

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



Cabinet

Agenda

Thursday, 21st July, 2022
at 10.00 am

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

Also available to view on Zoom and available for the public to view on [WestNorfolkBC on You Tube](#)



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

CABINET AGENDA

DATE: CABINET - THURSDAY, 21ST JULY, 2022

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

TIME: 10.00 am

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. 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.

3. 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.

4. CHAIR'S CORRESPONDENCE

To receive any Chair's correspondence.

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.

6. MATTERS REFERRED TO CABINET FROM OTHER BODIES

To receive any comments and recommendations from other Council bodies which meet after the dispatch of this agenda.

**7. WEST NORFOLK INVESTMENT PLAN (SHARED PROSPERITY FUND)
(Pages 5 - 35)**

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	Be entirely within Cabinet's powers to decide		YES	
		Need to be recommendations to Council		NO	
		Is it a Key Decision		YES	
Lead Member: Cllr Graham Middleton E-mail: cllr.graham.middleton@west-norfolk.gov.uk		Other Cabinet Members consulted: Cabinet			
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 Members consulted:			
		Other Officers consulted: Management Team			
Financial Implications YES	Policy/ Personnel Implications Yes	Statutory Implications NO	Equal Impact Assessment YES If YES: Pre-screening/ Full Assessment	Risk Management Implications No	Environmental Considerations Yes

Date of meeting: 21 July 2022

WEST NORFOLK INVESTMENT PLAN (SHARED PROSPERITY FUND)

Summary

This report sets out the priorities for a West Norfolk Investment Plan which has been developed to secure an allocation of £1.8m for 2022-2025 through the government's £2.6b Shared Prosperity Fund (SPF).

Recommendation

Cabinet is recommended to;

1. Endorse the priorities for the West Norfolk Investment Plan (WNIP) as detailed in 2.2
2. Delegate authority to the Chief Executive and Section 151 Officer in consultation with the Deputy Leader and Portfolio Holder for Business Development to agree the final submission of the West Norfolk Investment Plan by the deadline on 1st August 2022.
3. A further report on the final interventions to be funded through the SPF to be brought back to Cabinet.
4. Approve the creation of a permanent Programme Officer post to manage the delivery and implementation of the WNIP, funded by the allocation provided to manage the administration of the SPF which will be negotiated with government as set out in 7.2.
5. Delegate authority to the Chief Executive and Leader to establish the appropriate governance mechanism to support the strategic alignment and delivery of the WNIP.

Reason for Decision

To allow the Council to secure a government grant funding stream to deliver the investment priorities for West Norfolk which will support residents and business to; build pride in place, high quality skills training, supporting pay, employment,

productivity growth and increasing life chances.

1. Background

1.1 In April 2022, the Government announced the Shared Prosperity Prospectus, which is a long term funding stream to replace the EU structural funds following the UK's exit of the EU. The SPF is a funding formula rather than a competitive bidding process. Unlike the EU Structural Funds, local authorities will be the recipient of the area's allocation and be required to manage the fund.

1.2 The aim of the fund is to support the government's commitment to levelling up all parts of the UK through the following objectives;

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
- Spread opportunities and improve public services, specially in places where they are weakest
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost
- Empower local leaders and communities

The three SPF Investment Priorities are;

- Communities and Place
- Supporting Local Business
- People and Skills

1.3 To secure the SPF allocation for the period of 2022-25, the Council is required to submit an Investment Plan for government approval by 1st August 2022. Funding is predominantly revenue with a small capital element rising from 10% to 20% of the allocation over the 3 year period. The funding can be used to complement other government funding streams including Towns Fund, Levelling Up Fund and other national employment, skills and rural funding support.

1.4 The Council received £20,000 capacity funding to support the development of the Investment Plan. Metro Dynamics have been appointed to support the development and submission of the WNIP.

2 West Norfolk Investment Plan

2.1 In order to secure the SPF allocation with government, Local authorities have been asked to submit an Investment Plan. The Investment Plan must set out the following;

1. Local context: local evidence of opportunities and challenges through the lens of the three investment priorities for UKSPF.

2. Selection of outcomes and interventions: where places will identify the outcomes they wish to target based on local context, and the interventions they wish to prioritise, under each investment priority, from the menu of options. These should be clearly linked to local opportunities and challenges.

3. Delivery: this will represent the most detailed stage of the investment plans and is broken down into the following:

a. Approach to delivery and governance: structures and processes that will support the delivery of their chosen interventions, engagement undertaken as part of the development.

b. Expenditure and deliverables: what places want to deliver with their investment plan, including the spend profile for the three years of the fund as well as outputs and outcomes figures, and where places have already identified specific projects they wish to fund under each of the investment priorities.

2.2 The outcome of the evidence analysis as detailed in (appendix 1) and the consultation and engagement undertaken, has resulted in a proposed set of priorities for West Norfolk;

Leading as a Centre of Excellence for the Visitor Economy

- With a culture-led approach to leverage culture & heritage assets
- Positioning King's Lynn & West Norfolk as Cultural Destination
- Driving innovation & productivity in Tourism & Hospitality

Embedding approaches that are Active, Clean & Green

- With benefits for residents and local businesses
 - Protecting/enhancing natural environment
 - Domestic efficiency/sustainability
 - Transport to get to and from work
 - Business transformation and re-training

Strengthening local enterprise and innovation systems

- Sector wide, but with specific focus on sector/workforce/value chain strengths
 - Food (agriculture, food processing & manufacturing, food service & retail)
 - Manufacturing
 - Health

Supporting people to access opportunities

- Creating better quality, higher skilled jobs across sectors
- Supporting people into employment and volunteering opportunities
- Improving skills that employers need

2.3 The SPF provides the flexibility for places to invest across a range of activities that represent the right solutions to the locality, aligned with the objectives set out in 1.2. The WNIP is required to select the interventions, outputs and outcomes from the guidance that best meets the priorities identified in 2.2 for the period 2022-25. At this stage there is no requirement to identify specific projects to be delivered under the interventions. However through the engagement process, a number of potential projects that could be supported through the SPF have already been identified.

2.4 The SPF is a formula based allocations for the period 2022—25 which replaces the EU structural funds (i.e. the European Social Fund) which comes to an end in March 2023) and is therefore expected to be a long term funding stream to be delivered by local authorities. A number of existing services, programmes and projects that are currently supported by the European Social Fund (ESF) will therefore cease if they cannot secure funding to continue either through SPF or other sources. Many of these have existing schemes have been delivered at a county or New Anglia LEP level. In addition, a number of projects are currently being delivered through funding secured through the Community Renewal Fund in 2021 (the forerunner to SPF) that will be ending in 2022.

2.5 Part of the engagement process for the developing the WNIP has included a 'call-out' to those existing providers to ascertain what has been delivered locally in West Norfolk under ESF and how effective they have been. These have been evaluated initially against our priorities set out in 2.1 and discussions and are on going with those providers to ascertain whether their continuation would support the priorities identified in the WNIP in 2.2.

2.6 The final draft of the West Norfolk Investment Plan is in final preparation stage due to the tight timeframe set out by government. It is therefore recommended that the Chief Executive and Deputy Leader are delegated authority to finalise and WNIP for submission on 1st August, based on the investment priorities set out in 2.2. The outcome of whether the WNIP has been approved by government is expected in the Autumn. Following submission of the WNIP, work will continue to identify, assess and finalise the projects that could be supported under the identified SPF interventions so we are in a position to approve and proceed with delivery of these in the Autumn.

3 Governance Arrangements

3.1 The government has set out the requirement to bring together a local partnership with a diverse range of local and regional stakeholders, institutions, employer bodies and organisations to develop the plan and achieve the outcomes. A group comprising the representatives government has prescribed as should be consulted has been established to develop and agree the investment priorities set out in this report.

3.2 Once the WNIP is approved, Local authorities are required to ensure local partners continue to support the delivery of the investment plan to provide advice on strategic fit and deliverability. Cabinet recommendation 5 delegates authority to the Chief Executive and Leader to agree the appropriate governance mechanism for oversight of the WNIP delivery.

4 Financial Implications

4.1 Government has set out a spend profile for each of the 3 years, with a minimum spend profile set out for capital and revenue. The indicative profile for the WNIP is proposing the following spend profile

	2022/23	2023/24	2024/25	Total
King's Lynn and West Norfolk - total allocation	£222,865	£445,730	£1,167,812	£1,836,407
<i>Annual % distribution</i>	12%	24%	64%	100%
4% admin	£17,829	£35,658	£93,425	£146,913
4% admin - even distribution	£48,971	£48,971	£48,971	£146,913

	£173,894	£396,759	£1,118,841	£1,689,494
Remaining SPF Allocation available to invest				
<i>Annual % distribution</i>	10%	23%	66%	100%
Revenue	90%	87%	80%	
Capital	10%	13%	20%	

Revenue	£156,505	£345,180	£895,073	£1,396,758
Capital	£17,389	£51,579	£223,768	£292,736

Spend broken down by SPF Priorities				
Community & Place	£69,558	£158,704	£111,884	£340,145
Supporting local business	£104,336	£238,055	£447,536	£789,928
People & Skills*			£671,305	£671,305

*spend against this theme is not permitted until 2024/25

5 Risk

Risk	Risk Implications and Mitigation	Level of Risk
SPF allocation not secured	<p>Risk The WN Investment Plan not approved by government on submission.</p> <p>Consequences/Mitigation Allocation not secured.</p> <p>Ensure the SPF guidance is complied with to produce a robust and compliant WNIP. Additional resource secured with Metro Dynamics to support preparation of the WNIP.</p>	Low
Investment Delivery	<p>Risk If successful, the Council will need to commit to spend the allocation in accordance with the spending profile set out by government.</p> <p>Consequences/Mitigation Insufficient resources and support to implement and deliver the WNIP leads to in ability to spend the allocation and the funding is lost.</p> <p>Project programmes resources will need to be built into each project to ensure sufficient resource for delivery.</p>	Low
Stakeholder Support	<p>Risk Stakeholders do not support the priorities identified in the WNIP.</p> <p>Consequences/Mitigation WNIP does not reflect the needs of the local area and deliver the required outputs/outcomes or meet the objectives of the SPF due to lack of stakeholder support.</p> <p>Development of the WNIP has considered previous engagement under the King's Lynn Town Investment Plan and has engaged wider stakeholders in the development of the WNIP.</p>	Low
Recruitment/Staff Resource	<p>Risk Failure to recruit Programme Officer to lead delivery of the SPF</p> <p>Consequences/Mitigation Insufficient resources to ensure SPF allocation is spent.</p> <p>Recruitment of post is on a fixed term basis to ensure the greatest chance of attracting candidates.</p>	

6 Environmental Considerations

- 6.1 The SPF framework includes interventions which supports the government's clean growth policies.

7. Policy & Personnel Implications

- 7.1 Local authorities are able to use up to 4% of the allocation to undertake the necessary fund administration, such as fund assessing, project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement. Recommendation 4 therefore recommends the recruitment of a Programme Officer to lead the implementation of the SPF for West Norfolk.
- 7.2 Local authorities have been expressing to government that 4% is not sufficient in order to provide the resources required to deliver SPF and government has therefore agreed that places can make a case for increasing the allocation if it wishes. Recommendation 2 delegates authority to the Chief Executive & Deputy Leader to finalise the WNIP, including the financial profile and a case to increase the management allocation above 4% if considered appropriate.
- 7.3 Officers are working with Norfolk County Council and New Anglia LEP to ensure the priorities identified in the WNIP align with the Norfolk Investment Framework, Town Investment Plan and Norfolk & Suffolk Economic Plan. This will ensure our strategic priorities are reflected at a county/regional level to support future funding opportunities which the SPF can be utilised as match funding towards.

Appendices

Appendix 1 WNIP Evidence Pack, July 2022

Background Papers

[Shared Prosperity Fund Prospectus](#)

Consultee / Stakeholder List

**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 (delete as appropriate)				
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	Preparation of a West Norfolk Investment Plan to secure allocation from government under the Shared Prosperity Fund to support the identified priorities. 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)	√				

The background of the slide is a teal-colored map of King's Lynn & West Norfolk, showing a dense network of white lines representing roads and streets. The map is centered on the text.

King's Lynn & West Norfolk: UKSPF Investment Plan

July 2022

Metro — Dynamics

The UK Shared Prosperity Fund (UKSPF)

- A new fund, replacing previous EU funding.
- The fund has three priority areas:
 - **Communities and place** – investing in physical, cultural and social infrastructure and communities to strengthen social fabric and local pride
 - **Supporting local business** – growing new businesses, creating jobs, supporting local sector strengths, and boosting innovation
 - **People and skills** – supporting basic skills provision and business skills needs
- The Government has published guidance with detailed potential interventions that places can select to put forward in an Investment Plan.
- Investment Plans can cover *both* specific projects to be funded and noted intention to commission certain types of project.

UKSPF Investment Plan Process

Development process

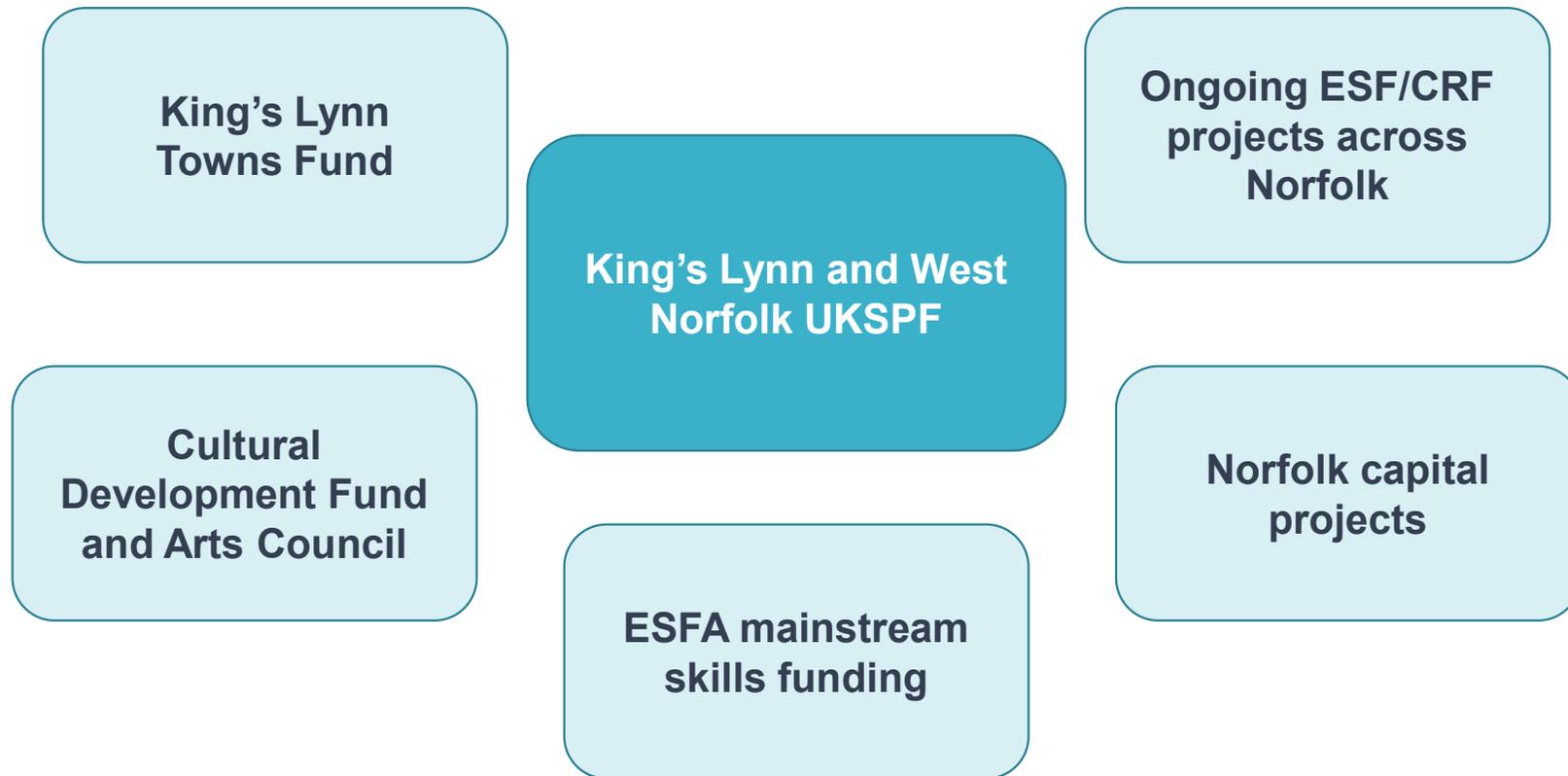


Key considerations

- West Norfolk has a **core UKSPF allocation of £1.8m** (at 80-90% revenue) to invest across three priorities: communities and place, supporting local businesses, and people and skills.
- Norfolk County Council has also developed a **Multiply investment case** to invest in numeracy skills.
- Given short timescales, we will **focus quickly on evidenced, deliverable interventions** that align with Government UKSPF guidance *and* King's Lynn & West Norfolk Investment Priorities.
- **We want to draw on partners' experience** of successful local projects and priorities to build on.
- We are drafting an Investment Plan for submission to Government by 1 August 2022.

Funding landscape

UKSPF will provide *mainly* revenue funding alongside other *mainly* capital funding opportunities and schemes. Although the allocation for King’s Lynn and West Norfolk is relatively small, prioritising revenue spending for activities with limited other revenue sources will be important.



Investment priorities

- We have led stakeholder engagement on investment priorities in the Borough, based on the evidence of challenges and opportunities, local investment priorities and strategies, and the Norfolk Investment Framework.
- We have identified a number of investment priorities for King’s Lynn & West Norfolk:

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Communities and place	Supporting local business	People and skills
Addressing an ageing population	Growing an entrepreneurial business base	Increasing rates of economic activity
Improving sustainability	Attracting & retaining young people	Addressing low wage economy
Growing community capital	Supporting innovation led growth	Improving skills attainment
Addressing connectivity challenges	Bolstering sectoral strengths	Local training provision

- Combining these local priorities with the UKSPF themes builds into four broad projects that link to a number of possible interventions and to meet a number of outcomes – over page

A place to live, work, visit and invest

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Leading as a Centre of Excellence for the Visitor Economy

- With a culture-led approach to leverage culture & heritage assets
- Positioning King’s Lynn & West Norfolk as Cultural Destination
- Driving innovation & productivity in Tourism & Hospitality

Outcomes

- Increased footfall, visitor numbers
- Job creation
- Improved amenities, facilities and accessibility



Embedding approaches that are Active, Clean & Green

- With benefits for residents and local businesses
- Protecting/enhancing natural environment
- Domestic efficiency/sustainability
- Transport to get to and from work
- Business transformation and re-training

Outcomes

- Neighbourhood and public realm improvements
- Improved cycleways, paths
- Reduced emissions
- Increased business sustainability



Strengthening local enterprise and innovation systems

- Sector wide, but with specific focus on sector/workforce/value chain strengths
- Food (agriculture, food processing & manufacturing, food service & retail)
- Manufacturing
- Health

Outcomes

- New businesses created
- Increased productivity
- New products and service offers
- Job creation



Supporting people to access opportunities

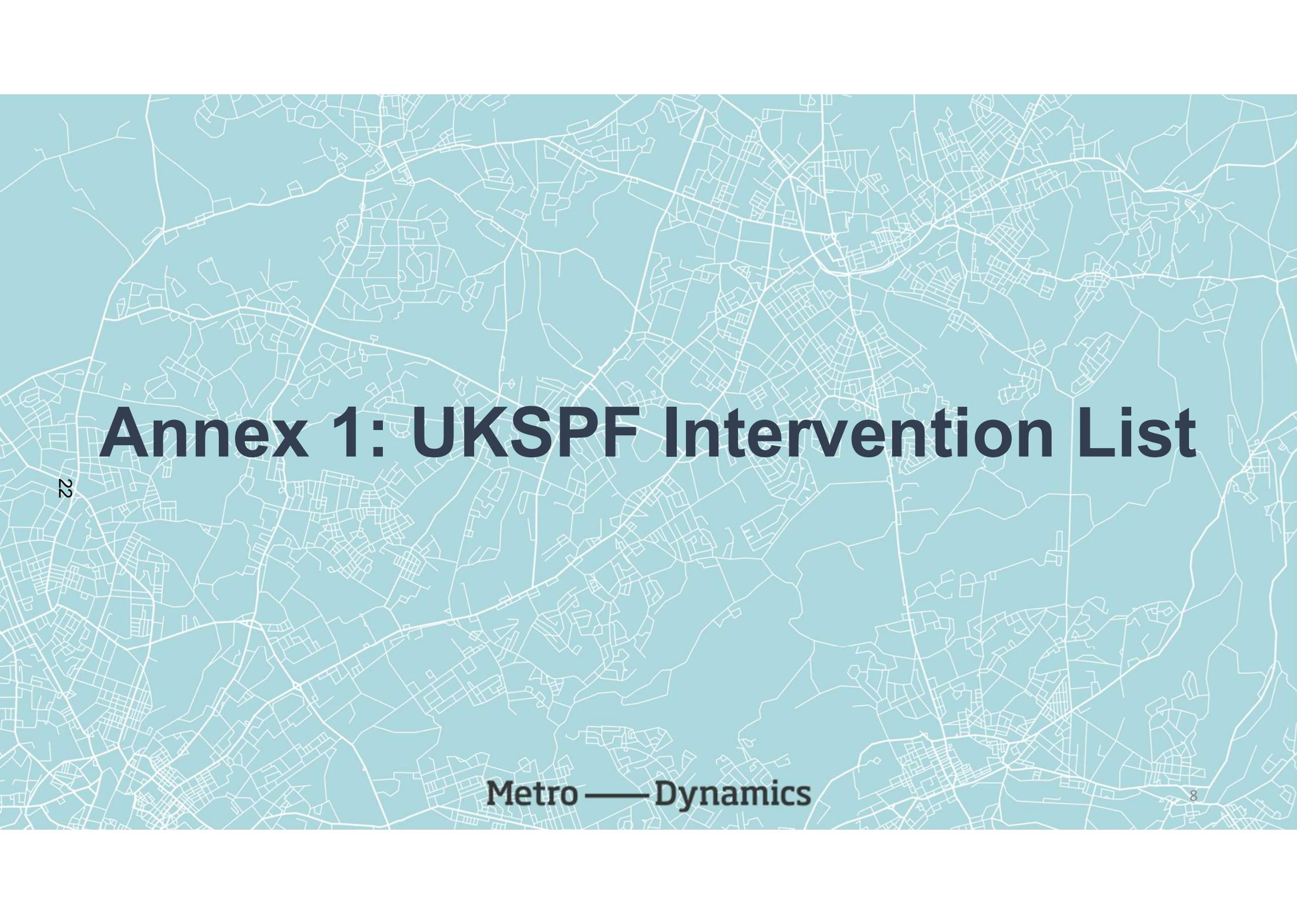
- Creating better quality, higher skilled jobs across sectors
- Supporting people into employment and volunteering opportunities
- Improving skills that employers need

Outcomes

- People gaining qualifications
- People supported into work
- Increased volunteering engagement

Investment principles

- Supporting Local Business to be the primary UKSPF investment priority for King’s Lynn and West Norfolk, given the absence of other revenue funding streams to deliver these types of intervention.
- Capital and Revenue balance to follow the minimum proportions stated by government, as other sources of revenue funding are limited this must be prioritised in UKSPF.
- Any UKSPF capital investment focused on four investment types, to leverage UKSPF revenue investment priorities:
 - **Matching to Towns Fund**, where it is possible for additional sums to allow activity to be delivered across the Borough. E.g. Public realm fund, active travel & walking, digital connectivity
 - **Establishing local hubs to network in-person provision** of services from centres across Norfolk and the wider region. *E.g. Training, Business support, Events?*
 - **Community transport**, enabling access to learning, training, employment and leisure. E.g. Community bus, travel pass
 - **Supporting digital and net-zero transitions** for businesses and residents E.g. Investment in materials, kit, technology
- Aim for a balance of specific:syndicated delivery, ensuring benefits of collaboration *and* scope to address/promote acute issues/strengths in the Borough.
- People & Skills starts 2024/25 (Y3) as there are currently no at risk VCS providers that could be covered in first two years.



Annex 1: UKSPF Intervention List

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UKSPF interventions – longlist from guidance

C&P UKSPF Interventions:

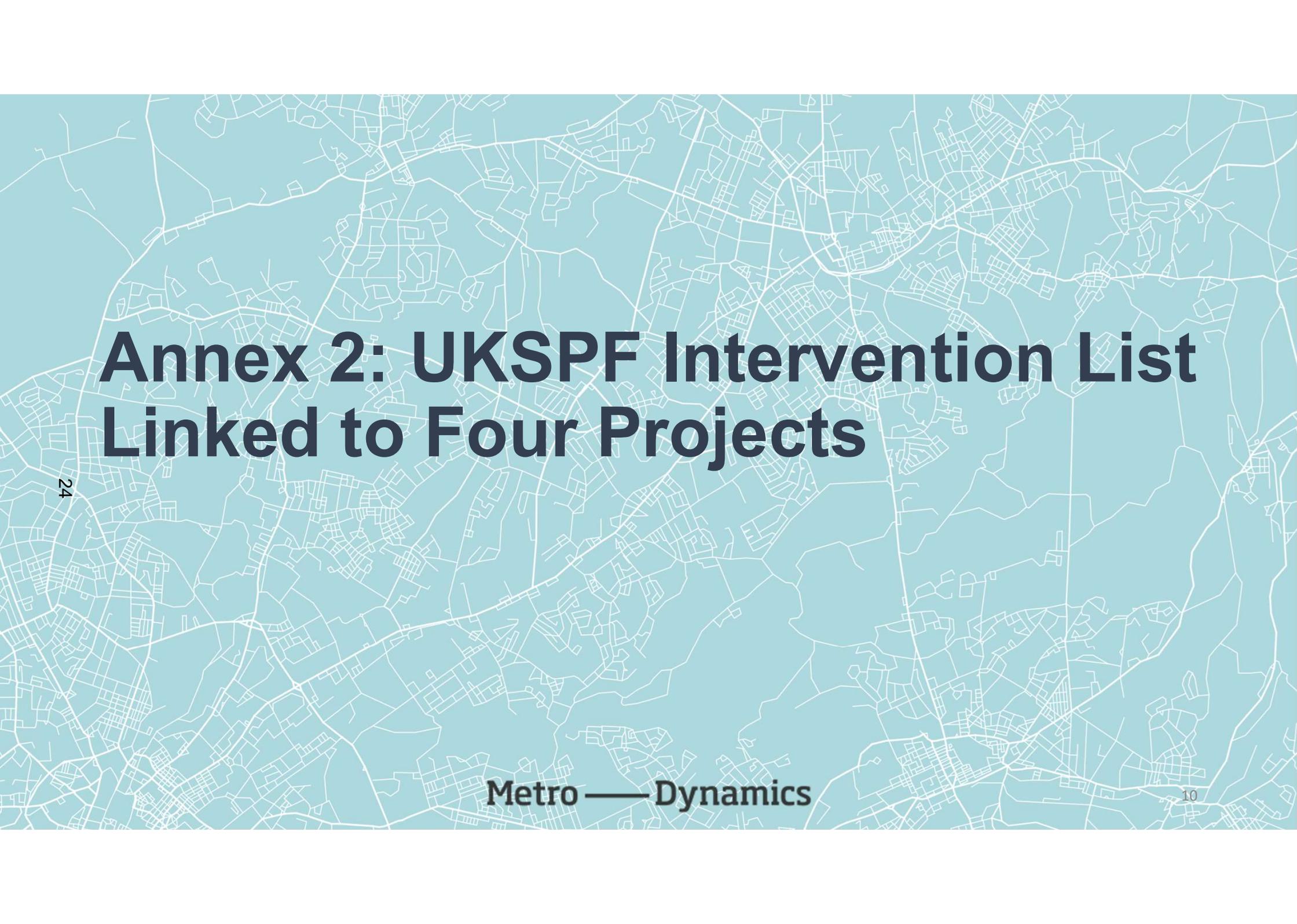
- E1: Funding for improvements to town centres and high streets, including better accessibility for disabled people, including capital spend and running costs.
- E2: Funding for new, or improvements to existing, community and neighbourhood infrastructure projects including those that increase communities' resilience to natural hazards, such as flooding. This could cover capital spend and running costs.
- E3: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces.
- E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.
- E5: Design and management of the built and landscaped environment to 'design out crime'.
- E6: Support for local arts, cultural, heritage and creative activities.
- E7: Support for active travel enhancements in the local area.
- E8: Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area.
- E9: Funding for impactful volunteering and/or social action projects to develop social and human capital in local places.
- E10: Funding for local sports facilities, tournaments, teams and leagues; to bring people together.
- E11: Investment in capacity building and infrastructure support for local civil society and community groups.
- E12: Investment in community engagement schemes to support community involvement in decision making in local regeneration.
- E13: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.
- E14: Funding to support relevant feasibility studies.
- E15: Investment and support for digital infrastructure for local community facilities.

SLB UKSPF Interventions:

- E16: Investment in open markets and improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses.
- E17: Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally.
- E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions
- E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities.
- E20: Research and development grants supporting the development of innovative products and services.
- E21: Funding for the development and support of appropriate innovation infrastructure at the local level.
- E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.
- E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.
- E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise
- E25: Grants to help places bid for and host international business events and conferences that support wider local growth sectors.
- E26: Support for growing the local social economy, including community businesses, cooperatives and social enterprises.
- E27: Funding to develop angel investor networks nationwide.
- E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.
- E29: Supporting decarbonisation and improving the natural environment whilst growing the local economy.
- E30: Business support measures to drive employment growth, particularly in areas of higher unemployment.
- E31: Funding to support relevant feasibility studies.
- E32: Investment in resilience infrastructure and nature based solutions that protect local businesses and community areas from natural hazards including flooding and coastal erosion.

P&S UKSPF Interventions:

- E33: Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment supplemented by additional and/or specialist life and basic skills.
- E34: Courses including basic skills (digital, English, maths (via Multiply and ESOL), and life skills and career skills (where not being met through DWP provision) provision for people who are unable to access training through the adult education budget.
- E35: Activities such as enrichment and volunteering to improve opportunities and promote wellbeing.
- E36: Intervention to increase levels of digital inclusion, with a focus on essential digital skills.
- E37: Tailored support to help people in employment, who are not supported by mainstream provision to address barriers to accessing education and training courses.
- E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs.
- E39: Green skills courses targeted around ensuring we have the skilled workforce to achieve the government's net zero and wider environmental ambitions.
- E40: Retraining support for those in high carbon sectors.
- E41: Funding to support local digital skills.



Annex 2: UKSPF Intervention List Linked to Four Projects

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A place to live, work, visit and invest

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Leading as a Centre of Excellence for the Visitor Economy

- With a culture-led approach to leverage culture & heritage assets
- Positioning King's Lynn & West Norfolk as Cultural Destination
- Driving innovation & productivity in Tourism & Hospitality

Intervention examples

- **E6 (C&P)**: Support for local arts, cultural, heritage and creative activities
- **E3 (C&P)**: Creation of and improvements to local green spaces, community gardens, watercourses and embankments, along with incorporating natural features into wider public spaces
- **E17 (SLB)**: Funding for the development and promotion (both trade and consumer) of the visitor economy

Outcomes

- Increased footfall, visitor numbers
- Job creation
- Improved amenities, facilities and accessibility



Embedding approaches that are Active, Clean & Green

- With benefits for residents and local businesses
- Protecting/enhancing natural environment
- Domestic efficiency/sustainability
- Transport to get to and from work
- Business transformation and re-training

Intervention examples

- **E7 (C&P)**: Support for active travel enhancements in the local area
- **E13 (C&P)**: Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.

Outcomes

- Neighbourhood and public realm improvements
- Improved cycleways, paths
- Reduced emissions
- Increased business sustainability



Strengthening local enterprise and innovation systems

- Sector wide, but with specific focus on sector/workforce/value chain strengths
- Food (agriculture, food processing & manufacturing, food service & retail)
- Manufacturing
- Health

Intervention examples

- **E23 (SLB)**: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development, including through local networks.
- **E24 (SLB)**: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise

Outcomes

- New businesses created
- Increased productivity
- New products and service offers
- Job creation



Supporting people to access opportunities

- Creating better quality, higher skilled jobs across sectors
- Supporting people into employment and volunteering opportunities

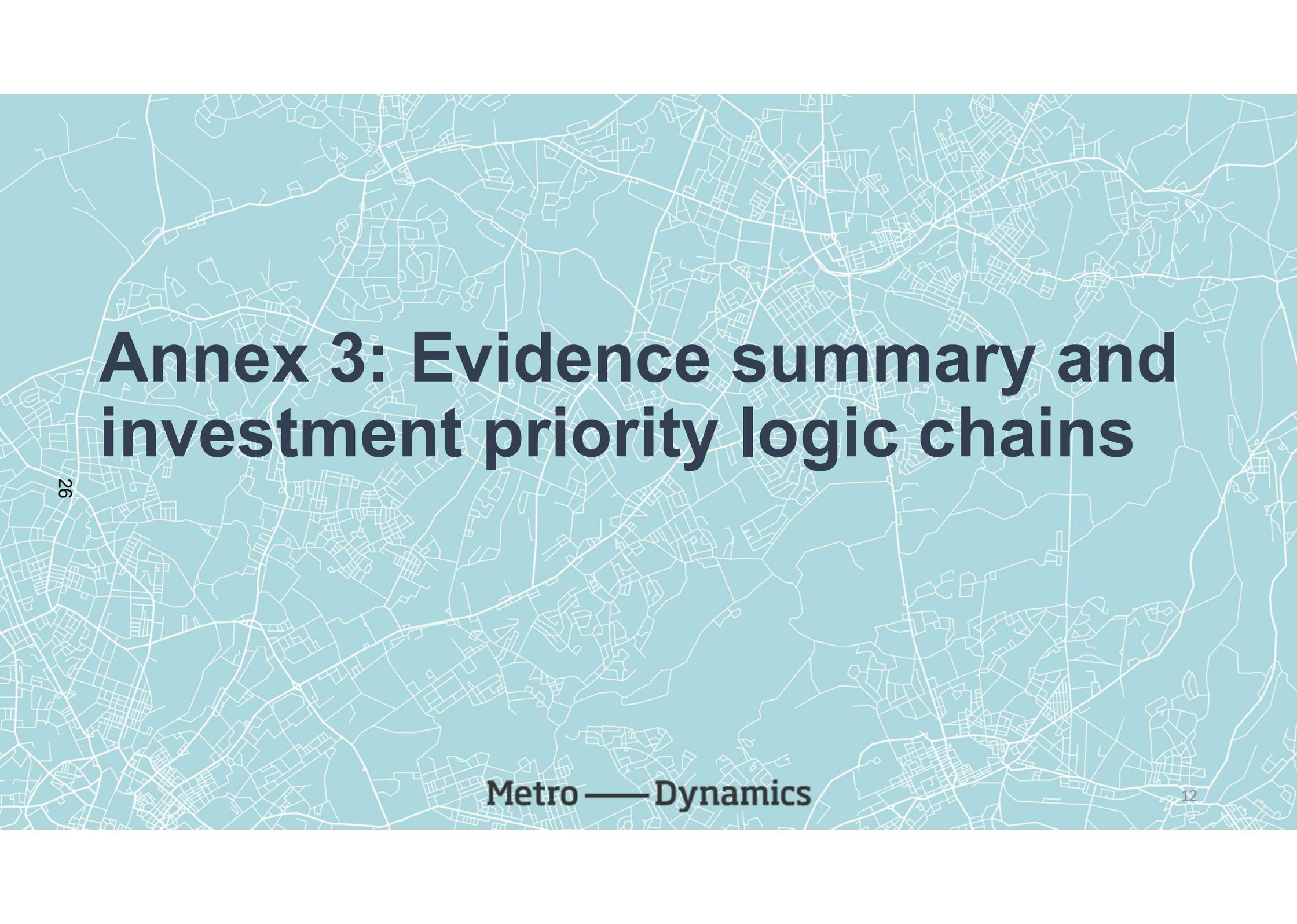
- Improving skills that employers need

Intervention examples (FY24/25)

- **E33**: Employment support for economically inactive people
- **E38**: Support for local areas to fund local skills needs.

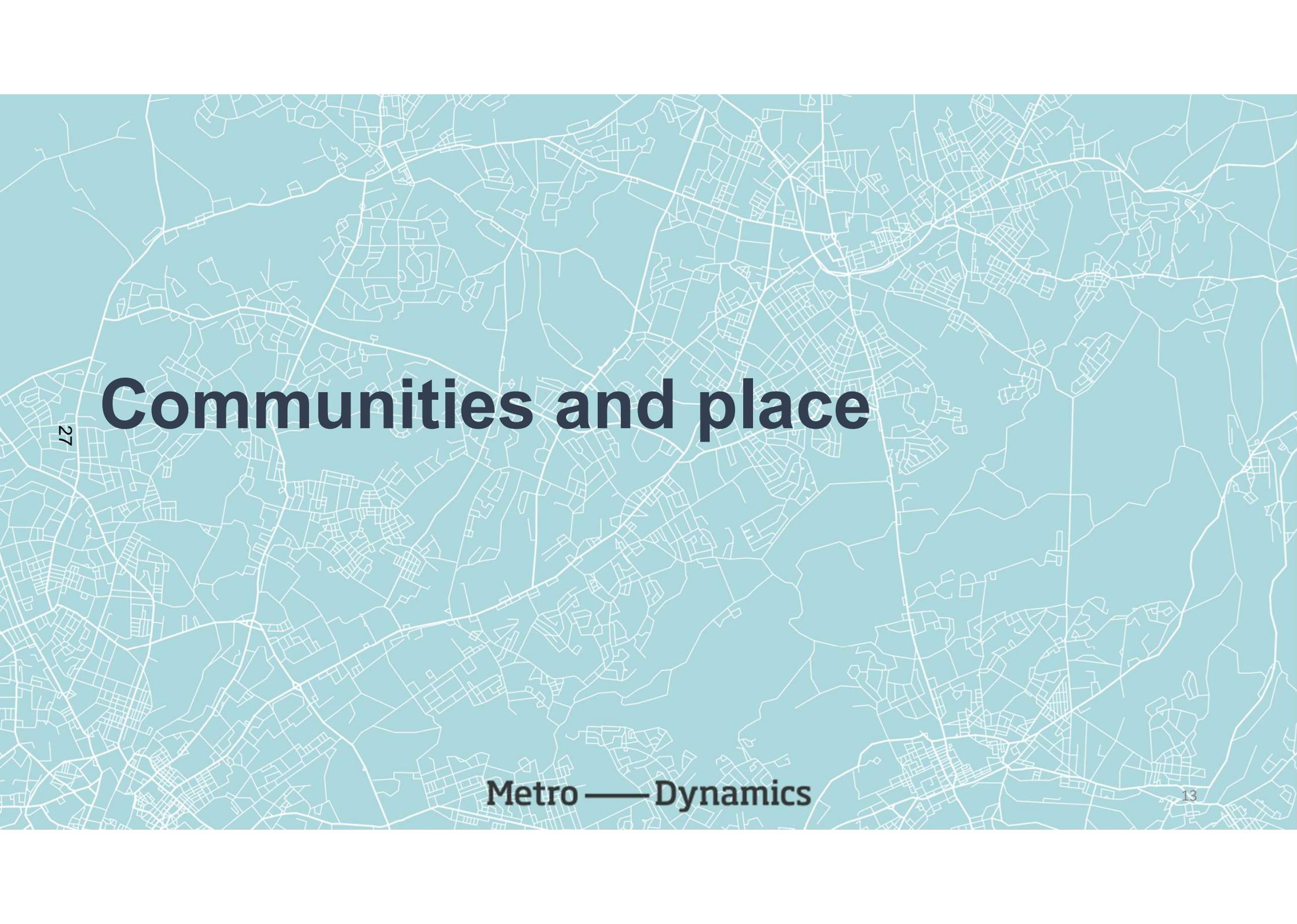
Outcomes across interventions

- People gaining qualifications
- People supported into work
- Increased volunteering engagement



Annex 3: Evidence summary and investment priority logic chains

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Communities and place

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Metro — Dynamics

Challenges, opportunities & investment priorities



An ageing population

There is a **higher proportion of people aged 65 and over** in King's Lynn & West Norfolk (26.4%) compared to the national average of 18.6%, and this has increased by 5.3% over the last five years. Also, the proportion of people aged 25-39 is below the national average and has fallen by 2.7% over the last five years. **Overall population has not grown** over the last five years. Attracting people to live and stay in King's Lynn and West Norfolk is important for the area's future. There are strengths to build on – the area scores **more highly than average on life satisfaction**, has a low crime rate and increasing expenditure on arts and development per head over the last five years.

Requires investment which:

- Emphasises strengths and makes KLWN a more attractive place to live, work and invest – as well as visit.
- Enables young people to have local careers and creates jobs that people will stay in/move to KLWN for (which requires support for enterprise development & business growth).
 - Supports elderly population & address potential social isolation



Improving sustainability

The area has **higher than average transport emissions per capita** and a **lower proportion of properties with an EPC rating of A-C** than the average. Although there has been improvement in terms of EPC rating, transport emissions have grown over the last five years in contrast to the downward national trend. The percentage of people who walk or cycle once a week is below the national average, however **active travel has increased by 8.2%** over the last four years compared to a 1% fall in England. Active travel could be further encouraged to reduce transport emissions and increase the percentage of physically active adults, which is below the national average and has fallen over the last four years.

Requires investment which:

- Reduces reliance on cars for (short) journeys and improves energy performance of buildings
 - Improves public and community transport connectivity
- Promotes cleaner, greener transport and active travel (where this is realistic in a rural setting)



Growing community capital

King's Lynn and West Norfolk ranks **134 out of 311 local authorities in England for community assets** (with 1 as the top performer), showing improvement over the last five years. However, the **area has more neighbourhoods in relative deprivation for the living environment and barriers to housing**. More needs to be done to support the local community to alleviate these problems and improve the general living environment. Strengths to build on include an increase in the expenditure on arts and development per head over the last five years and a recovery in the use of retail and recreation spaces against pre pandemic levels.

Requires investment which:

- Capitalises on existing culture, heritage and community assets and broadens activity across the Borough
- Alleviates issues of deprivation around living environment and housing in parts of the borough



Addressing connectivity challenges

There are **barriers to physical access to public services**, and barriers to online access across King's Lynn and West Norfolk. 64% of neighbourhoods in King's Lynn & West Norfolk have longer than average journey times to key services (vs. 17% of neighbourhoods nationally). **Only 12.2% of premises have direct access to full fibre broadband** (vs. 27% nationally) and rollout has been slower than the average. These pose a risk of isolation for the area's ageing population, as well as acting as a barrier for young families to live in the area.

Requires investment which:

- Improves location of physical service provision and transport connectivity to access/reach it
 - Improves digital connectivity (domestic and commercial)
- Supports development of skills (confidence and competence) to access services digitally

Investment priorities, interventions & outcomes

NB: priorities in italics are those which cannot be addressed by UKSPF as they are outside of the scope for the fund, set by Government



Addressing an ageing population, investment which:

- Emphasises strengths and makes KLWN a more attractive place to live, work and invest – as well as visit.
- Enables young people to have local careers and creates jobs that people will stay in/move to KLWN for (which requires support for enterprise development & business growth).
 - Supports elderly population & address potential social isolation

Alignment to UKSPF Interventions:

- C&P - E8, E9
- SLB -
- P&S - E35

Outputs/Outcomes:

- Increased footfall, visitor numbers
 - Increased volunteering
- Local organisations receiving support

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Improving sustainability, investment which:

- *Reduces reliance on cars for (short) journeys and improves energy performance of buildings*
 - *Improves public and community transport connectivity*
- Promotes cleaner, greener transport and active travel (where this is realistic in a rural setting)

Alignment to UKSPF Interventions:

- C&P - E7, E13
- SLB -
- P&S -

Outputs/Outcomes:

- Improved cycleways/paths
- Neighbourhood and public realm improvements
- Improved green and blue space
 - Reduced emissions

Growing community capital, investment which:

- Capitalises on existing culture, heritage and community assets and broadens activity across the Borough
- *Alleviates issues of deprivation around living environment and housing in parts of the borough*

Alignment to UKSPF Interventions:

- C&P - E1, E2, E3, (capital) E4, E6,
- SLB - E17, E25
- P&S -

Outputs/Outcomes:

- Improved facilities and amenities, accessibility
- Community organisations receiving support
 - Community assets and programmes created/improved

Addressing connectivity challenges, investment which:

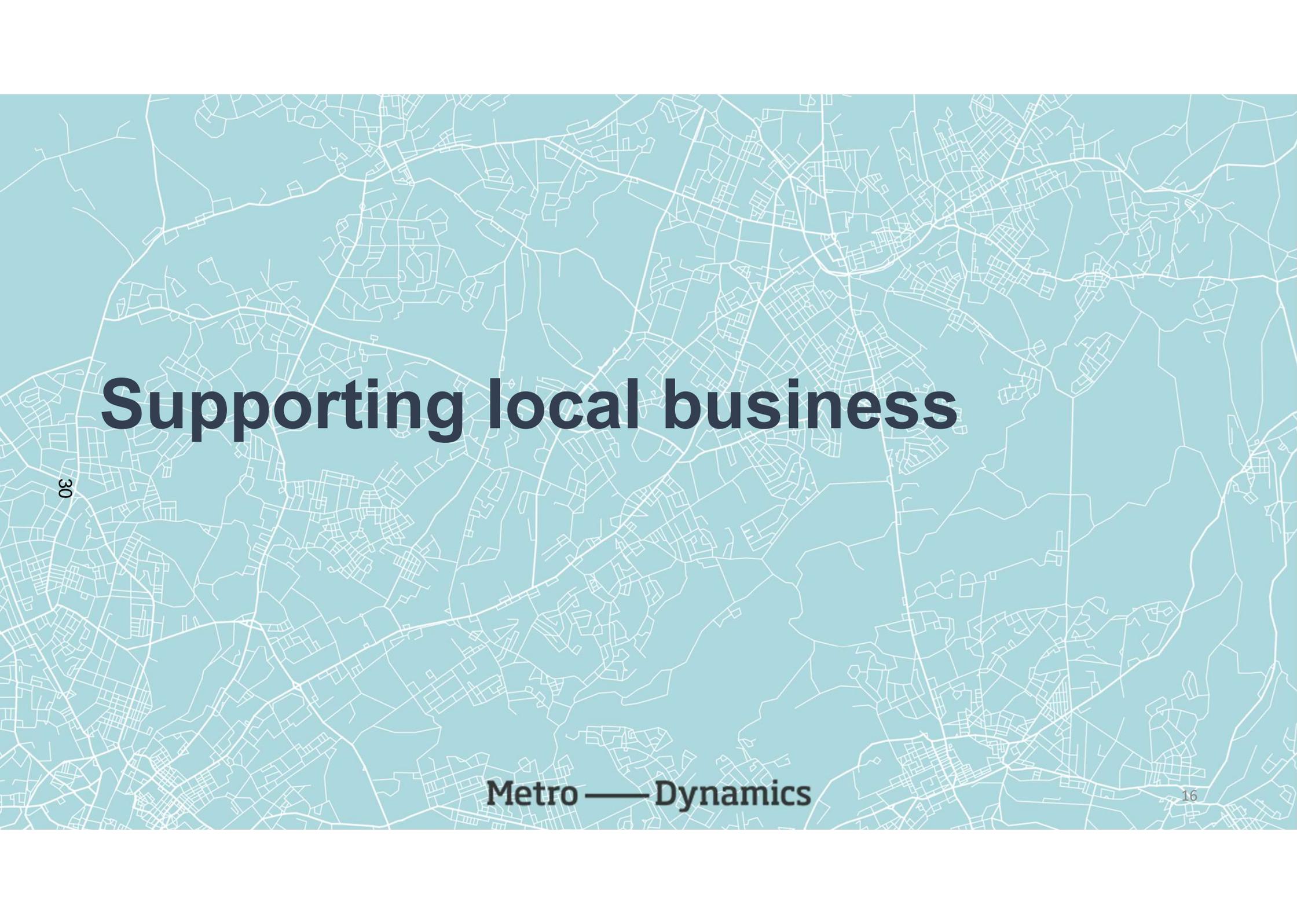
- *Improves location of physical service provision and transport connectivity to access/reach it*
 - *Improves digital connectivity (domestic and commercial)*
- Supports development of skills (confidence and competence) to access services digitally

Alignment to UKSPF Interventions:

- C&P -
- SLB -
- P&S - E36

Outputs/Outcomes:

- People accessing skills support
- People gaining qualifications



Supporting local business

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Metro — Dynamics

Challenges, opportunities & investment priorities

Growing the entrepreneurial business base

Productivity is below the national average, with GVA per hour worked of £30.60 compared to the national average of £35.15. **GVA is growing** at a slightly faster rate than the national average, implying the gap is slightly closing. **The business base is growing more slowly than nationally**, over the last five years, total businesses have increased by 2.31% compared with 9% nationally. There is a need to support early-stage business growth to further grow the business base, building on above average 5-year survival rates and **higher levels of self-employment**.

Requires investment which:

- Builds on recent improvements to increase productivity in all businesses
- Enables the business base to grow - more business start-ups, more solo self-employed people converting to employing micro-businesses, small businesses scaling
- Ensures strong survival rates are a positive, that businesses thrive and struggling businesses get support to improve their resilience and performance

Attracting and retaining young people and talent

There has been no growth in the overall population over the last five years, in addition to an increasing proportion aged 65 and over and a declining proportion aged between 25-39. This suggests that retention and attraction of working age people is important. This points to **broadening local employment and entrepreneurship options and supporting young people**, as well as linking into skills interventions such as through apprenticeships and pathways to employment.

Requires investment which:

- Enables young people to have local careers and creates jobs that people will stay/in move to KLWN for
- Starts businesses and attracts inward investment, which creates jobs that change the structure of local job market (upskilling without jobs to move to will exacerbate problem of people leaving the area)

Opportunities to support innovation led growth

There are signs of improvement in innovation in King's Lynn & West Norfolk with **a rise of 60 places of the UK competitiveness Index** over the last five years. However, **only 31 Innovate UK grants** were awarded between 2011-2021, much lower than the average for lower tier authorities of 134. The **number of patents and the proportion of innovation jobs are lower** than the national average suggesting further work is needed to improve innovation to boost the overall economy.

Requires investment which:

- Enables all businesses to understand and explore the potential for innovation in their products and service delivery, from frontier R&D to diffusion of best practice
- Better connects businesses in the area to innovation infrastructure in the wider region
 - Builds capacity and creates jobs in knowledge-based sectors

Health, retail and manufacturing strengths need bolstering

Health, Retail and Manufacturing each employ over 10% of total employees. Employment in the health sector has grown by 13% over the last five years with 5% VA growth. Although the retail sector is a significant employer, the sector has stagnated over the last five years, with a fall in the number of businesses and no change in number of employees and GVA. The **retail property vacancy rate is higher** than the national average. **GVA in manufacturing fell** over the last five years and the **industrial property vacancy rate is higher** than the national average.

Requires investment which:

- Improves the quality of jobs for residents and productivity of jobs for employers in all sectors, but with an emphasis on key employing sectors
- Makes best use of available employment and industrial land and property, with programmes of meanwhile use to bring vacant space into active use while long-term purpose is determined

Investment priorities, interventions & outcomes

NB: priorities in italics are those which cannot be addressed by UKSPF as they are outside of the scope for the fund, set by Government

Growing business base, investment which:

- Builds on recent improvements to improve productivity in all businesses
- Enables the business base to grow - more business start-ups, more solo self-employed people converting to employing micro-businesses, small businesses scaling
- Ensures strong survival rates are a positive, that good businesses thrive and weak businesses get support to improve, or close

Alignment to UKSPF Interventions:

C&P –
SLB – E17, E18, E23, E24, E25, E26, E28
P&S –

Outputs/Outcomes:

- Businesses receiving support
 - Jobs created
- New businesses created
- Increased investment
- Increased productivity
- Increased technology adoption

Attracting & retaining young people, investment which:

- Enables young people to have local careers and creates jobs that people will stay/in move to KLWN for
- Starts businesses and attracts inward investment, which creates jobs that change the structure of local job market (upskilling without jobs to move to will exacerbate problem of people leaving the area)

Alignment to UKSPF Interventions:

C&P – E9
SLB – E17, E23, E24, E30
P&S –

Outputs/Outcomes:

- Improved facilities and amenities, accessibility
- New businesses created
 - Jobs created
- Increased investment

Supporting innovation led growth, investment which:

- Enables all businesses to understand and explore the potential for innovation in their products and service delivery, from frontier R&D to diffusion of best practice
- Better connects businesses in the area to innovation infrastructure in the wider region
 - Builds capacity and creates jobs in knowledge-based sectors

Alignment to UKSPF Interventions:

C&P –
SLB – E18, E19, E20, E21, E22, E23, E24
P&S –

Outputs/Outcomes:

- Increased R&D activity
- New products and services
- New businesses created
 - Jobs created
- Increased investment

Bolstering strengths, requires investment which:

- Improves the quality of jobs for residents and productivity of jobs for employers in all sectors, but with an emphasis on key employing sectors
- Makes best use of available employment and industrial land and property, with programmes of meanwhile use to bring vacant space into active use while long-term purpose is determined

Alignment to UKSPF Interventions:

C&P – E1, E4, E6, E8
SLB - E16, E17, E22, E28, E30
P&S –

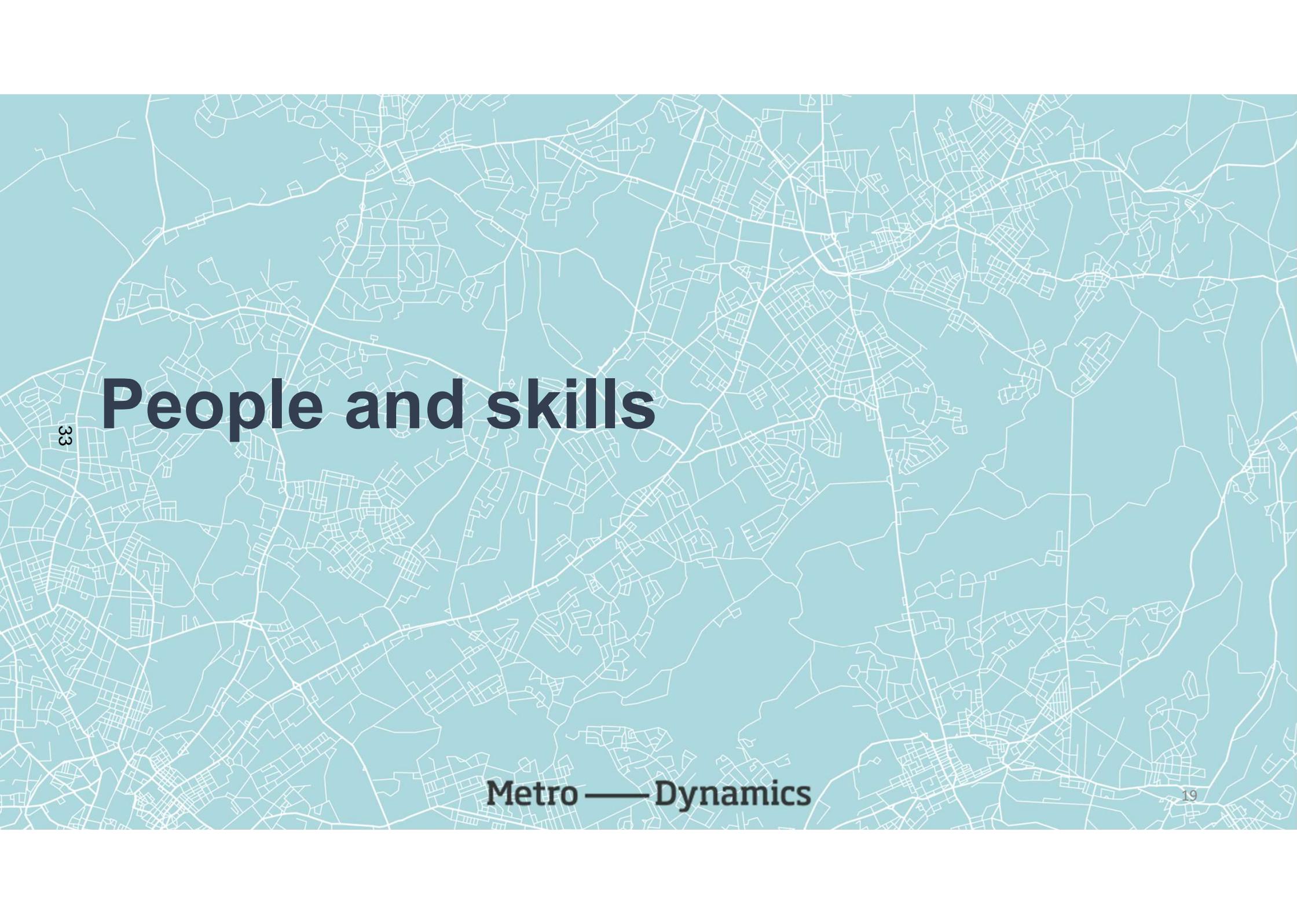
Outputs/Outcomes:

- Jobs created
- Jobs safeguarded
- Increased investment
- Increased export capacity



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People and skills

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Metro — Dynamics

Challenges, opportunities & investment priorities



Higher rates of economic inactivity

The employment rate in King's Lynn & West Norfolk is around average at 74% compared with 75% nationally, and has fallen by 1.5% over the last five years. The **economic inactivity rate is a little higher than the national average** (22.9% vs 21.3% nationally) and has increased by 1% over the last five years. High proportion of currently inactive people want to work (29.1% vs 18.6% nationally), but have greater constraints that will require flexibility in employment (26.6% vs 19.2% currently inactive due to caring responsibilities, 36.9% vs 24.6% due to long-term sickness). Increasing total employment rates will be dependent upon attracting and retaining people of working age.

Requires investment which:

- Enables economically inactive people to find work
- Works with local employers on job design and flexible working policies to widen access for those with caring responsibilities or work-limiting illness/disability



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Low wage economy

Average earnings in King's Lynn & West Norfolk are relatively low. Annual median earnings are £28,555, compared to the national average of £31,285. Although earnings **have grown by 9.3% over the last five years, this is lower than the 11% growth nationally**, suggesting that the wage gap is increasing. The percentage of **jobs earning below the real living wage is higher**, but has fallen by 13% over the last five years, faster than the national fall of 6.1%. Relatively low earnings could be partly explained by a **lower proportion employed in professional occupations.**

Requires investment which:

- Continued progress in proportion of jobs above RLW
- Improves the quality of jobs for residents and productivity of jobs for employers in all sectors
- Creates higher value jobs to change structure of local job market



Relatively low level skills attainment

The **proportion of people with NVQ4+ qualifications is relatively low** in King's Lynn & West Norfolk at 30% compared to the national average of 43%. Despite a fall in the percentage of people with no qualifications of 5.4% in the last five years, it remains higher than the national average. **Average attainment 8 score at GCSE is lower** than the national average and has fallen. More needs to be done to improve adult skills provision and school attainment in the area to support more people into higher skilled and professional occupations

Requires investment which:

- Enables people to secure L3 skills, as a step towards L4
- Long-term - starts businesses and attracts inward investment, which creates jobs that change the structure of local job market (upskilling without jobs to move to will exacerbate problem of people leaving the area)



Strong employer-led work based training provision

King's Lynn & West Norfolk has a **higher percentage of firms that provide on-the-job training** (53%) compared to the national average of 49%, implying that employers are doing relatively well in upskilling but may struggle to find provider led training in the area. This reduces the opportunity for embedded qualifications and wider skills development available in more formal courses. The percentage of 16-17 year olds who are **NEET is at the national rate of 5.5%, but has increased** by 0.6% over the last five years.

Requires investment which:

- Ensures employers can access relevant provider-led training
- Enables young people to see the potential for a local career

Investment priorities, interventions & outcomes

NB: priorities in italics are those which cannot be addressed by UKSPF as they are outside of the scope for the fund, set by Government



Higher rates of economic activity, investment which:

- Enables economically inactive people to find work
- *Works with local employers on job design and flexible working policies to widen access for those with caring responsibilities or work-limiting illness/disability*

Alignment to UKSPF Interventions:

C&P – E9
 SLB – E30
 P&S – E33, E34, E37

Outputs/Outcomes:

- Economically inactive people receiving support
- Increased engagement with volunteering
- People supported into employment



Addressing low wage economy, investment which:

- *Continue progress in proportion of jobs above RLW*
- Improves the quality of jobs for residents and productivity of jobs for employers in all sectors
- Creates higher value jobs to change structure of local job market

Alignment to UKSPF Interventions:

C&P –
 SLB – E23, E24, E30
 P&S –

Outputs/Outcomes:

- Jobs created
- Businesses receiving support
- Increased business sustainability



Low skills attainment, investment which:

- *Enables people to secure L3 skills, as a step towards L4*
- Long-term - starts businesses and attracts inward investment, which creates jobs that change the structure of local job market (upskilling without jobs to move to will exacerbate problem of people leaving the area)

Alignment to UKSPF Interventions:

C&P –
 SLB – E23, E24, E30
 P&S – E38, E41

Outputs/Outcomes:

- People engaged in education / training
- People supported into employment
 - Businesses supported
 - Increased investment



Local training provision, investment which:

- Ensures employers can access relevant provider-led training
- *Enables young people to see the potential for a local career*

Alignment to UKSPF Interventions:

C&P –
 SLB –
 P&S – E34, E38, E39, E40

Outputs/Outcomes:

- People gaining qualifications
- People supported into employment