seasonal colour.

There are potential opportunities to re-introduce urban trees within the Tuesday Market Place. Historically, large trees were located along the western edge and along the carriageway on the eastern side. This created a distinct forecourt in front of the Corn Exchange and adjacent buildings.

Likewise, there is an opportunity to introduce single trees at the key junctions along the High Street - at Norfolk Street and Blackfriars Street - and Tuesday Market Place. The placement of these trees can create landmarks that assist wayfinding.

For detailed guidance on specific civic spaces – see Area Concept Plans.

72

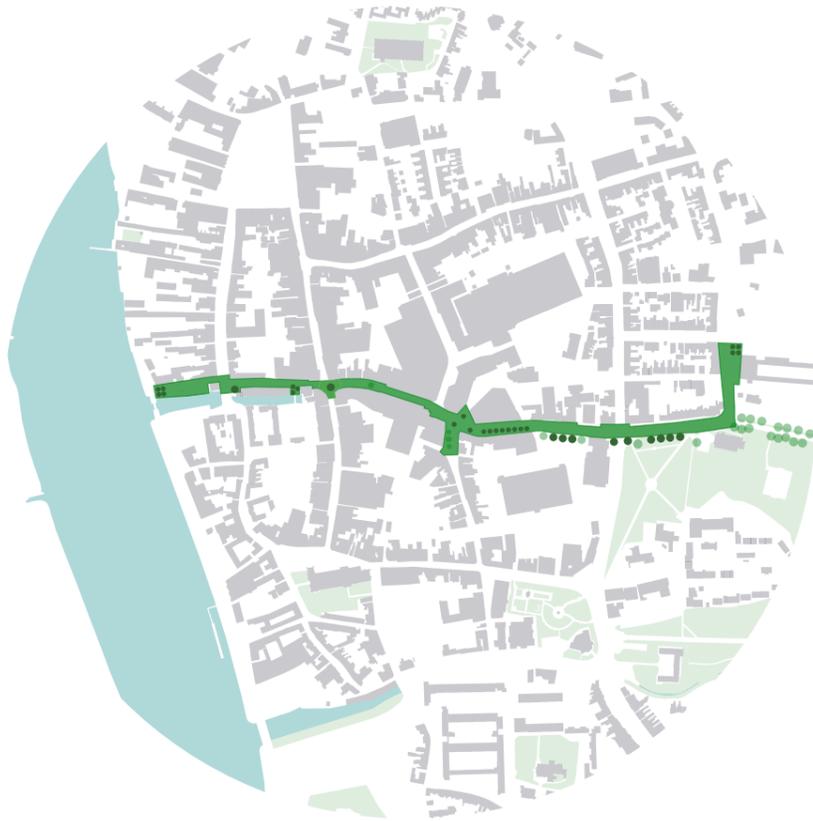


Street Trees - Station to River

The route from King's Lynn's railway station to the Outer Purfleet, via Blackfriars Road/Street, is highlighted as a key route within the Area Concept Plan section of this document. The vision is to strengthen this route as a key gateway into the town centre. Amongst other initiatives this will require the improvement of the pedestrian infrastructure, the strengthening of the continuity of materials and wayfinding and improvement of key spaces and junctions along this route.

To support this overall ambition, it is proposed that where possible new trees are planted along this route, extending the existing trees in The Walks, St John's churchyard and St James' Park into the centre of the town. It is proposed that additional trees (in-ground or within planters) could be sited in: King's Lynn's railway station forecourt; St James' Park; St James' swimming pool forecourt; Blackfriars Street; Baxter's Plain; Upper Purfleet; Outer Purfleet quayside.

For detailed guidance on specific civic spaces – see Area Concept Plans.



High Street - Planters and Small Trees

The narrower street width of the High Street, high footfall and access requirements generally limits the opportunities for planting. However, in addition to the placement of trees at the High Street junctions with Norfolk Street and Blackfriars Street, there are opportunities to introduce small trees and low-level planting within planters at wider sections of the High Street.

The placement and arrangement should take account of constraints such as access and delivery and should integrate seating, lighting and planting strategies. For detailed guidance on specific civic spaces – see Area Concept Plans.

74



Riverside Linear Park

The value of King's Lynn's riverfront has been highlighted throughout recent community consultation, and was a consistent theme in stakeholder and business workshops in 2020. In February 2019, respondents fed back that they would like to see greater use of and connection with the river and quayside. The Vision King's Lynn Ideas consultation in December 2019 highlighted use of the riverfront, and maximising the quay area, as a theme.

King's Lynn's historic waterfront and quaysides are an important part of the town's public realm. It has the potential to become an important leisure landscape along the River Ouse, while maintaining access and operation of the working parts of the quay.

It is proposed that the quayside can be developed into a riverside, linear park – a relatively narrow zone which can integrate soft and hard landscaped areas, artworks, art and architecture pavilions, play and exercise spaces. Similar initiatives have been successfully delivered in other Hanseatic cities and former port landscapes.

Trees and low-level planting here would require to be integrated into above ground planters. Appropriate species should be selected for the maritime environment. The placement of trees should take account of the historic environment and views to and from heritage assets. The landscape design should develop strategies that assist the interpretation of the heritage environment, King's Lynn's history and to promote connections to the wider landscape. For detailed guidance on specific civic spaces – see Area Concept Plans (p50).



Provide Opportunities for Temporary Events

The public realm is an important outdoor venue for range of civic, public and temporary commercial events including festivals, performances and markets. Such events create a dynamic and lively townscape that improve attractiveness of the town and the quality of life of its inhabitants. Strategies that increase the quantity and diversity of these events should be encouraged and infrastructure that facilitates such events should be provided through the delivery of public realm projects.

76

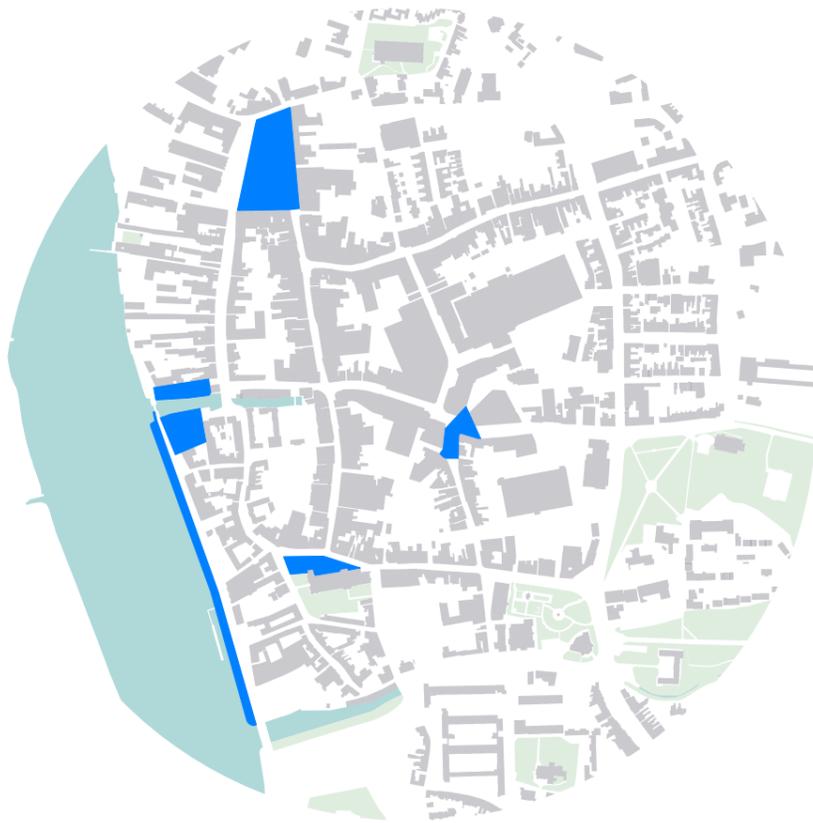
- Key :
- Key public spaces requiring enhanced infrastructure for civic and public events
 - Public space requiring enhanced infrastructure for commercial and pop-up activities
 - Brownfield site with potential to accommodate temporary events and communal uses
- R Layout indicating spaces requiring enhanced infrastructure for civic and communal uses



Public and Civic Events

King's Lynn town centre and its public spaces are host of a wide range of events and attractions that take place throughout the year. These include established events such as the historic 'The Mart' and Hanse Festival, a range of cultural festivals and sporting events such as the Grand East Anglia Run and water sports on the River Ouse. In addition to these major annual events there is a programme smaller events and markets that take place within the town centre.

Individually and collectively these events and festivals play a major role in the cultural and collective life of the town. They attract visitors and contribute to the local economy. In maintaining and improving King's Lynn, it is important to consider the roles that individual spaces play in hosting these events and what infrastructure may be required to support their ongoing operation or might support of the public event programme.



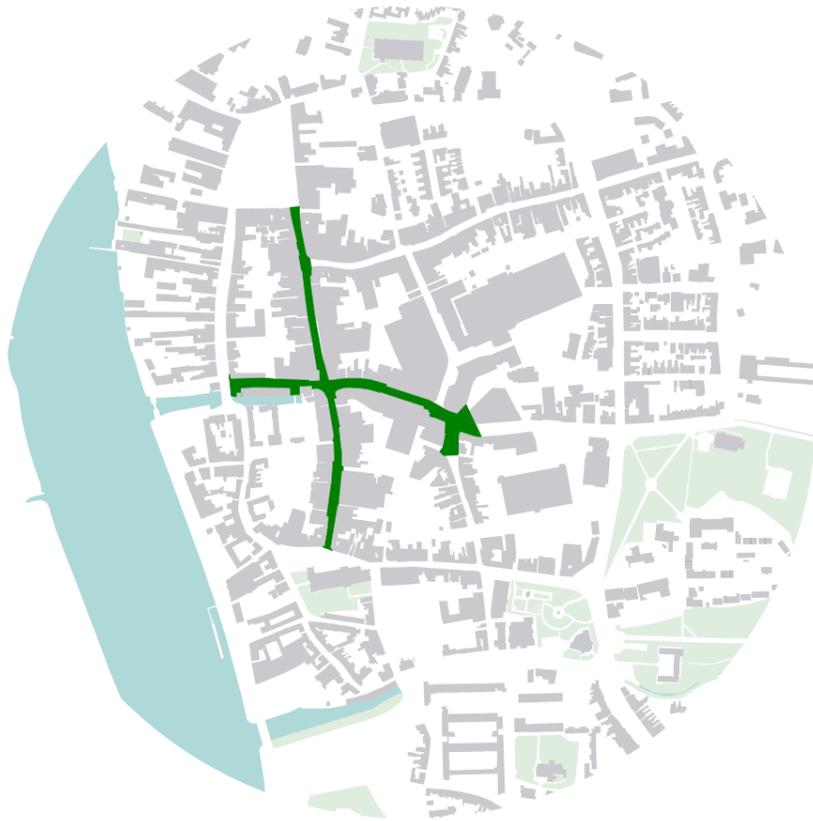
Commercial Zone

Vision King's Lynn recent business and consumer confidence surveys highlighted pop-up units as a priority improvement respondents would like to see, and throughout all the consultation, the idea of a market style offer has been suggested.

King's Lynn's commercial centre is largely characterised by public and private, pedestrianised streets that connect directly to the Tuesday and Saturday marketplaces and Baxter's Plain. This extensive pedestrian environment creates opportunities for a range of ad-hoc local events such as markets and 'pop-up' stalls, exhibitions or cultural events. These events can lend the town centre a dynamic and diverse character and help to support local enterprise and start-up businesses.

To support these initiatives, the discrete integration of infrastructure that facilitates temporary events (e.g. power and potable water connections) at appropriate locations in the commercial zone is encourage.

78



Temporary Use of Vacant Sites

Within the town centre there are several vacant sites and car parking areas that are not used to capacity across the whole year. These open sites can be regarded as unproductive or unsightly voids in the historic built fabric. However, these sites might provide opportunities for temporary community uses especially for demographics and uses that are currently under served in the town centre.

Where viable, the temporary reuse of these sites should be endorsed. Activities might include, but are not limited to, temporary play areas, leisure uses, allotments and community events and activities.

79



Aid Legibility through Consistent Wayfinding

At present King's Lynn's town centre public realm is primarily characterised by hard landscaping; its historic landscape included a wider distribution of public and private green spaces and trees. The implementation of strategies that increase the provision of green space and planting within the town are encouraged. These initiatives will improve the well-being residents and the attractiveness of the town centre, while providing valuable habitat and supporting wider ecosystems.

- Key:
- River and watercourses
 - Green spaces within the town centre
 - Civic spaces and key junctions
 - Primary street network
 - Secondary streets, lanes and pathway network
 - ✱ Landmarks on the town centre skyline
 - ✱ Low-level landmarks at key junctions and spaces
 - ← View corridors to the River Ouse and landscape

R Important existing features that aid wayfinding and provide a sense of place



Intrinsic Wayfinding Elements

The underlying spatial plan of King's Lynn's compact town centre plays the most fundamental in allowing people to navigate through it. The fine-grained network of streets regularly punctuated with memorable civic spaces and landmark buildings creates a navigable spatial environment. The presence of historic landmarks and figures on the skyline (such as the Minster steeple), as well as encounters with rivers and green spaces provide another layer of orientation points. Views to the River Ouse, from Purfleet and along alleyways are also significant.

Wayfinding strategies within the town centre should be build upon this underlying legibility and should take care not to block, or clutter, key views or relationships. The continuity of materiality along individual streets should be prioritised to consolidate its legibility as a continuous route. The application of a consistent palette of materials and clear hierarchy between streets will further strengthen the legibility of the town. Within this document a number of new spaces and junctions are proposed to provide further points for meeting and orientation within the town centre.



Enhance the Night-time Environment

Artificial lighting plays a fundamental role in our ability to safely navigate the public realm throughout the day and across the seasons. However, it can also contribute to a townscape's identity and sense of place. Appropriate lighting can draw attention to a town's architectural heritage and help to support evening activities and the night-time economy. Lighting strategies that provide an appropriate sense of place within the townspace and extend the period of activity are encouraged.

82



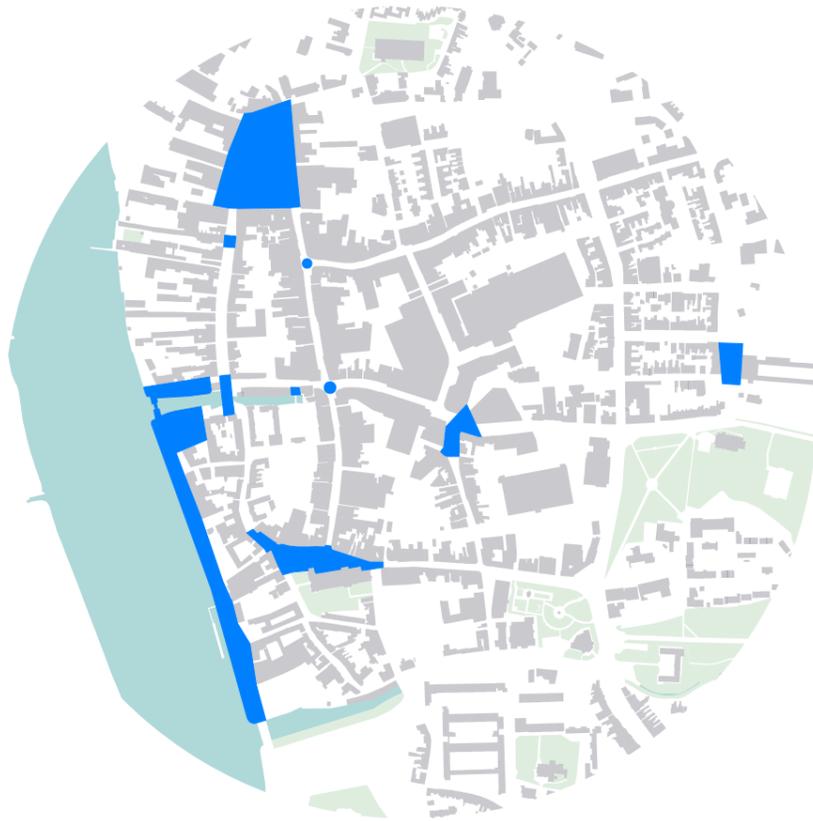
Key:

 Existing and proposed civic spaces requiring bespoke lighting design

 Primary street network

 Secondary street network and lanes

R Layout indicating light strategy



Lighting Key Civic Spaces

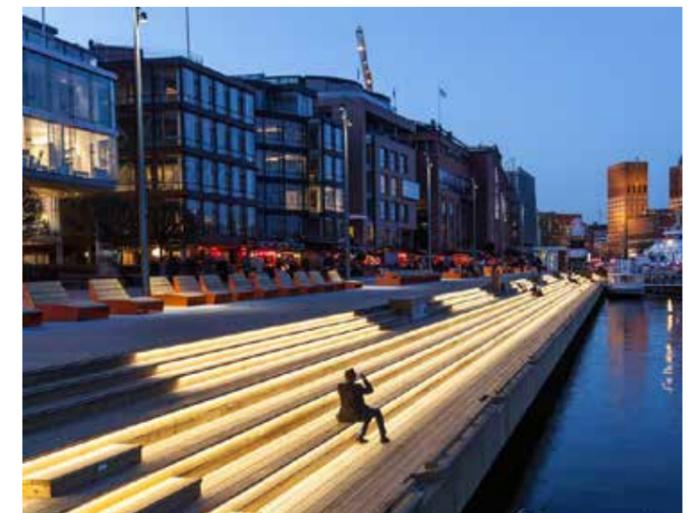
Townscapes are primarily lit by the highway and street lighting that provides safe and uniform levels of lighting to road carriageways and pavements. However, this ubiquitous form of lighting tends to suppress the individual qualities of a townscape and the 'sense of place' within the town.

However, a considered approach to lighting design can be used to highlight individual spaces and buildings. It is therefore proposed that key civic spaces within King's Lynn should be given bespoke lighting designs. In developing these designs, it is important to recognise the civic role of that space and to emphasise the unique built structures and spatial attributes of that space. The layered use of lighting can create different spatial conditions, characters and seasonal variation.

In historic areas of the town centre, lighting should be used to highlight the existing qualities of the townscape and important historical landmarks.

List of Spaces

Tuesday Market Place
Saturday Market Place
Station Forecourt
River Quayside
Baxter's Plain
High Street Junctions
King Street Bridge
Outer Purfleet Quay



Lighting Configurations

For reasons of safety and uniformity, street lighting is typically pole mounted at a uniform height. However, within civic spaces there may be opportunities to utilise a broader range of configurations. This might include the lighting of the façades of significant buildings, pole mounted lighting at different heights, lighting of trees and planting and low-level lighting around items of street furniture.

When carefully composed this approach can be configured to emphasise the intrinsic character of a space and its key elements. The further consideration of its intensity, tone and hue can further strengthen this character or allow variation within a single space to be achieved.



Establish a Consistent Material Palette

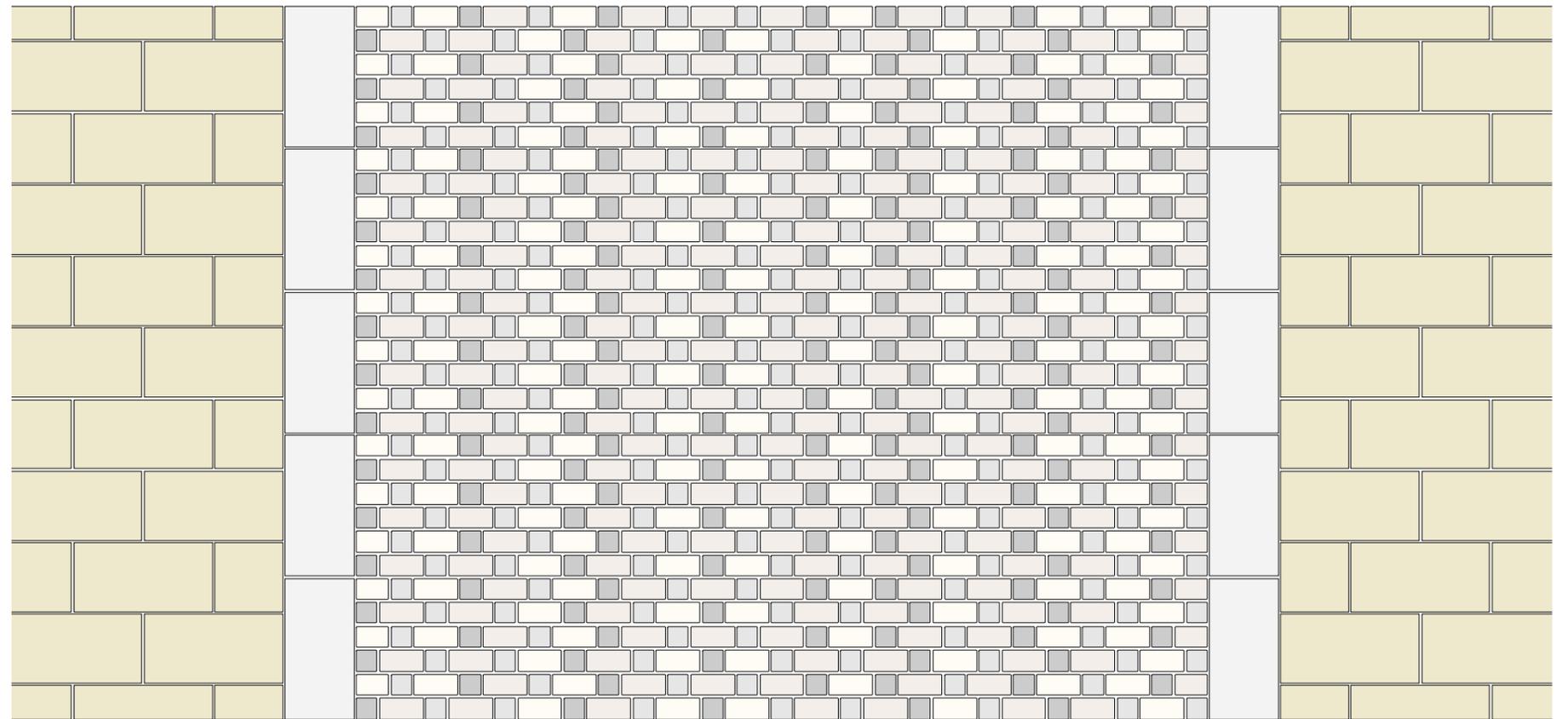
The use of a consistent palette of materials can improve the legibility of the public realm, helping to establish a hierarchy of civic spaces and routes. This palette of materials can be used in a range of configurations, that allow individual spaces and routes to be identified, while achieving continuity across the town centre. Key civic spaces and junctions can be articulated through the use of bespoke materials and designs that establish a distinct sense of place and respond to the local context.



Key :

-  Existing and proposed civic spaces requiring bespoke design and material palette
-  Street network to implement consistent material palette
-  Secondary street network to implement consistent material palette

R Layout indicating material palette requirements



Requirement for a Consistent Material Palette

A consistent approach to the design of the public realm will reflect the physical continuity of the town centre, as well as creating an appropriate setting for the significant built heritage. It will create a more legible town centre, with a clear hierarchy of routes and spaces. The required consistency should come from high quality design using of a range of complimentary materials and good quality workmanship during construction.

In developing public realm proposals designers should recognise the role which individual streets or spaces play within the wider town centre. A complimentary range of surface treatments ensures that consistency can be achieved within a range of budgetary constraints. Higher quality materials are suggested for the key routes and spaces within the centre, while a reduced specification may be more appropriate for more peripheral streets and spaces.

The required consistency need not imply a bland uniformity. Space is also allowed for variety and more idiosyncratic treatments, which respond directly to the context. Exceptions to the application of the consistent material palette are key public spaces and nodes. At such locations bespoke design solutions can help establish a distinct sense of place.

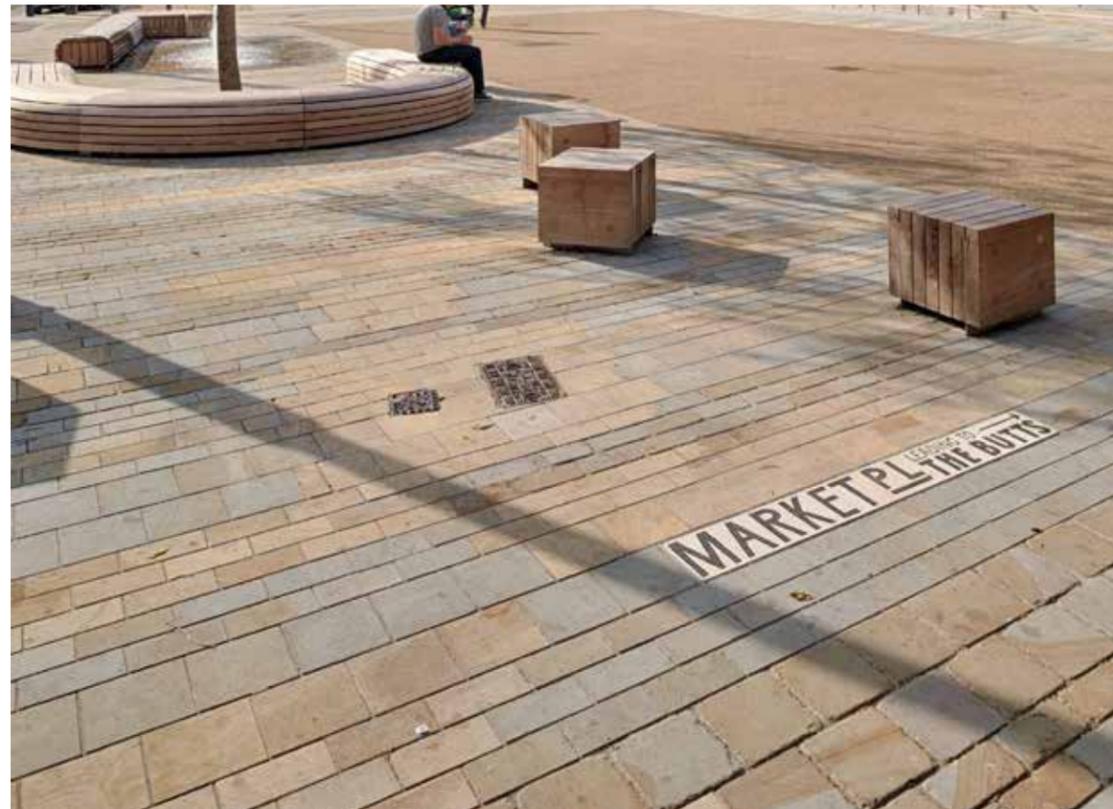
Works to the highways and the public realm should follow guidance found in the Department for Transport's 'Manual for Streets 2' and where applicable Historic England's 'Streets for All' document.

Material Palette

The surfaces within the public realm generally consist of pavements, kerbs and carriageways. In developing a material palette for the town centre we have taken cognisance of a number of factors including the historical development of the townscape (including recent investment in the public realm), robustness and durability, cost and maintenance, and sustainability.

The aim of the material palette is to provide a background consistency to how the public realm should be developed over the coming years. Wherever possible it is suggested that natural materials are used, and preferably from local sources; however, this may not always be possible and so alternatives are also proposed.

The suggested base material palette includes the following:
Natural stones, such as Yorkstone and granites
Reconstituted stone and concrete
Brick pavers
Asphalt with 'golden gravel' aggregate rolled in



Material Hierarchy and Applications

The public realm of composed of streets, lanes, alleys, public spaces, gardens and parks. Within this composition there is a hierarchy of importance related to aspects such as purpose, frequency of use and context. It is this hierarchy which should be used to establish the materials to be used in each location.

Typical material hierarchies are described below and on the adjacent drawings:

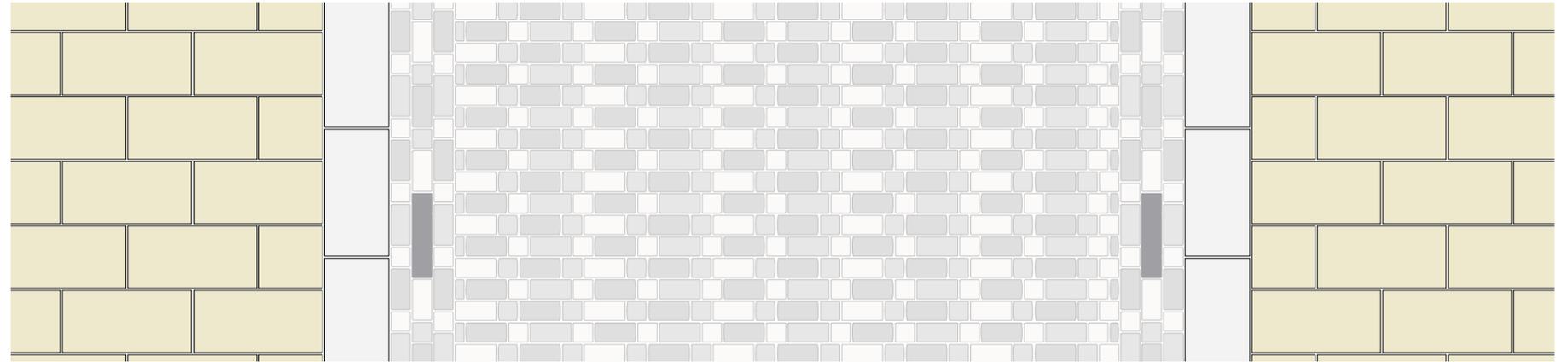
For primary pedestrian routes, natural stone should be used.

For all other primary routes, natural stone should be used for pavements and kerbs. Asphalt, with 'golden gravel' aggregate rolled in, should be used for carriageways.

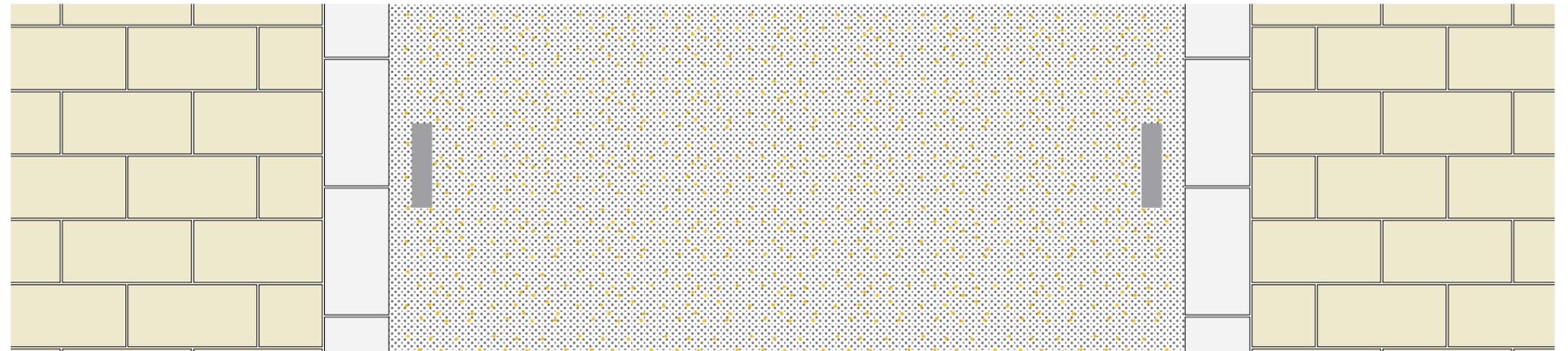
The surface treatments for primary routes should also be prioritised for areas with significant heritage assets within the town centre.

For secondary routes, reconstituted stone, concrete paving or brick pavers should be used for pavements, with natural stone kerbs. Asphalt for carriageways.

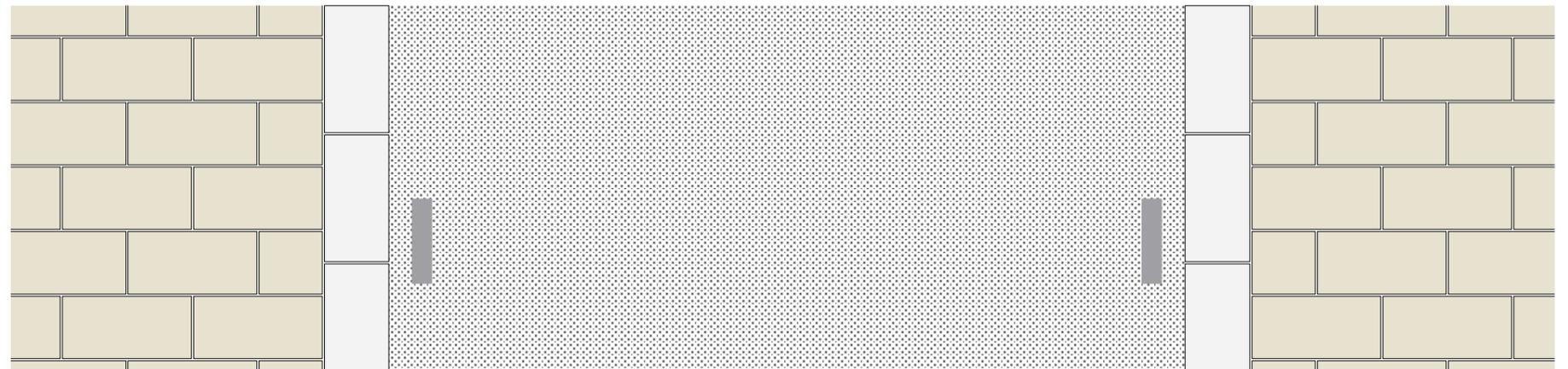
For tertiary routes, asphalt for pavements and carriageways, with concrete kerbs. Lanes within the Conservation area should replicate that which exists – typically granite setts, with natural stone flag paving.



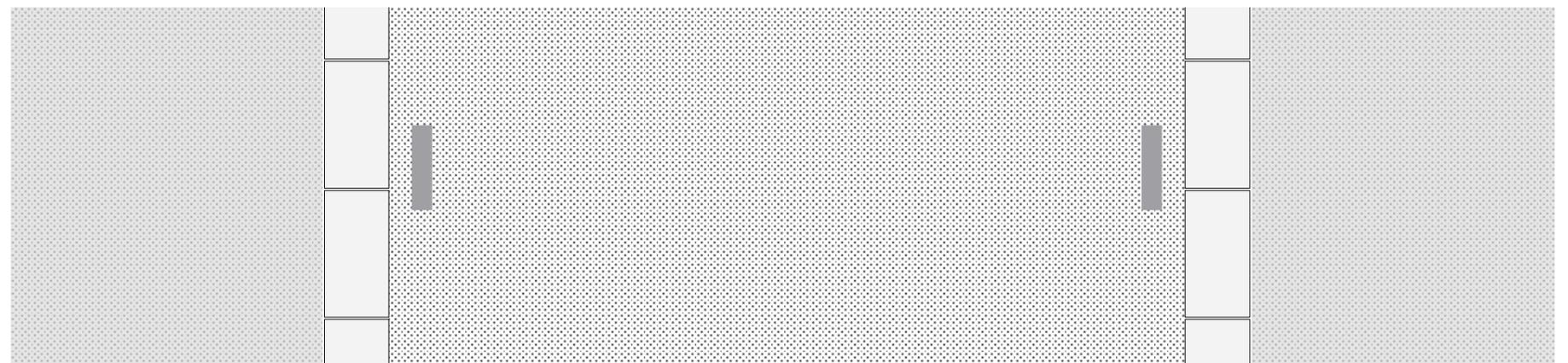
For primary pedestrian routes, natural stone should be used.



For all other primary routes, natural stone should be used for pavements and kerbs. Asphalt, with 'golden gravel' aggregate rolled in, should be used for carriageways.



For secondary routes, reconstituted stone, concrete paving or brick pavers should be used for pavements, with natural stone kerbs. Asphalt for carriageways.



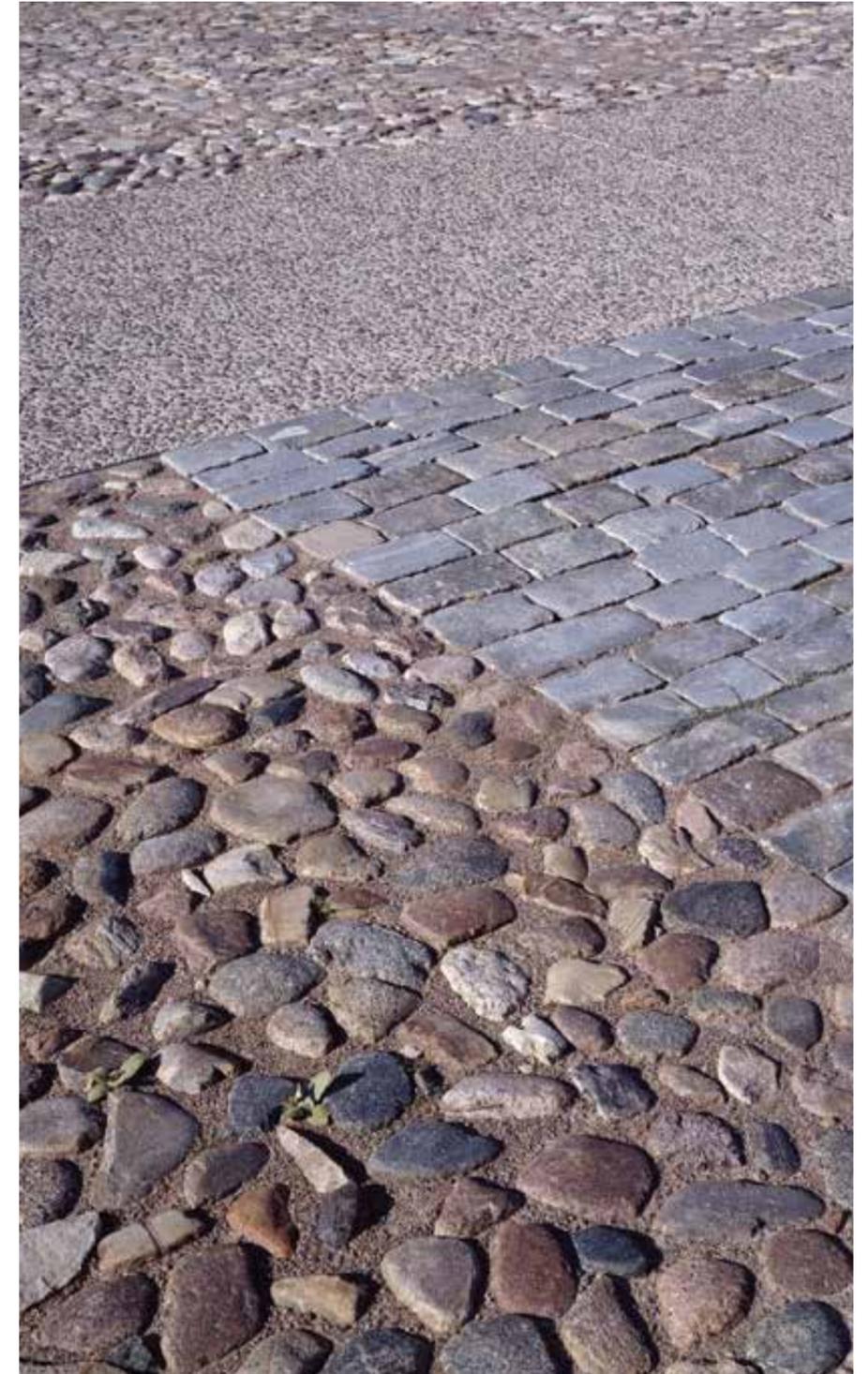
For tertiary routes, asphalt for pavements and carriageways, with concrete kerbs.

Material Configurations

While the previous section establishes a base material palette and typical arrangements, alternative paving configurations are also acceptable on the basis that the material palette is adhered to.

The rich built environment of the town provides some clues as to how alternative configurations could be deployed. Herringbone brickwork set within vertical timber framing at the Hanse House and chequerboard stonework on the Town Hall illustrate the imaginative use of traditional materials and could be a reference for paving configurations.

∞ In addition, the composition of material and format can help articulate routes or highlight particular details in the adjacent architecture.



List of Spaces

Tuesday Market Place
Saturday Market Place
King's Staithe Square
Purfleet Quay

South Quay
Baxter's Plain
Station Forecourt



Bespoke Design - Main Civic Spaces

King's Lynn has the potential to develop a wide range of public spaces, from the grandeur of Tuesday Market Place and the open expanses offered by South Quay, to the more intimate trading heritage of Purfleet Quay and informality of 21st century commerce at Baxter's Plain. The public spaces within the town centre each perform differing roles, from spaces for markets and performance to simple spaces to relax alone or in company, and this must be carefully considered in their development.

The Action Plan suggests that each and every public space should be articulated as a distinct place within the town centre. At these key locations we suggest that the material palette is loosened to allow designers the freedom to fully explore the creative potential offered by each site.

This strategy will create a rich and vibrant urban experience for residents and visitors to the town centre and can become catalyst for further investment while leaving a rich legacy for future generations.





Bespoke Design - Key Junctions

Within the town centre there are also locations which, although not clearly defined as a public space, act as key gathering points. This could be at the junction of key streets, or simply the space adjacent to important buildings.

As with the design of public spaces, it is suggested that these key locations should similarly be expressed in a unique manner. The material palette will be loosened to again allow designers the freedom to creatively respond to the particular context.

This will add to the variety of the public realm while simultaneously aiding wayfinding through the creation of distinct and identifiable spaces and places.

List of Junctions

Guildhall & King Street
 Custom House / Purfleet Street
 High Street / Norfolk Street
 High Street / New Conduit Street



Commission Art in Public Spaces

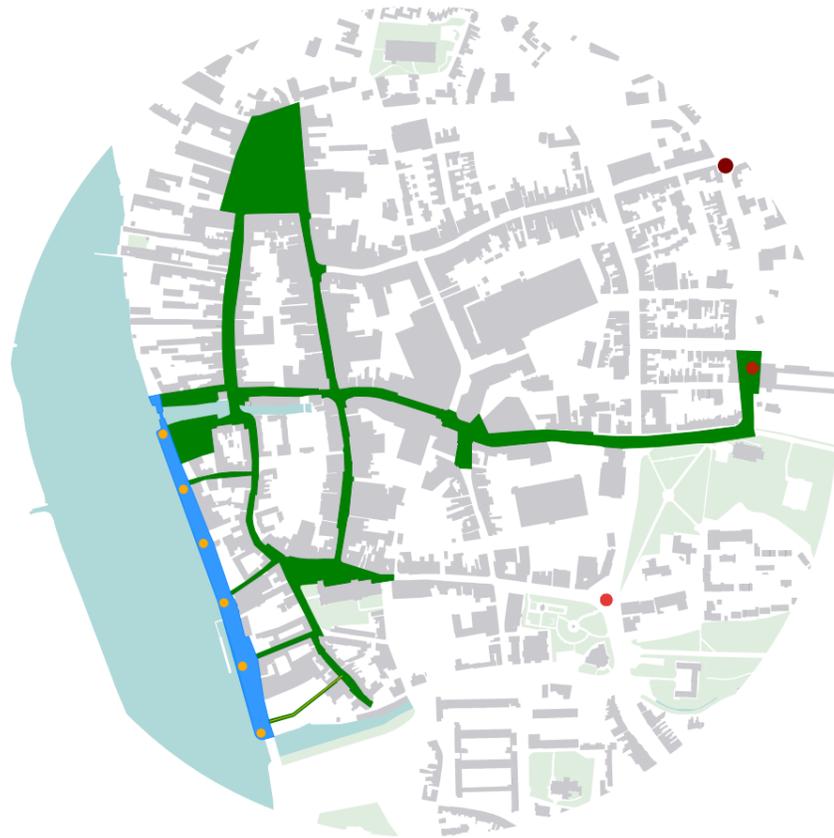
The provision of art within the public realm provides an accessible, cultural landscape that can play an important role in the expression of the town's creative life, landscape and traditions. Thoughtful curation and commissioning can allow larger narratives and relationships to be established and can aid in the interpretation, and reinterpretation, of the town's built heritage and history. Initiatives that support the meaningful integration of art and design into the public realm are encouraged.

92

- Key :
-  Town centre zone - art strategy to reinforce spatial strategy and aid the interpretation of heritage
 -  Riverside - arts strategy integrated with linear park
 -  Gateway locations - large scale art works at key locations
 -  Art and architecture pavilions - integrated with linear park and promoting engagement with the landscape

R Layout indicating opportunities for arts strategy





Context for a Public Art Strategy

The provision of art within the public realm provides an accessible cultural landscape that can play an important role in the expression of King's Lynn's creative life, landscape and traditions.

To underpin the commissioning and development of a detailed Public Art Strategy, this Public Realm Action Plan proposes a high-level strategy for the zoning and placement of artworks within the town centre. These are: A Town Centre Zone; Gateway Artworks; Riverside Artworks; Art and Architecture Pavilions.

The intention is that the placement of artworks enhances and reinforces the other strategies outlined in this document. Further details on these proposals are provided in the following paragraphs.



Town Centre Zone

The town centre zone, indicated in green, connects central areas with the highest footfall, arts and cultural institutions and historic built fabric.

Within this zone it is proposed that smaller artworks can be integrated into the public realm that relate to the town's history, traditions and creative life. Thoughtful curation and commissioning within this area can allow larger narratives and relationships to be established between the artworks themselves and the surrounding environment. Likewise, specific commissions can play an important role in facilitating the interpretation, and reinterpretation, of the town's built heritage and history. The detailed development of an arts strategy within this zone might contain a series of diverse themes or subset of distinct areas.



Gateway Artworks

Within the broader road and infrastructural network and built fabric, it can be difficult to perceive the thresholds and entry point to a town centre and feel a sense of arrival. It is therefore proposed that a series of gateway artworks, indicated with red dots, could be commissioned and located at key nodes and arrival point at the boundary of King's Lynn's town centre. Potential locations might include: the junction of St James' Street and St James' Road; on King's Lynn's train station forecourt; the junction of A148, Blackfriars Road, Austin Street and Norfolk Street.

These larger artworks might be larger and scale and be consciously designed acknowledging that they will be primarily be viewed from moving vehicles or pedestrians rather than directly engaged with. This might suggest opportunities or themes that could be developed and articulated within the detailed Public Art Strategy.



Riverside Artworks

King's Lynn's quayside has distinct qualities from the rest of the town. Elsewhere within this document it is proposed that this space could be developed to create a riverside linear park, indicated in blue, which creates opportunities for leisure and recreation alongside the existing maritime and civic uses.

It is proposed that public art could be integrated into the linear park. Here there are opportunities for artworks that might respond to the town's history, Hanseatic heritage, the River Ouse, landscape and the wider environment. These should be conceived holistically as part of the linear park as a means of reinforcing the spatial objectives and promoting interaction.



Art and Architecture Pavilions

A series of art and architecture pavilions, indicated with orange dots, are also proposed within the riverside linear park. These larger artworks might also respond to themes relating to the town's history, Hanseatic heritage, the River Ouse, landscape and the wider environment. However, these larger installations can also play an important role as shelters that make the quayside more hospitable in periods of inclement weather.

It is proposed that these pavilions should be located adjacent to the key access points along the quaysides from perpendicular streets, lanes and alleys. However, it is important that these structures are moved just off the axis of these perpendicular routes and do not occlude the special views of the river that are visible from these streets and alleys.



De-clutter the Public Realm

While the provision of street furniture and wayfinding infrastructure plays a critical role in function and comfort of the public realm, there is also a tendency for successive generations of these elements to accrue. This can result in a townscape that is visually and spatially congested and has no clear identity or civic role. When implementing changes to the public realm, an assessment and implementation of opportunities to de-clutter the townscape should be undertaken.

The auditing and de-cluttering of the should adopt the best practice approach outlined in the Department for Transport's 'Manual for Streets 2'.



Key:

 Priority zone for public space de-cluttering - i.e. removal of defunct signage and street furniture

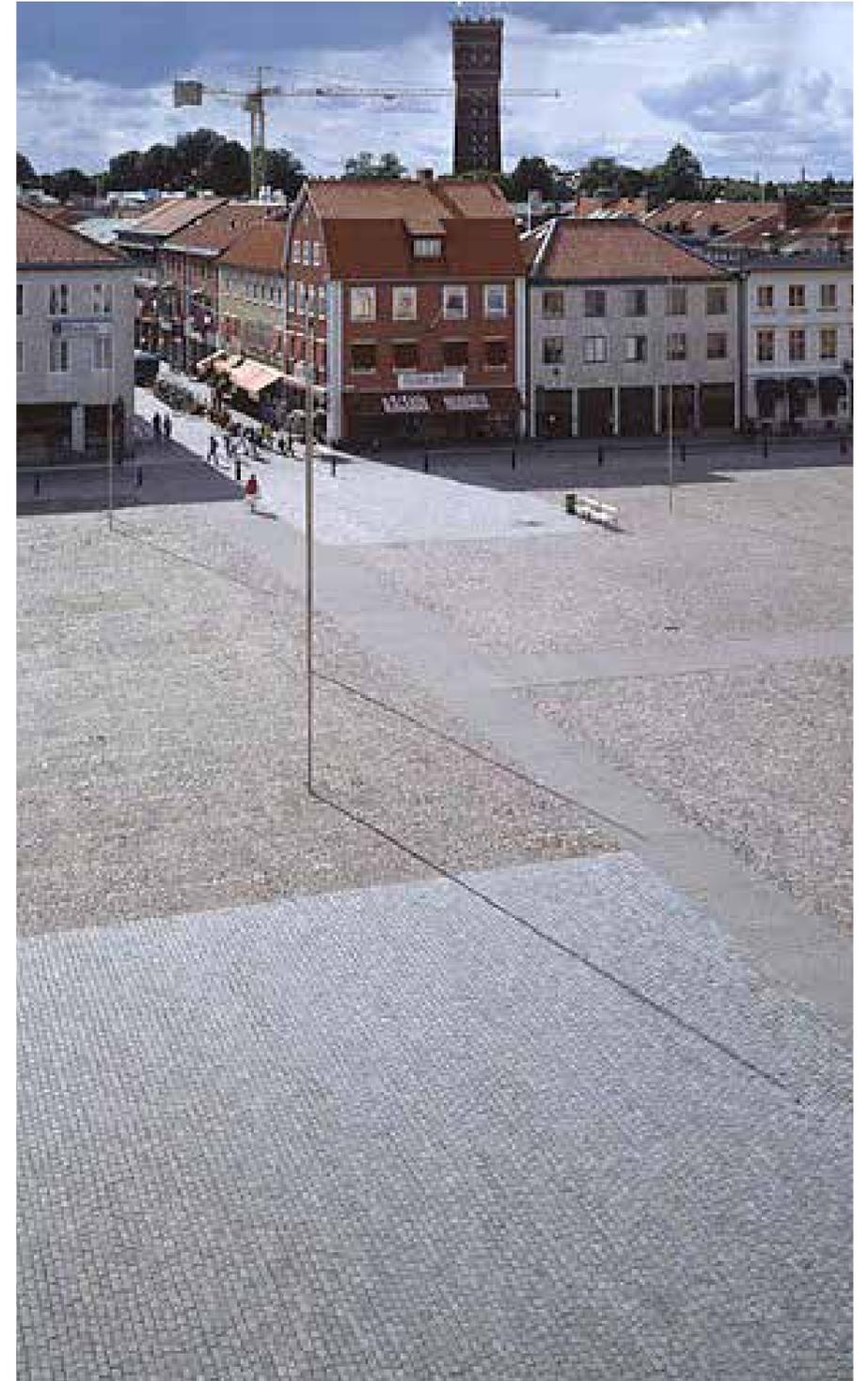
R  Layout indicating zone for de-cluttering

Simplifying Spaces

As elsewhere, King's Lynn town centre suffers from excessive street clutter. Lighting, seating, waste bins, wayfinding signage, information boards and bollards are frequently placed without due consideration to the wider streetscape and can become obstacles to movement as well as visually distracting.

Street furniture and wayfinding infrastructure must be carefully considered during the design of all streets and spaces; firstly, existing elements should be assessed for their necessity; secondly, any new additions should be evaluated for their need. Wherever possible any requirement for street furniture and signage should be combined into a singular composition.

King's Lynn town centre is characterised by a fine grain of relatively tight streets and spaces which have evolved over time. This character should be protected by removing clutter and ensuring that any new elements are of a high quality and appropriately placed.



Chapter 3

The Five Key Routes	p. 51
Route 1 - Railway Station to River - A Gateway to the River	p. 53
Route 2 - High Street - A Commercial Corridor	p. 56
Route 3 - Market Places, King St and Queen St - A Heritage Trail	p. 59
Route 4 - Riverside - A Leisure Landscape	p. 62
Route 5 - Norfolk Street - An Important Artery	p. 67

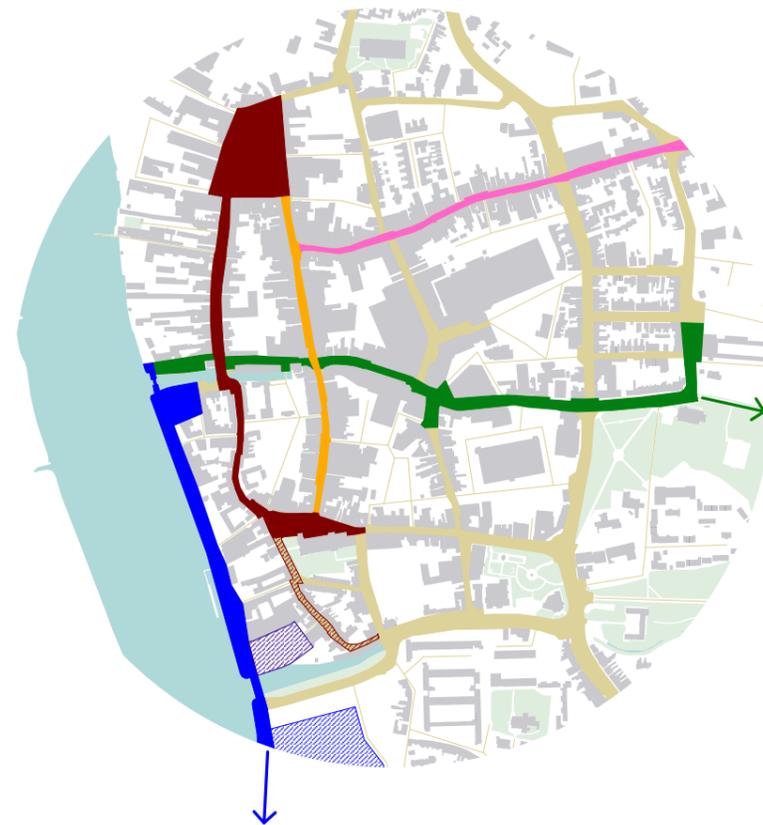
Area Concept Plans

The Five Key Routes

To maximise the effectiveness of resources and investment in King's Lynn's town centre, five key routes have been designated for action.

Each route makes strategic connections and plays a distinct civic role in the town. Collectively these routes form a network that will strengthen the social, economic and environmental sustainability of the town centre.

In addition to the proposals for these routes, improvements to the highways and public realm should follow the guidance found in the Department for Transport's 'Manual for Streets 2' and, where applicable, Historic England's 'Streets for All' document.



Five Routes as a Strategy

In order to support meaningful investment that can maximise benefits a strategy that highlights five key routes as the priority sites for investment is proposed. Each route is composed of a series of individual civic spaces connected along a continuous streetscape. These routes have been deliberately chosen because of their important role in connecting key spaces but also because they have a distinct civic role or meaning within the town centre. The routes are:

- Route 1 - Railway Station to the Purfleet – Gateway to the River
- Route 2 – High Street – Commercial Corridor
- Route 3 – Marketplaces, King Street and Queen Street – A Heritage Trail
- Route 4 – Riverside – A Leisure Landscape
- Route 5 – Norfolk Street - An Historic Artery

Those responsible for the commissioning, detailed design, approval and implementation of this Action Plan are encouraged to adopt a holistic approach to the project and develop projects that contribute to the creation of continuous and coherent routes. A description of each route is provided in the following chapters.

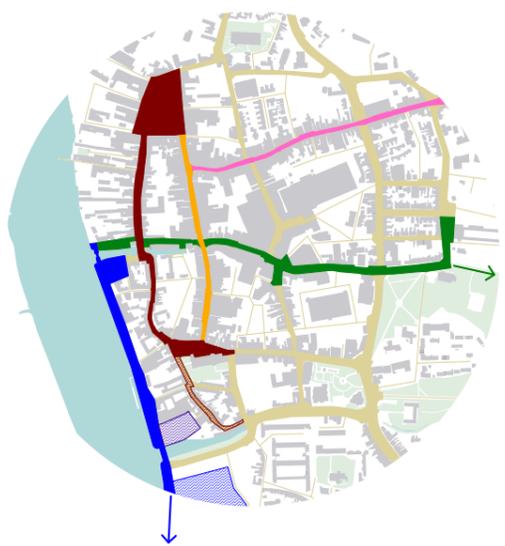


A Network of Spaces

The creation of five routes is intended to strengthen the relationship between key places within the town. However, it is important to recognise that each route is composed of distinct spaces and streets with individual characters and civic functions. It is important that these spaces are not subsumed into singular character but retain their distinctiveness within the route and townscape. Within the following chapters a number of individual spaces are highlighted that should give bespoke designs. These are:

- Route 1 - Station Forecourt / Baxter's Plain / Inner Purfleet / Outer Purfleet
- Route 2 – High Street Junctions / High Street Planting
- Route 3 – Tuesday Marketplace / Guildhall / Purfleet Bridge/ Saturday Marketplace
- Route 4 – Outer Purfleet / Riverfront Park / Boal Quay / Nar Loop
- Route 5 – High Street Junction / Gateway Artwork

Descriptions of the proposals for these spaces are included within each relevant chapter. Images of the proposed sites for improvement are illustrative.

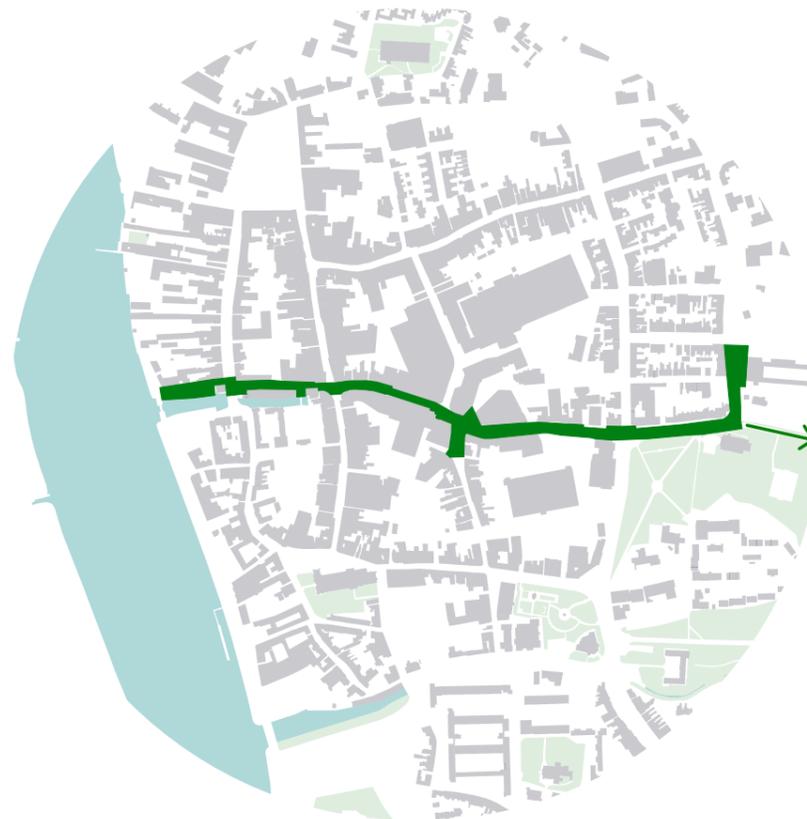


Route 1 - Railway Station to River

Route 1 - Railway Station to River

This route which connects King's Lynn's railway station to the River Ouse plays an important role in forming an enhanced gateway to the town and improving pedestrian access from The Walks to the town centre and riverside.

¹⁰¹ This will require strategic improvements to the pedestrian environment along its length in order to achieve the quality and continuity of experience.



A Gateway to the River

The first priority route links King's Lynn's railway station to the River Ouse via The Walks, St James' Park / Blackfriars Road, Blackfriars Street, Baxter's Plain, Purfleet and the Outer Purfleet quayside.

The intention is to create a new gateway to the town through improvements to the railway station forecourt and an enhanced pedestrian route that provides access to the town centre and ultimately the riverside. This route exists implicitly at present. However, the relative scales of vehicular and pedestrian infrastructure create a hostile environment for pedestrians that are exacerbated by an uncoordinated approach to surface materials and wayfinding.

Proposals are required that improved the overall pedestrian experience. These should include the implementation of the general strategies for connecting spaces and streetscapes in the 'Establish a Consistent Material Palette' chapter (p38) of this document. However, this route also has the potential to link together converging pathways from The Walks and St James' Park and strengthen its role as a key access route from the suburbs.

New tree and low-level planting along the north edge of St James' Park decrease the impact of traffic. Where possible new trees are planted along this route, extending the existing trees in The Walks, St John's churchyard and St James' Park into the centre of the town.

It is proposed that additional trees (in-ground or within planters) could be sited in: King's Lynn's railway station forecourt; St James' Park; St James' swimming pool forecourt; Blackfriars Street; Baxter's Plain; Upper Purfleet; Outer Purfleet quayside. The extension of the town centre's pedestrianised area to Paradise Road would also significantly improve this route.

The following page highlights key spaces along Route 1. For information on the High Street junction with this route refer to the chapter on Route 2 - High Street (p58). For information on this route's intersection with King Street/Purfleet bridge, refer to the Route 3 - Marketplaces, King Street and Queen Street (p63).



1 Outer Purfleet

The Outer Purfleet is the oldest historic quayside in King's Lynn. It is also an important heritage setting for historic assets such as the Custom House. Its adjacency to the town centre and favourable south and westerly aspect make it an accessible and hospitable location on the riverfront overlooking the mouth of the Purfleet. However, it currently lacks the social amenities for it to be fully utilised.

2 Purfleet and Inner Purfleet

Purfleet provides an important connection between the High Street and the River Ouse. However, from the High Street junction it currently feels like a secondary route and there is no indication it leads to the river. The implementation of the general strategies for connecting spaces and streetscapes (see chapter 'Establish a Consistent Material Palette' - p38) will allow it to be perceived equivalently. At its west end, the pedestrianised area could be extended with a 'shared surface strategy' used to allow access to the private parking.

A special space could be formed at the pedestrian bridge over the Purfleet. Though small this space benefits from a southerly aspect and could provide an informal place for a lunch break overlooking the Inner Purfleet. Here a tree(s) in an above ground planter should be integrated. Solutions that activate the blank gable of Boots are encouraged.

3 Baxter's Plain

The extension of the town centre's pedestrianised area into Baxter's Plain and along Blackfriars Street, as far as Paradise Road, makes an important contribution to the improvement of the pedestrian environment on this route. The extension of this pedestrianised area should generally follow the general guidelines for streetscapes outlined in (see chapter 'Establish a Consistent Material Palette' - p38).

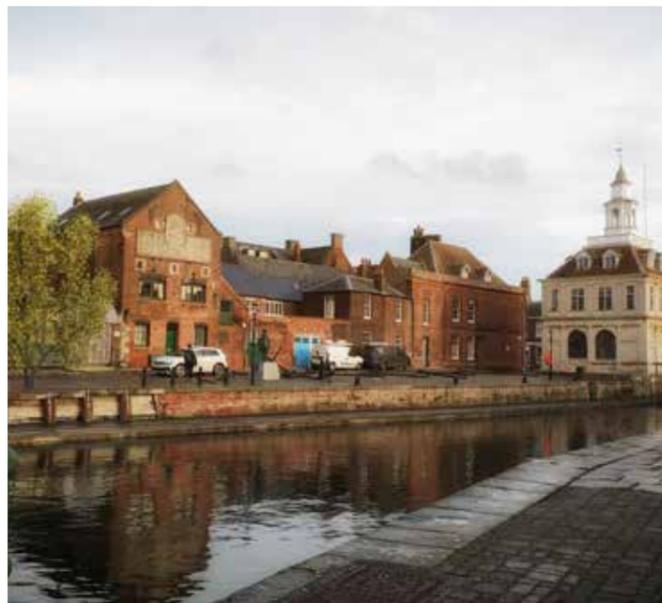
However, at the junction of Blackfriars Street and Tower Street it is proposed that a new, distinct space is created that can form a gateway to the town centre. This space should be designed to support the proposed construction of a new Community Hub here. Street trees and pedestrian infrastructure (e.g. seating and street furniture) should be integrated into this space(s).

4 Station Forecourt

The forecourt of King's Lynn's railway station is an important arrival and departure point for residents and visitors. It plays an important representative role for the town and space for orientation. At present it does not have a requisite civic character or provide adequate infrastructure for wayfinding and waiting.

To address these issues, this space should be comprehensively designed to create a memorable space that conveys a sense of arrival. This space might integrate a Gateway Artwork (see page 45) and requires a coherent design that incorporates seating, street furniture, trees, planting and de-cluttering strategies. Access to the station should be improved through the removal of the existing staircase/ ramp and replaced by the regrading of the surface to create a level access. The design should also consider the connections to, and provide the infrastructure for, transfer to other modes of transport (bikes, cars, buses etc).

10 Seating and street furniture are required to make encourage its use. A bespoke lighting design that highlighted key structures, façades and space would be beneficial. There is also scope for the planting of trees in locations that do not conceal important historic assets.



Illustrative images of proposed sites for public realm improvements

Route 2 - High Street

Route 2 - High Street

This route is intended to strengthen the historic High Street, which connects the Tuesday and Saturday marketplaces, as a commercial corridor and an important day-to-day social space within the town.

The coordinated provision of seating, planting and wayfinding infrastructure at key points along this route, such as nodal junctions and widened sections of the street, supports social life and improves its accessibility.

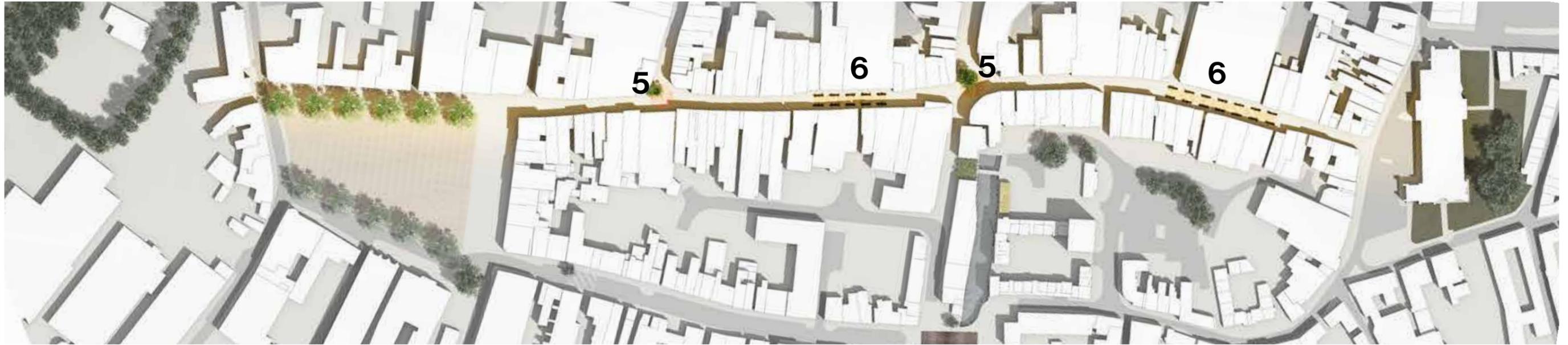


A Commercial Corridor

This route connects the Tuesday Marketplace to the Saturday Marketplace along the High Street. The intention here is to improve a pedestrian environment that acts as the spine between the historic marketplaces and remains the main point of orientation within the commercial centre of King's Lynn. Through this contemporary role it also acts an important informal meeting and social space within the town. However, the current configuration of this space prioritises circulation over any other role. The interventions along this route are therefore intended to improve the social infrastructure and the public realm while maintaining access.

In general, improvements along the High Street should adhere to the general strategies for streetscapes outlined in the 'Establish a Consistent Material Palette' chapter (p38) of this document, and should follow the format already implemented at the southern end of the High Street.

However, within the High Street four locations have been identified for special interventions. These spaces are located at the key junctions – at High Street / Norfolk Street and High Street / Purfleet / New Conduit Street – and two wider sections of the High Street. The following page highlights key spaces along Route 2.



5 High Street Junctions

This is one of two junctions on the High Street that has been identified as significant spaces that requires a bespoke landscape design. This is an historic junction but also remains an important, informal meeting point within the contemporary town. To strengthen this wayfinding and social function, it is proposed that a distinct space is created at this junction within the general landscape of Yorkstone paving.

Within designed junction space, street furniture (seating, lighting, digital wayfinding) should be provided. These items should have a coordinated and complementary design. This space should also include a large, distinctive, single tree that can act as a landmark.

6 High Street Planting

Two further locations for special interventions have been identified on the High Street. One is located between the High Street / Norfolk Street and High Street / Purfleet junctions. The other is located between the High Street / Purfleet junction and the Saturday Marketplace, and should either integrate or replace the existing Amiens project.

At both locations the general surface treatments, indicate in the 'Establish a Consistent Material Palette' chapter (p38) of this document, should be supplemented with planters that integrate seating, bins and infrastructure for temporary events and 'pop-up' stalls (i.e. in-ground power and potentially potable water bib-taps). Small trees and voluminous, low-maintenance planting should be provided in the planters.

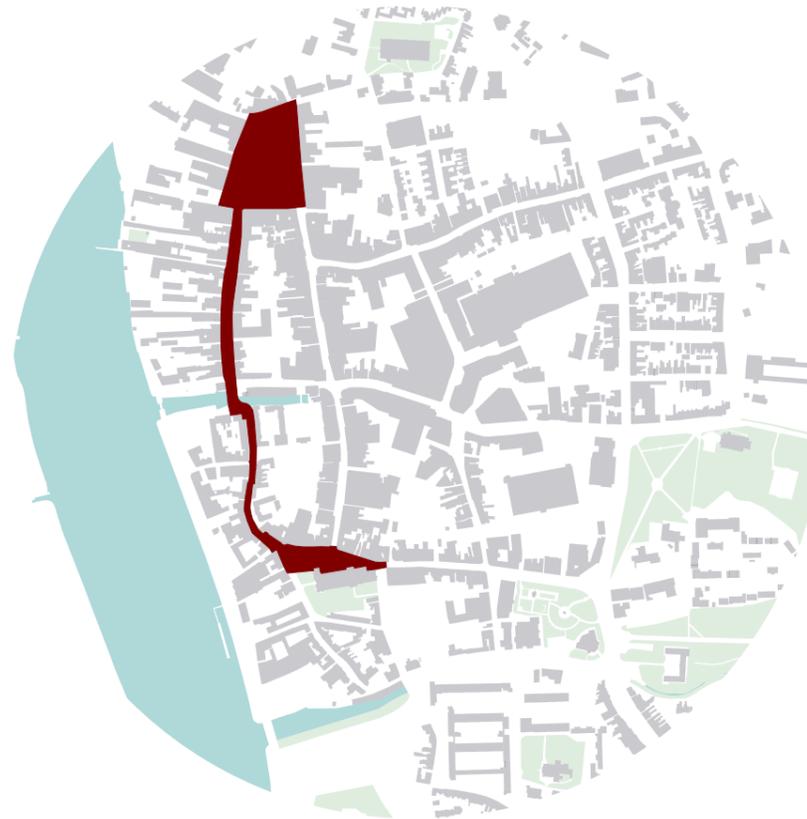


Illustrative images of proposed sites for public realm improvements

Route 3 - Marketplaces, King St and Queen St

Route 3 - Tuesday Marketplace to Saturday Marketplace

This route extends through King's Lynn's oldest built fabric. It is composed of a sequence of historic open spaces and provides an important heritage setting. It connects and provides access to historic buildings, contemporary cultural institutions, religious and arts spaces and visitors attractions. This route could be consolidated into a Heritage Trail that aids the experience and interpretation of the town's history and present cultural life.



A Heritage Trail

This route connects the Tuesday Marketplace to the Saturday Marketplace via King Street and Queen Street.

The intention with this route is to provide a physical infrastructure that connects important parts of King's Lynn's built heritage and its contemporary cultural life, and to strengthen their relationship. This could be the basis of an enhanced tourist offer – a Heritage Trail that provides a simple structure for wayfinding and orientation from which the High Street and riverside can be easily accessed.

A number of King's Lynn's most important heritage assets are linked by this route. These include the Corn Exchange, St George's Guildhall, the Custom's House, Hanse House, the Town Hall (formerly Trinity Guildhall) and King's Lynn Minster. It therefore forms an important heritage setting for these assets as well as a physical link. Within the present town these buildings, and others along this route, house many of the town's performance spaces, museums and cultural venues.

Investment in this route should focus on the enhancement of the pedestrian and visitor experience. Where practicable pavements should be widened, especially adjacent to points of significance. Coordinate strategies for street furniture and wayfinding should be implemented to strengthen the legibility of this route. Seating should be provided at regular intervals, and artworks and interventions that highlight and aid the interpretation of individual heritage sites should be employed. This hard infrastructure would benefit from a parallel soft infrastructure that highlights this route through marketing that indicates the key sites, current events etc.

Along this route two new spaces are indicated – at St George's Guildhall and at Purfleet Bridge. These are intended to highlight the Guildhall and Customs House and support investments and redevelopment of these sites.

The following page highlights key spaces along Route 3. For information on this route's intersection with Route 1 at the Purfleet bridge, please refer to the Route 1 – Railway Station to River



7 Tuesday Marketplace

The Tuesday Marketplace is the largest and grandest of King's Lynn's civic spaces. Though the space has been present in the town plan since medieval period, in its present state it is primarily surrounded by buildings from the Georgian era, notably the Corn Exchange (built 1854) which is now a cinema and theatre venue. Over time the social and commercial function of this space has been overtaken by its role as a car park. Recent investment has created hard landscaped, civic space at the southern end of the marketplace.

It is proposed that the impact of car-parking could be further reduced through its resurfacing from tarmac, though this function could be maintained. It is also proposed that urban trees are re-introduced along the western edge and along the carriageway to create a distinct forecourt in front of the Corn Exchange. This would reinstate a historic configuration of the square. The number and spacing of trees could be designed to avoid concealing and instead frame important buildings.



8 St George's Guildhall

The historic Guildhall of the Guild of St Georges was constructed in the early 1400's and is Grade I listed. It contains the oldest theatre in the UK and is currently used as a public venue for cultural events (performances, music, lectures etc). The council and its project partners have plans to develop the building into a new heritage and cultural attraction.

To support this initiative, it is proposed that area of King Street in front of the venue could be developed as a distinct space. It is proposed that a new hard landscaped surface be extended across the pavement and vehicular carriageway: this may incorporate a raised traffic-calming section. This design would be required to include appropriate solutions for banners/advertising, seating and lighting. The paving should be extended into the complex toward the River Ouse which offers unique public access to a typical internal alley and back court within King's Lynn: spaces that are now typically private.



9 Purfleet Bridge

The Purfleet bridge is Grade II listed. Originally constructed in the 13th century it was known as 'Stone Bridge' and was the western link between the two original settlements of Lynn located to the north and south of the Purfleet. It is now mainly 19th century in construction, though fragments of its lower courses likely date from the 17th century.

Within the contemporary townscape, the bridge is primarily perceived as vehicular and pedestrian thoroughfare. However, there is potential to distinguish this as a distinct space at the end of King's Street, the threshold between the two historic settlements and a space to pause and view the Purfleet and across the River Ouse. It is proposed that a distinct hard landscaping treatment that potentially integrates traffic calming measure. Strategies that help improve the pedestrian experience and aid interpretation of the surrounding historic environment should be integrated.



10 Saturday Marketplace

The Saturday Marketplace is the oldest civic space in King's Lynn: the communal centre of the original Lynn settlement that established itself around St Margaret's Church. Both the views from this space to the buildings that enclose it, and the longer vistas along the streets that converge on it, continues to give a strong impression of King's Lynn's history and origins. This space is an important heritage asset and setting for other historic assets.

Recent investment has improved the surfacing within the square. However, this space could be further improved by extending the stone surfacing across the parking spaces (while retaining this function if desired). This would reinstate its perception as single, civic space, suppressing its contemporary infrastructural function. There is scope for further de-cluttering of this space and possibilities for a single urban tree to be installed.



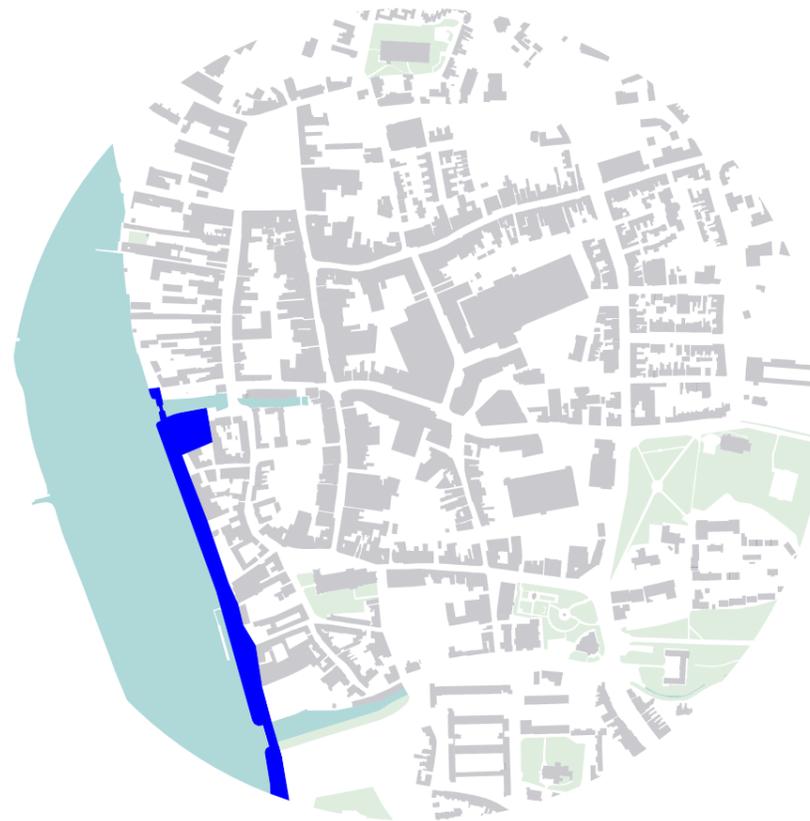
Illustrative images of proposed sites for public realm improvements

Route 4 - Riverside

Route 4 - Riverside

This route is intended to create a continuous public landscape from the Outer Purfleet quayside to the Nar Loop and beyond.

The intention is to create a leisure and recreational space that creates a gradient of spaces from the hard landscaping and civic character of the quaysides to the natural landscapes to the south of the town centre. The key element of this route is a Riverside Linear Park along the South Quay and Boal Quay.



A Leisure Landscape

This route connects the Outer Purfleet to the Nar Loop via King Staithe's Square, the South Quay and Boal Quay. Though composed of a chain of spaces, it is crucial that this route is conceived as a continuous, if varied, landscape. Those responsible for the commissioning, detailed design, approval and implementation of these projects must therefore secure strong connections between individual spaces and beyond - to Harding's Pits and the network of paths and cycle routes extending south.

The overall intention is to create an extended leisure and recreation space that graduates along its length from the civic character of Outer Purfleet quayside to the Nar Loop and ultimately, the open landscapes to the south of King's Lynn. The South Quay and Boal Quay play a significant role as a Riverside Linear Park that integrates soft and hard landscaped areas, artworks, art and architecture pavilions, play and exercise spaces while maintaining access and working space for the ongoing marine activities.

This sequence of spaces can improve access and the interaction with the heritage and natural environments. Similar initiatives have been successfully delivered in

other Hanseatic cities and former port landscapes.

Ultimately, this space could be transformative for the perception and profile of the town and create a distinctive and attractive sequence of spaces for its residents and visitors to enjoy.

The following page highlights key spaces along Route 4.

For information on the junction with this route at the Outer Purfleet quayside, please refer to the chapter on Route 1 - Railway Station to the Purfleet.



1 Outer Purfleet

The Outer Purfleet is the oldest historic quayside in King's Lynn. It is also an important heritage setting for historic assets such as the Custom House. Its adjacency to the town centre and favourable south and westerly aspect make it an accessible and hospitable location on the riverfront overlooking the mouth of the Purfleet. However, it currently lacks the social amenities for it to be fully utilised.

Seating and street furniture are required to make encourage its use. A bespoke lighting design that highlighted key structures, façades and space would be beneficial. There is also scope for the planting of trees in locations that do not conceal important historic assets.

11 Riverfront Park

King's Lynn's historic South Quay is a unique part of the town's public realm. This open space provides opportunities to create a leisure landscape along the River Ouse, while maintaining access and operation of the working parts of the quay.

It is proposed that South Quay can be developed into a riverside, linear park – a relatively narrow zone which can integrate soft and hard landscaped areas, artworks, art and architecture pavilions, play and exercise spaces.

The landscape design, planting, artworks and pavilions can all play a role in the interpretation of the heritage environment, King's Lynn's history and to establish physical and visual connections to the wider landscape.

12 Boal Quay

South Quay and Boal Quay are separated by the Mill Fleet. While the South Quay is predominantly hard landscaped and clearly part of the town's public realm, Boal Quay's surfacing is fragmented and is not perceived to be public. However, there may be an opportunity to extend the public quayside onto Boal Quay toward the Nar Loop and mouth of the River Nar.

This space would act as an extension of, and terminus to, the Riverside Linear Park from South Quay. It should continue the landscape strategies of the Riverside Linear Park by integrating soft and hard landscaped areas, artworks, art and architecture pavilions, play and exercise spaces. Its detailed design ought to maintain access and operations of the resident fishing cooperative and connections to the Nar Loop and onward to the south should be considered.

13 Nar Loop

The Nar Loop is a geological feature and ecological site at the southern edge of King's Lynn's town centre. Historically the estuary of the River Nar followed a 'hair-pin' profile before entering the River Ouse. The Nar Loop was formed as a distinct feature when the river eroded through the narrow central bank and formed a partial Ox-bow lake.

At present this is an undervalued space in the town. A range of opportunities could be considered for this site. A 'light-touch' approach might focus on the pedestrian and cycling links around the Nar Loop and create stronger connections between the South Quay and Harding Pits. Alternatively, the Nar Loop could become a Wetland Park. This could retain the evolving landscape of the Nar Loop itself and supplement it with complementary landscapes on its banks that could integrate pathways, pedestrian bridges, play area and seating to provide unique town centre space.



Illustrative images of proposed sites for public realm improvements

Past with the Present

A significant impetus for the early settlement and development of Lynn was its access to the Great Ouse estuary and the North Sea. The development of Lynn's trading alliances (12th century) as a member of the Hanseatic League, a federation of port towns located around the North Sea and Baltic Sea, was a driver for its expansion and growth in stature. This trade would initially have been facilitated by pulling boats ashore, shallow moorings and infrastructure of wharfs extending from the town's medieval alleys and plots. The later construction of the Outer Purfleet quayside and modern infrastructures of the South Quay and harbour docks, successively improved these marine facilities. Though the Outer Purfleet quayside, South and Boal quays post-date King's Lynn's Hanseatic period and much of the adjacent, historic built fabric, they nevertheless provide an important heritage setting. The development of the quays into a leisure landscape, in the form of a Riverside Linear Park, creates opportunities to renew links to King's Lynn's unique history and its wider links to the world. In developing detailed proposals for the quaysides are encouraged to develop and implement proposals that creatively interpret and interpret this history. This could be achieved through the constituent elements of the public realm – its paving and surfaces, street furniture, planting, lighting, artworks, pavilions and play elements. The scale and placement of these elements should be sympathetic to and enhance views of the quayside.

The contemporary and proposed roles of the quayside are no less important. The quaysides remain operational and proposals must not jeopardise their on-going sustainability. Indeed, they can be active and attractive aspect of this space. The proposal to create a linear park can feasibly co-exist with these functions while providing an attractive new amenity for the town's residents and a memorable space for visitors and events to take place.



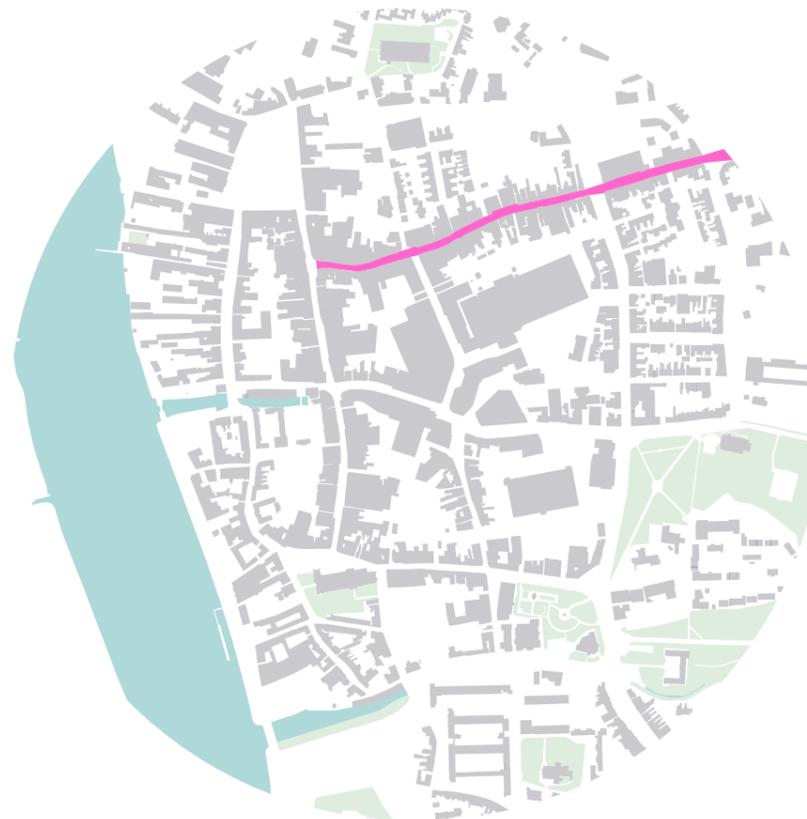


Route 5 - Norfolk Street

Route 5 - Norfolk Street

Norfolk Street is one of King's Lynn's oldest streets and is a valuable element of the town's historic built fabric. Within the contemporary town, Norfolk Street is an important pedestrian route into the town that is lined by local, independent retailers and businesses.

Interventions here should focus on the enhancement of the pedestrian environment and improvements that can support the trading environment.



An Important Artery

Norfolk Street is one of King's Lynn's oldest streets. It was the main thoroughfare from Norwich leading to the northernmost of the two original Lynn settlements on either side of the Purfleet. Once a fortification wall was erected around Lynn, Norfolk Street became one of two gated routes into the town and building plots were consolidated along its length inside the wall. Its trajectory structured the expansion of the northern portion of the town as it grew.

Today, Norfolk Street continues to be characterised by its narrow width and the low height of its enclosing façades. It is an important and busy pedestrian route into the town centre and is populated by a large number of local, independent retailers and businesses. Norfolk Street also supports the town's night-time economy and therefore plays a role in activating the town centre beyond daytime trading hours.

The intention is to enhance the pedestrian experience along this historic thoroughfare. In general, this should follow the general guidelines for streetscapes described in the 'Establish a Consistent Material Palette' chapter (p.38) of this document. Due to the narrow nature of the pavements on the eastern section

of Norfolk Street, a particular emphasis should be placed on de-cluttering the streetscape.

Sites for special interventions on this route include a Gateway Artwork at its eastern end and a new intervention at its junction with the High Street. Street furniture provision should be enhanced along this route.



5 High Street Junction

This is one of two junctions on the High Street that has been identified as significant spaces that requires a bespoke landscape design. This is an historic junction but also remains an important, informal meeting point within the contemporary town. To strengthen this wayfinding and social function, it is proposed that a distinct space is created at this junction within the general landscape of Yorkstone paving.

Within designed junction space, street furniture (seating, lighting, digital wayfinding) should be provided. These items should have a coordinated and complementary design. This space should also include a large, distinctive, single tree that can act as a landmark.



Illustrative images of proposed sites for public realm improvements

14 Gateway Artwork

It is proposed that a Gateway Artwork is located at the junction of A148, Blackfriars Road, Austin Street and Norfolk Street. This is one of several proposed large artworks (see page 45) that are to be located at key junctions that are intended to provide a sense of arrival to the town centre.

These larger artworks might be larger in scale and be consciously designed acknowledging that they will be primarily viewed from moving vehicles or pedestrians at distance rather than static viewers. This might suggest opportunities or themes that should be developed and articulated within the detailed Public Art Strategy. To allow the siting and installation of this artwork it is likely that careful consideration will need to be given to its precise siting. This may require augmentations to the traffic carriageway layout and/or the public realm to create space for installation and provide an appropriate setting for this work



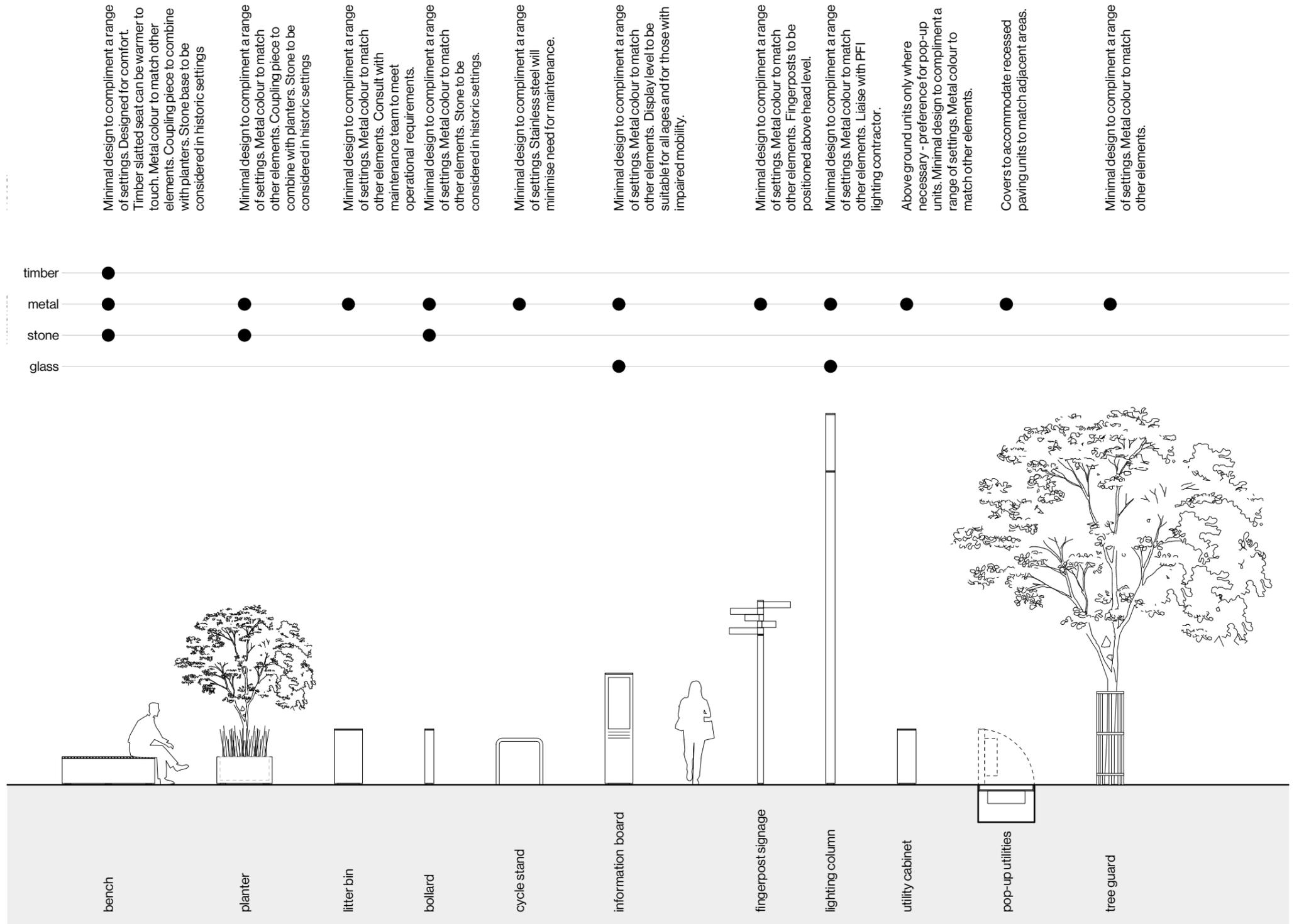
Street Furniture Guide

Street Furniture Guide

This Street Furniture Guide provides a simple, 'at-a-glance' guide for the visual appearance, materials and requirements for the street furniture items that are commonly found in the public realm.

In general, items should be selected that have a 'timeless' appearance with simple, clean forms and visual appearance that complement both contemporary and historic settings. Items should be selected that will be durable and minimise maintenance and have forms that allow street cleansing to be undertaken around them with ease. Street furniture should ideally be made from materials with a 'through-and-through' material composition, so that if scratched they appearance and durability is not compromised (e.g. stainless steel, natural stone). Powder coated street furniture should be RAL 7016.

Where maintenance or improvement projects are undertaken in the town centre, they should look to upgrade in line with the proposals for street furniture provided in this guide.



Implementation Plan

Implementation Plan

This **Implementation Plan** provides a timetable for the delivery of the strategies and proposals outlined in the previous chapters of this document: the improvement of five key routes and the public space infrastructure for cycling, events, signage, lighting and public art. It sets out the priorities for investment and an expected range of delivery dates and requirements.

This **Implementation Plan** should be reviewed on an annual basis to align it with current, or emerging, investment opportunities and coordinate it with intended public realm works programmes. Where maintenance projects are undertaken in the town centre, they should look to upgrade the public realm in line with the proposals in this document.

Action Area	Location	Item	Short-term	Medium-term	Long-term	Notes
Route 1 Station to River	Station Forecourt	New layout; furniture, planting, lighting, resurfacing				Public space to be redeveloped
	Blackfriars Road / The Walks	Additional tree planting				To reinforce green route to town centre
	Blackfriars Street	Street trees				Screening to car park and also to be integrated with existing on-street parking
	Baxter's Plain	New layout; furniture, planting, lighting, resurfacing				New public space to be formed
	Purfleet Street	New layout at bridge to Baker Street Car Park; furniture, planting, lighting, resurfacing				New public space to be formed
		Opportunity for Pop-ups				Power supply
	Purfleet Quay	New seating and opportunity for trees.				Within flood zone; liaise with the Environment Agency.
	General	Resurfacing				Maintenance – replace surfaces to match existing; explore opportunities to upgrade
		De-cluttering				Take opportunity to de-clutter whenever possible

Action Area	Location	Item	Short-term	Medium-term	Long-term	Notes
Route 2 High Street	Norfolk Street Junction	New layout; furniture, planting, lighting, resurfacing				Bespoke junction design
		Opportunity for Pop-ups.				Resurfacing to match work at south end of High Street. Introduction of seating and planting.
	Adjacent to Primark	New layout; furniture, planting, lighting, resurfacing				Power supply
	New Conduit Street Junction	New layout; furniture, planting, lighting, resurfacing				Bespoke junction design
	Adjacent ex-Debenhams	New layout; furniture, planting, lighting, resurfacing				Resurfacing to match work at south end of High Street. Introduction of seating and planting. Opportunities for pop-ups.
	General	Resurfacing				Maintenance – replace surfaces to match existing; explore opportunities to upgrade
		Resurfacing Upgrade				To match work at south end of High Street
		Lighting Design				Ensure open carriageway retained
De-cluttering					Take opportunity to de-clutter whenever possible	
Route 3 Tuesday Market Place to Saturday Market Place	Tuesday Market Place	Street Trees				Historic precedent for trees at Tuesday Market Place
		Pedestrianisation				Explore opportunity to remove car parking to make a people-centred space.
	St George's Guildhall	New layout; furniture, planting, lighting, resurfacing				Create 'space' adjacent to Guildhall to supplement planned building works.
	Purfleet Bridge	New layout; furniture, planting, lighting, resurfacing				New public realm to create a bespoke setting adjacent to the Custom House
	Saturday Market Place	Resurfacing				Replace black asphalt to parking areas with coloured asphalt to match adjacent stone paving. Explore opportunity to remove car parking from historic setting; replacing asphalt with stone.
	General	Resurfacing				Maintenance – replace surfaces to match existing; explore opportunities to upgrade
		De-cluttering				Take opportunity to de-clutter whenever possible

Action Area	Location	Item	Short-term	Medium-term	Long-term	Notes	
Route 4 Riverside	Purfleet Quay	New seating and opportunity for trees.				Within flood zone; liaise with the Environment Agency.	
	King's Staithe Square	New layout; furniture, planting, lighting, resurfacing				Public space to be upgraded.	
	South Quay	New linear park; furniture, planting, lighting, resurfacing				Creation of new public space for town. Opportunity to explore connections to the town's Hanseatic heritage. Consider view to town from opposite bank of the river. Within flood zone; liaise with the Environment Agency.	
	Boal Quay	New layout; furniture, planting, lighting, resurfacing				Within flood zone; liaise with the Environment Agency. Continuation of South Quay park.	
	Nar Loop					Potential new wetland park, with access for all.	
	General	Resurfacing					Maintenance – replace surfaces to match existing; explore opportunities to upgrade
		De-cluttering					Take opportunity to de-clutter whenever possible
Route 5 Norfolk Street	High Street Junction	New layout; furniture, planting, lighting, resurfacing				Bespoke junction design	
	Area east of Albert Street	New layout; furniture, planting				Use similar palette to High Street	
	Blackfriars Road Junction	New layout; opportunity for public art gateway				Integration of public art to create new town centre gateway. Co-ordinate with changes to gyratory.	
	General	Resurfacing					Maintenance – replace surfaces to match existing; explore opportunities to upgrade
		De-cluttering					Take opportunity to de-clutter whenever possible
Cycling Infrastructure	Baker Street Car Park	Cycle hub, at location of 'Amiens' project				Bespoke structure providing enclosed, secure parking facilities.	
	Tuesday Market Place	Cycle Hub				Bespoke structure providing enclosed, secure parking facilities.	
	Railway Station	Cycle Hub				Bespoke structure providing enclosed, secure parking facilities.	

Action Area	Location	Item	Short-term	Medium-term	Long-term	Notes
Events and Pop-Ups	To be confirmed	Power and water				Locations to be confirmed and programme of events to be developed.
Signage	Town Centre	Signage strategy and new signage designs to be developed.				
		Implement new signage strategy				Replace signage with revised designs wherever possible.
Feature Lighting	South Quay	Lighting of quayside and planting in new linear park				Within flood zone; liaise with the Environment Agency. Compliment lighting installation at Custom House. Co-ordinate with design of new linear park.
	Tuesday Market Place	Lighting of key civic space and setting				Co-ordinate with tree planting and/or pedestrianisation of space.
	Saturday Market Place	Lighting of key civic space and setting				Compliment lighting installation at the Minster.
	Baxter's Plain	Lighting of potential new public space				Co-ordinate with development of public space proposals.
	Station Forecourt	Lighting of station and forecourt				Co-ordinate with redesign of station forecourt.
Public Art	South Quay	Art and architecture collaboration.				Within flood zone; liaise with the Environment Agency. Series of pavilions to provide shelter and views.
	St George's Guildhall	Artwork to reveal history of the site				Potential use of text
	Norfolk Street / Blackfriars Road junction	New layout; opportunity for public art gateway				Integration of public art to create new town centre gateway. Co-ordinate with changes to gyratory.
	London Road / St James Street junction	New layout; opportunity for public art gateway				Integration of public art to create new town centre gateway. Co-ordinate with changes to gyratory and associated works.

