

**BOROUGH COUNCIL OF KING'S LYNN & WEST NORFOLK**

**REGENERATION AND DEVELOPMENT PANEL**

**Minutes from the Meeting of the Regeneration and Development Panel held on Tuesday, 23rd July, 2024 at 6.00 pm in the Council Chamber, Town Hall, Saturday Market Place, King's Lynn PE30 5DQ**

**PRESENT:** Councillors Bearshaw (Chair), Beal, Bubb, Collingham, Colwell, Dickinson (substitute for Blunt), Everett, Hodson, Lintern, Osborne and Ratcliffe.

**PORTFOLIO HOLDERS:**

Councillor de Whalley – Portfolio Holder for Climate Change and Biodiversity

Councillor Ring – Portfolio Holder for Business and Culture

**PRESENT UNDER STANDING ORDER 34:** Councillor Kemp

**OFFICERS:**

Lorraine Gore – Chief Executive

Oliver Judges – Executive Director

Duncan Hall – Assistant Director

Tim Fitzhigham – Cultural Officer

James Grant – Principal Project Manager

Mark Fuller – Principal Project Surveyor

Dave Clack – Corporate Health and Safety

**BY INVITATION:**

Representatives from Metro Dynamics

Representatives from the King's Lynn Ferry

**RD14: APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Blunt and Crofts.

**RD15: MINUTES**

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

**RD16: DECLARATIONS OF INTEREST**

There was none.

**RD17: URGENT BUSINESS**

There was none.

RD18: **MEMBERS PRESENT PURSUANT TO STANDING ORDER 34**

Councillor Kemp.

RD19: **CHAIR'S CORRESPONDENCE**

There was none.

RD20: **WEST NORFOLK ECONOMIC DEVELOPMENT STRATEGY**

[Click here to view the recording of this item on You Tube.](#)

The Assistant Director presented the update which provided Members with an update on the West Norfolk Economic Development Strategy including recent progress, engagement, consultation and emerging themes.

The representative from Metro Dynamics provided an overview of the engagement that had been carried out including a launch of the survey and business round table exercises. The Panel was advised that the information and evidence collected would be used to create the vision statement.

The Panel were referred to the five key themes and the strategic priorities against the themes as detailed in the presentation.

The next stage would be to review the information and produce a draft which would then be shared for feedback with an aim to take the final version of the Strategy through to Cabinet in November 2024.

A copy of the presentation is attached.

The Chair thanked officers for the presentation and invited questions and comments from the Panel, as summarised below.

The Chair, Councillor Bearshaw commented that transport investment was key.

In response to a question from Councillor Lintern, it was explained that further community engagement would take place to gain feedback on the draft strategy.

Councillor Colwell commented that work needed to be carried out to build confidence in public transport. He hoped that all would engage in the draft strategy and provide feedback.

Councillor Bubb asked if twenty years was too long term as things could change. The Assistant Director advised that the vision needed to

be long term in terms of infrastructure and investment, but would be reviewed as required.

Councillor Hodson referred to the Council review of the commercial portfolio and rent levels. The Executive Director commented that the Council was looking at their investment portfolio and needed to get a balance between regeneration investment and income to the council, based on demand and supply.

The Portfolio Holder for Business and Culture, Councillor Ring, advised that the West Norfolk Economic Strategy was one of a number of Strategies coming forward and it was important that the emerging Strategies all aligned. He referred to the Council's investment portfolio and, in reviewing rent levels, that it was important not to interfere and undermine the private sector market.

Councillor Ring advised that the Strategy would be long term, but would be reviewed regularly.

**RESOLVED:** The update was noted.

RD21: **UPDATE ON THE FERRY**

[Click here to view the recording of this item on You Tube.](#)

The Principal Project Surveyor provided the Panel with detail of the Borough Council and Norfolk County Council study on the ferry infrastructure which had been commissioned in 2022. The study had concluded that approximately £6 million of investment was required for a solution for the link span and pontoon, both sides, and for a new ferry with wheels.

Following the results of the study, it had been determined that the business case wasn't viable, and the results of the study had gone no further.

The Principal Project Surveyor also explained that work was ongoing between the Borough and County Council to determine the ownership of the ferry structures.

Health and safety checks had also been carried out and some repairs required to the King's Lynn side had been identified. A contractor was in the process of being procured to carry out the repair works required.

The Chair had invited the operator of the King's Lynn ferry to the meeting to address the Panel and the operator of the ferry explained that he was pleased that work was being carried out to the steps on the King's Lynn side as someone had recently fell over. He commented that although minor remedial work was being carried out, more

investment was required in the ferry service as it was a valuable public service.

The Principal Project Surveyor commented that a Structural Assessment of both landing stages was required and he was in the process of arranging for this assessment to be carried out.

The Chair thanked officers and the operator of the ferry for the update and invited questions and comments from the Panel, as summarised below.

Councillor Colwell referred to the Norfolk County Council Devolution Deal and that it had recently been put on hold for three months. He asked if the Council would be putting in a request for funding for the ferry upgrade and other improvements to public transport serving the town centre. He asked that Cabinet give consideration to submitting requests to Norfolk County Council for funding opportunities as a result of the Devolution Deal.

The Corporate Health and Safety Officer explained that the £6 million investment identified by the Study was disproportionate to the amount of people that used the service, therefore alternative options needed to be considered and these should be based on the outcome of a structural survey.

The Chair asked if the Council had looked at the vacant Del Monte site which could be used to extend the ferry car park.

The Assistant Director commented that the Council was engaged in the Devolution process and working with colleagues at Norfolk County Council to look at routes to funding and investment opportunities.

The operator of the ferry commented that there had been a reduction in the use of the ferry post-Covid, but he also felt that the state of the landing stages could put users off. He commented that extending the car park would encourage more people to use the ferry and that more signage, including 'park and sail' would encourage more visitors to use the service.

Councillor Bubb asked for consideration to be given to moving the landing stage King's Lynn side to a more suitable location.

Councillor Collingham commented that a strategy was needed, and firstly consideration needed to be given to if the ferry should be promoted more as a tourist attraction or active travel link. She commented that the ferry should be part of the heritage offering for the town centre.

Councillor Kemp addressed the Panel under Standing Order 34 and commented that the ferry was an important commuter route and transport link and Town Deal Board funding should be used to improve

the service. She commented that accessibility was an issue and proper walkways were required. Councillor Kemp commented that £6 million wasn't too much to invest in this important service for residents and tourists and investment would result in increased footfall in the town.

The Executive Director commented that work was ongoing with the Borough and County Council and health and safety checks would be carried out as required.

The Portfolio Holder for Climate Change and Biodiversity explained that he would press for health and safety issues to be dealt with. He acknowledged that there were long term challenges due to funding and highlighted future opportunities that could benefit the ferry such as the Guildhall Project.

The Chief Executive informed the Panel that work would be carried out to commission the structural survey so that repair works could be identified and work would continue to determine the ownership of the Ferry.

**RESOLVED:** The update was noted.

RD22: **SOUTHGATES REGENERATION AREA UPDATE**

[Click here to view the recording of this item on You Tube.](#)

The Principal Project Manager presented an update on the Southgates Regeneration Area. A copy of the presentation is attached.

The Panel was informed that a more detailed update on progress would be presented to the Panel at their meeting in September.

The Chair thanked officers for the presentation and invited questions and comments from the Panel, as summarised below.

The Chair asked if air and noise pollution would increase as a result of the work and the Principal Project Manager stated that Norfolk County Council would be creating the highways scheme, so detail would be available then.

Councillor Ring, Portfolio Holder for Business and Culture commented that the Masterplan provided the best options for the site, which was an important gateway to Kings Lynn, including active travel and public realm. He explained that the highways aspect needed to be right and it was important to align this masterplan with other strategies being taken forward.

Councillor Collingham referred to the proposed cycle route and it was explained that this would be a lighted junction. It was noted that the

presentation contained artists impressions and more detail would be available once the Highways Scheme was developed.

**RESOLVED:** The update was noted.

RD23: **WORK PROGRAMME AND FORWARD DECISION LIST**

[Click here to view the recording of this item on You Tube.](#)

Councillor Dickinson commented that the Car Parking Strategy had slipped many times on the Work Programme. The Assistant Director commented that there had been challenges in bringing this forward, including capacity issues, but work was now progressing. He also referred back to the comments made by the Portfolio Holder, in that it was important that emerging Strategies all aligned, which had resulted in some delays.

**RESOLVED:** The Panel's Work Programme and Cabinet Forward Decisions List was noted.

RD24: **DATE OF THE NEXT MEETING**

The next meeting of the Regeneration and Development Panel was scheduled to take place on 10<sup>th</sup> September 2024 at 6.00pm in the Town Hall.

RD25: **CABINET REPORT - GUILDHALL RIBA STAGE 4 OPTIONS**

[Click here to view the recording of this item on You Tube.](#)

Officers presented the Cabinet report which set out options for the delivery of the St George's Guildhall and Creative Hub project. Information was provided on the options to be considered and the recommendations as contained within the report.

The Panel had also been on a site visit to the Guildhall in advance of the meeting.

The Chair thanked officers for the presentation and invited questions and comments from the Panel, as summarised below.

Councillor Lintern commented that doing nothing was not an option and she supported the recommendations as included in the report.

Councillor Collingham commented that the project needed a more commercial approach and she was surprised that costs had increased so much, although she supported the recommendations as set out in the report.

The Portfolio Holder for Business and Culture, Councillor Ring commented that the original figures were estimates and this report included more accurate costs. He explained that there had also been an increase in ambition and he felt that the business plan was conservative. The Portfolio Holder highlighted the wider economic benefit of the project if it was done right.

The Panel agreed to move into closed session to consider the exempt sections of the report.

RD26: **EXCLUSION OF PRESS AND PUBLIC**

[Click here to view the recording of this item on You Tube.](#)

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

RD27: **EXEMPT - CABINET REPORT - GUILDHALL RIBA STAGE 4**

Officers responded to questions from Members relating to the exempt information contained within the report.

It was highlighted that a further report relating to funding would be presented to Cabinet in February/March 2025.

**RESOLVED:** That the Regeneration and Development Panel support the recommendations to Cabinet as set out below.

Cabinet resolves:

1. To approve the RIBA Stage 4 (technical and detailed design) development to the 'Full Scheme' to include the renovation of the St George's Guildhall and creation of a Creative Hub as further set out in section 3 of the report, which, if delivered, would result in an estimated overall cost of this Major Project of £20.2m.
2. To approve the Funding Strategy to secure £11.3m as set out in section 4 which will realise the finance required to achieve the Full Scheme, and to endorse advancement of applications to funding bodies.
3. That a report be brought back to Cabinet in February – March 2025 with the results of the Funding Strategy for a decision to be taken in approving the continued progress of this Major Project.
4. To approve the commencement of the procurement process to appoint a main contractor to deliver the Full Scheme, to run in parallel with the Funding Strategy, with an update of the pre-tender cost and funding position for the scheme to be brought back to Cabinet in February – March 2025.

5. Subject to the agreement by the King's Lynn Town Board and all required authorities (e.g. S151 officer agreement), submit a Project Adjustment Request (PAR) (as required under the Towns Fund programme) as soon as practically possible because of changes to the agreed outputs, timings and funding assumptions.

**The meeting closed at 7.55 pm**



# West Norfolk Economic Strategy

R&D Panel Interim update paper, 23 July 2024

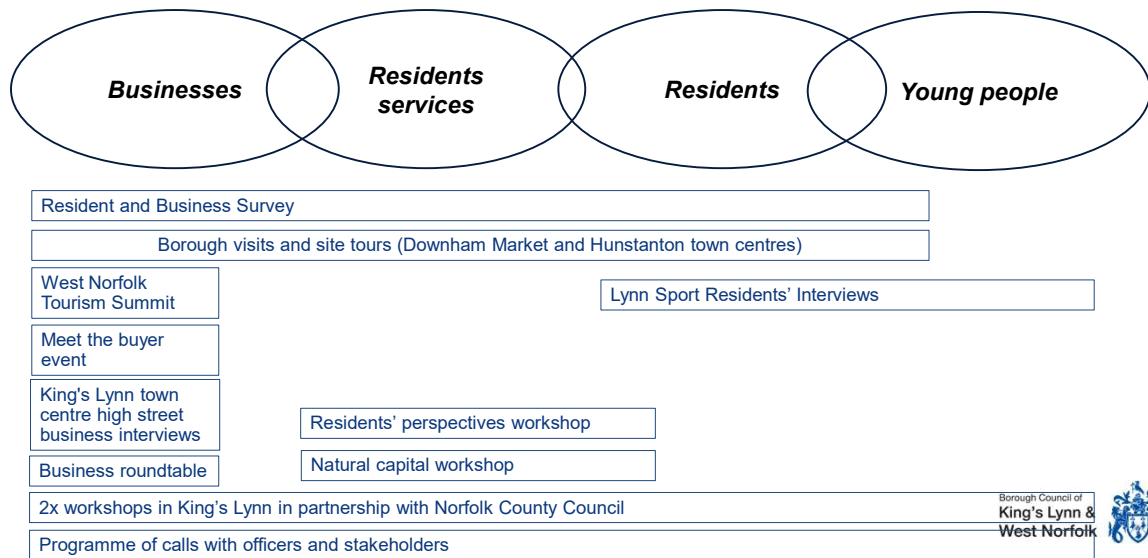
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## What is the purpose of this document

- This paper provides an interim report on findings from engagement so far for the Economic Strategy.
- Stakeholder engagement to inform the strategy has been concluded. As such, the document is a readout of the perspectives (on issues, opportunities, and actions) gathered to date, presented for information so that Members are aware of the feedback provided by those living and working in the Borough.
- The work to develop the strategy is ongoing. An early draft of the evidence, emerging vision, and strategic priorities has been produced for officers' comments, and it will be iterated and shared more widely for comments over the summer.
- Next steps:
  - Iteration of the vision & strategic priorities
  - Drafting and iteration of the full strategy (including wider narrative, survey & data analysis and incorporating feedback from engagement)
  - Drafting of investment approach / emerging investment opportunities

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## Engagement so far...



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## Future Engagement

We will work with internal officers, stakeholder organisations, businesses, and investors, over the summer, to consult on / iterate the vision and priorities and identify investment opportunities / call for projects once we are all aligned on the vision and priorities. Future engagement will include:

- Visitor perspectives continue to be collected via the KL Cultural & Heritage Strategy.
- Residents' interviews and engagement continue via KL Long Term Plan for Towns.
- Investors' perspectives will be gathered through dedicated session on testing priorities and investible propositions
- Draft vision and priorities consultation and draft iteration

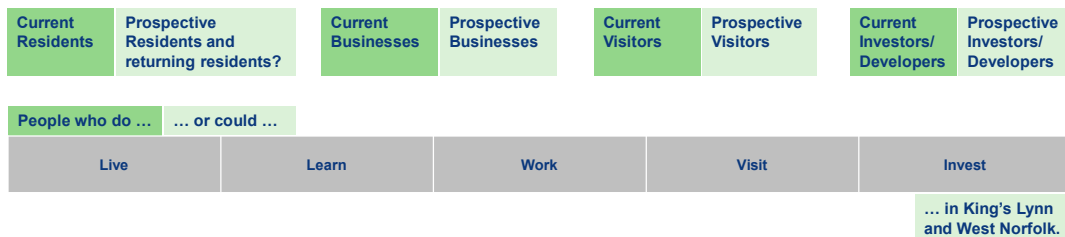
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## Starting point - themes in the KLWN UKSPF Investment Plan



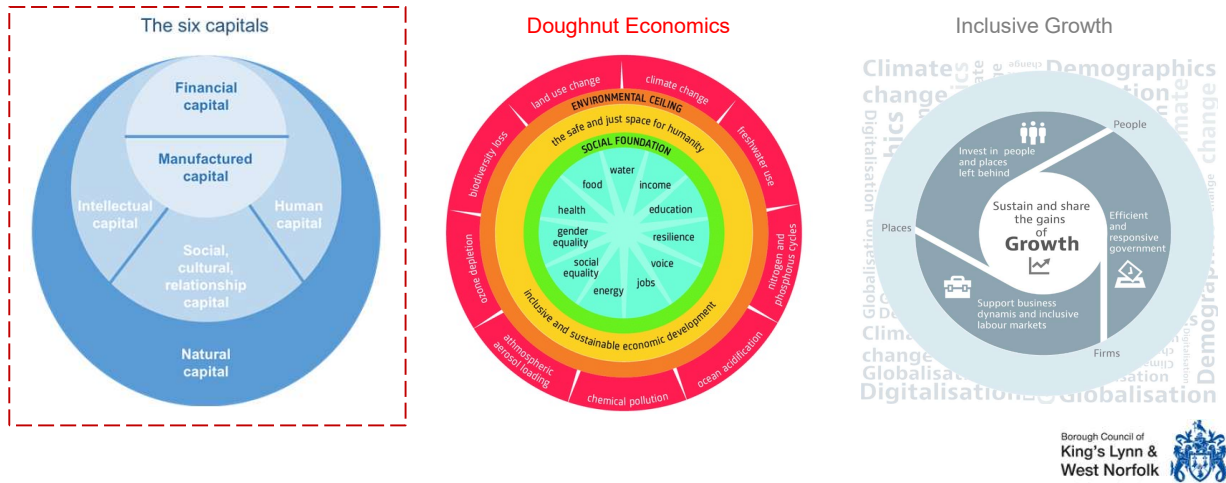
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## Strategy focus - Who is KLWN for?



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## Strategy structure – different models



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## Draft strategy framework: Our capitals approach

Success in delivering growth involves recognising our strengths and weaknesses and formulating a coordinated application of growth levers, guided by our vision and strategy, to achieve economic growth.

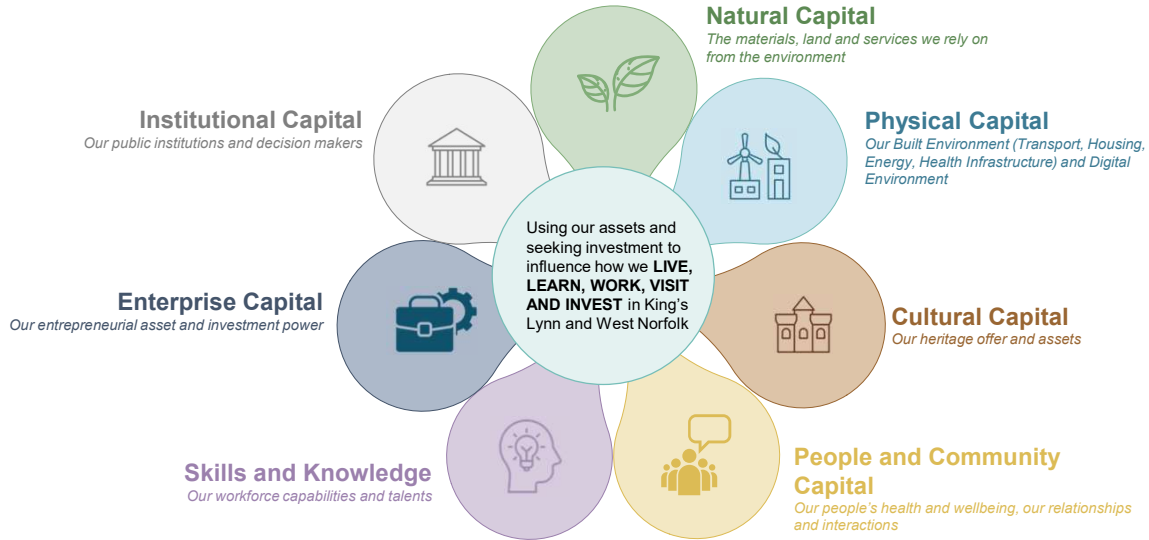
Growth is important, but we believe that inclusive, sustainable economic growth, which enhances the wellbeing of our residents and the sustainability of our environment, needs to consider the impact and potential across various aspects of economic life.

Adopting a capitals approach allows us to identify surpluses of capital in the Borough, which should be further increased and used responsibly, and recognise capitals that are depleted and require investment. Ultimately, this approach seeks to add value across all areas. This is why we have chosen this comprehensive framework. The capitals approach recognises that everything is interlinked, and we cannot focus solely on business capitals. We need to start by understanding where we are today through the lens of our capitals, then look at the levers for growth that encompass all aspects of our economy and community to better plan for where we want to be.

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## Draft strategy framework: Our capitals approach

Success in delivering growth is reliant on effectively leveraging strengths and addressing areas of weakness. The strategy is therefore also underpinned by a capitals approach, seeking to identify and deploy strong concentrations of capital in the Borough, recognise capitals that are depleted and require investment and ultimately seek to add value across all.



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## Draft strategy framework: levers of growth

The core purpose of the vision and strategy is to drive economic growth in the Borough. As such, the work is theoretically underpinned by a set of growth levers, that describe the ways in which growth can be achieved. It is through the co-ordinated application of these levers, guided by the vision and strategy, that economic growth in the Borough will be achieved.

### Economic levers:

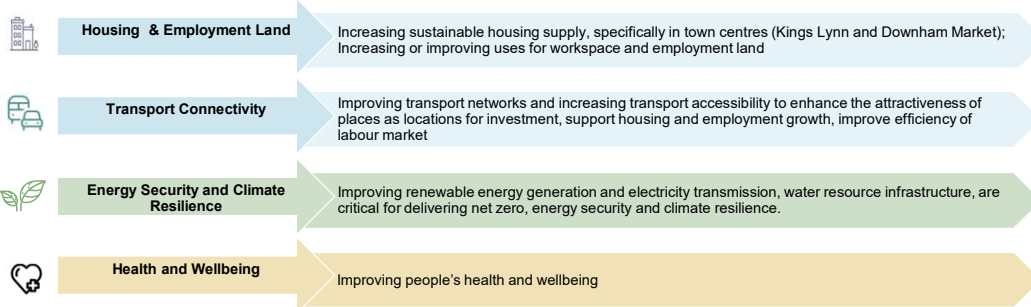


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## Draft strategy framework: levers of growth

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### Cross-cutting levers/ growth enablers:



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## Readout of key findings from engagement

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## Recurring topics

### Growth

- 'Managing growth' or creating growth?
- Transport investment
- Services linked to housing growth
- Borough disparities
- Rural isolation, skills gaps and need to raise aspiration
- Risk of losing out / other areas will get better
- Need to look at regional growth - Cross-county growth to be sustainable
- Sustainability and Carbon neutrality is key when talking about growth or maintaining growth
- 10-year plan, but need to look much further for the vision 20 – 30 years

### Identity, Place Branding & Marketing

- What is our identity? How good are we with what we do?
- Focus on sector strengths – links between agri | food | leisure & tourism | net-zero
- Communication is key, need to be better in messaging out
- Young people retention - give young people belief of what the area is for, why to live here

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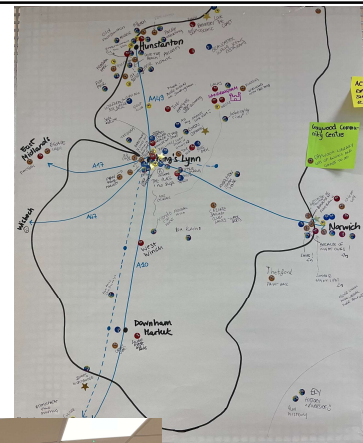
## Thinking to the future – over the next 10, 20, 30 years

- **Aging population and decline** - How do we keep retired population active for longer time? Potential of the retired population to take-up new activities post-retirement. Life-long learning and life-long working. Intergenerational living solutions. 'Active' Place to live, work and retire.
- **Young people retention** and greater risk of **depopulation in rural region** – young people's needs, skills and aspirations in 20 years time?
- Rural communities facing socioeconomic and demographic challenges linked to the potential opening or closure of natural resource-based industries.
- **Role of culture, leisure and sport** – Traditional leisure centres or outdoor experiences and studio gyms? Role of natural environment in improving people's wellbeing. Access to leisure activities for young people, families, older people
- **Climate change and tech are** changing agricultural sector globally - mega greenhouses and vertical farming? Addressing emissions due to land use and agricultural sector? Robotics and controlled environmental systems. Within AI, not trying to be a tech hub, but focussing on robotics and engineering linked to our sectorial strengths
- **Climate change and tourisms** – costal erosion, constraints in water supply, increasing floods, increasing drought periods
- **Decarbonisation, carbon capture, renewable energy and circular economy** opportunities e.g. use of heat production from paper mills and food suppliers, hydrocycle, etc

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## Residents' engagement

- Resident and Business Survey (over 300 responses, live until 05 June)
- King's Lynn, Downham Market and Hunstanton town centres visit
- 2x workshops in King's Lynn in partnership with Norfolk County Council
- Residents' perspectives workshop incl. engagement with public services and agencies (health and wellbeing, leisure, education, safety, housing needs)
- Lynn Sport Resident's engagement (drop in discussions at Lynn Sport on a weekday afternoon, engaging with people of all ages and demographics, while a young persons' workshop was ongoing at Lynn Sport)



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## What's one word or phrase you would use to describe King's Lynn and West Norfolk?

As part of the strategy development, we launched a survey for people who live and work in King's Lynn and West Norfolk, and we asked respondents to describe the borough using one word or phrase.

Their responses are presented in the word cloud to the right, with the relative size of the word reflecting the frequency with which it came up in responses.

The most common descriptors were, 'historic', 'beautiful', 'home', 'peaceful', 'friendly', 'great', 'potential', 'underrated', reflecting a widely-held belief within King's Lynn and West Norfolk that the area has a lot to offer, but it may currently be underperforming.



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## From residents

### Residents enjoy living in King's Lynn and West Norfolk because...

- Proximity to coastline and surrounding natural environment
- Rural lifestyle and the countryside, for its clean air, quietness, and landscapes
- Quality of life, due to slower pace, low pollution, and access to nature
- Strong cultural appeal and historical offer including King's Lynn and Sandringham estate and numerous festivals
- Community and cultural offer, anchored by friendly people, a strong sense of community, and cultural attractions
- Relative affordability, when compared to nearby Cambridge, and London

### Residents are concerned about the future of King's Lynn and West Norfolk because of...

- Education and skills gaps – post-16 education, skills provision
- Housing development without supporting infrastructure, such as schools, GPs, dentists
- Town centre decline in favour of out-of-town retail parks
- Environmental risks such as coastal erosion, flooding
- Lack of high-quality job opportunities to attract young people

### Residents would like to see the following changes in King's Lynn and West Norfolk...

- Improvements in road infrastructure and public transport, including rail links and busses
- Revitalisation of town centres through mixed-use development (restaurants, shops) and town centre living
- Conversion of vacant spaces in town centres into indoor markets, community hubs, independent shops, start-up space
- Improved community services and facilities, such as leisure centres and activities for young people



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## From the residents' perspective workshop

### Challenges

#### Transport

- After dark travel infrastructure, limited bus routes
- Don't make enough of connection to London
- Timeliness of transport services, connectivity to Norwich
- Weak transport infrastructure limits courses students take
- Lack of cycle lanes/safe ways to 'active travel'
- Safety concerns young people have around driving
- Jobs require driving license
- 'Mad Mile' roads prevalent in the area

#### Infrastructure

- The area closes up after 5/6pm, lack of evening activities/night-time economy
- Rural isolation – connectivity, house prices, people leaving the area as it's difficult to see career paths, leaving is clearest path
- No capacity to apply for national funding programmes
- Risk of replication of (county-wide) Norwich centric focus to KL focus (to detriment of outlying areas/towns)
- School system – limited private and better/stronger public offer, particularly high schools - lack of/poor quality education in earlier key stages leads to and enforces low aspiration
- Over-tourism

### Strengths/ways forward

#### Transport

- Reconnect Hunstanton to Norwich rail connection
- King's Lynn to King's Cross connectivity
- Roads A47 dual from Peterborough to Norwich
- Roads A149 to A10 dual roads from Hunstanton to Cambridge
- Walking and cycling links
- Attractive for commuters (who spend £ here)
- Gateway to Norfolk

#### Infrastructure

- New leisure centre Hunstanton
- Dated swimming pool - Knock it down, move it to Lynnsport and make Lynnsport fit for the future
- Nature reserves, digs, natural environment, countryside and space
- Norfolk Coast
- History and built environment
- Can leverage Place Needs Classification (Band 1A) and Place Partnerships (Sport England)

West Norfolk



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## From the residents' perspective workshop

### Challenges

#### People and Communities

- Long waiting lists for childcare, pre-school provision?
- Mental health – societal shift but acute in KLWN, poor service provision
- High levels of qualifications without work
- Career progression in mid-life
- COVID has significantly reduced the transferrable work skills/soft skills
- Stigma around certain jobs, brain drain
- Challenge of employer engagement – low response/interaction
- Start up support not great – looking at Cambridge/Norwich
- Limited private sector visibility
- Not enough opportunities for STEM skills
- Social development of young people
- Lack of aspiration because of lack of inspiration, long term issues
- Young people feel that the King's Lynn town is always looking backward. They don't see the future being supported.
- In 2018, ¼ of children and young people surveyed experienced loneliness all or most of the time
- After school provision - teens don't want adult-structured environment
- Inequality
- Inferiority complex – people perceive the place as a backwater
- No connection between the Borough's services → gaps for young people
- Health and well-being needs a place-based strategy
- Not enough to do for retired... 'waiting'
- Not telling a coherent story, no brand identity – unclear asks

### Strengths/ways forward

#### People and Communities

- Quality of life slightly slower (valued)
- Levelling Up for culture – ACE and cultural funder eyes are on WN
- Hanseatic league
- Older community has a lot to offer
- Active community groups
- Families with strong roots and networks
- Potential to leverage skills and experience of immigrant population
- Young people feel rooted here – not a transient community
- Connections to trusts and foundations
- Great opportunities to build skills and knowledge through partnership working with employers, but they're too busy to offer work experience. Potential to upskill staff through funded training
- Ownership contribution – certainty of funding
- Lots of small businesses
- Private enterprise to promote health and wellbeing
- Improved IAG
- Young people need a voice and to be seen

West Norfolk



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## Suggestions from Residents' perspective workshop

- Visitor economy
  - Residents' prices and tourism tax
  - Hunstanton year round offer and connectivity
  - North Norfolk like Margate, Great Yarmouth
- Business/sectors
  - Home worker hubs?
  - Science and engineering park to capture Cambridge overheat
  - Connectivity to wider industries
  - Networks for businesses and professionals
- Young people
  - Bradford model for targeted support?
  - Exposure to future opportunity and experiences for young people
  - Early years arts, culture, sports, nature provision
  - Free ticketing and careers education
  - School curriculum around resilience
- Mental and physical health
  - Physical activity provision – watersports?
  - Embedding positive mental health from a young age
    - Integrated
    - Preventative measures
- Transport
  - Guided busway to Norwich
  - Car club? More driving instructors
  - Thriving walking and cycling routes
  - Traffic improvements in Hunstanton, for local use
  - Joint ticketing for bus and bike and scooter pools
- Around education/lifting aspirations
  - Careers fair via IAG, including entrepreneurial support
  - Change perceptions of certain careers, highlight the adaptability of career paths
  - Careers and future-focussed guidance in person, at schools, or in the Multi User Community Hub
  - Linking up of education/courses available to local job needs
  - Exposure to 'local influencers/champions'
  - NCC Youth Pledge for employers – Youtube training videos (programme ending, adopt at KLWN level?)
  - Educating students on the 'how to' practicalities around starting a business
- For communities:
  - [BoxUp](#) – shared sport and leisure equipment
  - Improved communication to residents about what's going on in the Borough
    - Present in schools
    - Events
    - Many channels to reach different audiences
- On the appeal of the Borough
  - Change perceptions of KLWN
  - Diversify town centre offer beyond food and drink
    - Decrease business rates
- Enabling options and choice, removing barriers where possible
- Balanced housing market
- Downham infrastructure (schools, doctors, etc.)
  - Independent shops struggle to thrive, need an activities and entertainment offer



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## From the Norfolk Economic Strategy workshops

### Opportunities

- Engage, promote, support the construction sector – CITB (Constructionarium)
  - Sustainable construction?
- RAF Marham, West Winch, Drove Orchards, Thornham
- Agri-tech, collaboration of knowledge intensive sectors to modernise foundational sectors
- Space to grow businesses – large scale, industrial – repurposing farm buildings for high tech businesses
- Growth Fund (similar to Germany)
  - Co-design of funds with businesses
- Mentorship – retirees for working age population
- Engage with farmers and landowners to facilitate business hubs/clusters (farm buildings) to complement housing growth (Hunstanton)
- Coherent skills strategy – long term perspective
- Circular economy, decarbonisation, renewable energy
- Collaboration with professional services to create a 'business environment' sharing best practices – i.e. FIG in Norwich – pathway to support younger new entrants – a community approach
- Mixed-use rural hubs

### Challenges

- Link between employers and skills providers
- Hospitality and healthcare skillsets lacking
- Supporting infrastructure (transport, power)
- Recruitment - local supply of highly skilled employees, and managerial roles
- Loss of working age population
- Changing expectations of employment
- Disjunct between housing delivery and jobs and transport
- Sizewell C – risk of loss of labour market
- Cynicism around skills strategies to date
- Knowledge of business support among businesses
- Grant writing for businesses
- Competitive bids, procurement processes, skillset of SMEs
- Returning to work
- Planning and bureaucratic barriers
- Quality of jobs – place, quality of life, wages proportionate to cost of living → jobs campaign?



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## Businesses' engagement

- Resident and Business Survey (over 300 responses, live until 05 June)
- King's Lynn town centre visit
- West Norfolk Tourism Summit
- 2x workshops in King's Lynn in partnership with Norfolk County Council
- 2<sup>nd</sup> Borough visit and site tours (Downham Market and Hunstanton town centres)

### SHAPING TOMORROW TOGETHER: THE FUTURE OF WEST NORFOLK

We are developing a new Economic Strategy for West Norfolk as part of our corporate priority to promote growth and prosperity.

Whether you live, learn, visit, work, run a business or invest in West Norfolk, we want to hear your thoughts and ideas. Tell us what's important to you and what you'd like to see happening.

**YOUR VOICE MATTERS! - JOIN THE CONVERSATION**



Scan or click, share, and Shape the Future Together.  
[www.smartsurvey.co.uk/s/KLWNES/](http://www.smartsurvey.co.uk/s/KLWNES/)



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## From town centre businesses

### Challenges

- Restrictions related to heritage buildings or conservation areas hampering the day and night-time activities of the premises
- Vacant shops and decreased footfall in towns
- Parking charges - confusing, high charges, outdated payment systems
- Tuesday Market now significantly reduced - feeling that it has decreased town centre footfall significantly

### What needs to change

- More investment / marketing of the Riverfront as a historical/touristic asset
- Make planning application easier / less lengthy processes
- Incentives for small independent businesses, decreased rates and rents, shared spaces, co-location for small indoor market in vacant units
- Suggestions around free parking once a week, discounted rates or parking memberships for residents and town centre employees/contractors, parking charge waivers for overnight visitors or increasing discounts for visitors staying multiple days.
- Festivals/events are good and great footfall generator but need investment to avoid road congestion

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## From tourism businesses

### Challenges

- Frustrations with planning permissions and approvals due to the high proportion of heritage/conservation areas. Lengthy process to address energy retrofitting
- Impact of new planning regulations for properties rented out as short-term lets, affecting renting out of second homes

### What needs to change

- More streamlined planning application process
- Strong natural and cultural appeal, numerous cultural events and festivals, businesses have high demand but need richer experience for visitors across the borough, from the town offerings to the countryside and coastal areas.
- Towns could do more to accommodate their guests.
- 'Brown' attraction signposts on the roads indicating the beaches/riverfronts
- Support retired population to establish new activities post-retirement in the visitor economy

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## Other engagement

- Programme of calls with officers and stakeholders
- Natural capital workshop
- Businesses roundtable

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## From natural environment perspectives

### Challenges

- Risk to our natural assets of over-tourism
- Issues related to flooding – reshaping economic life, roads, the Wash, Fenland areas
- 300h mitigation land
- 10% biodiversity net gain → legal obligation – additional challenge for leisure/recreational economy
- Welney road access
- Shortage of hotel space vs. AirBnb's and second homes → BnB's closing down in recent years, AirBnb's don't have to comply with the same restrictions
- Easier to work/commute to Cambridge than within the Borough
- Infrastructure not in place for levels of tourism
- Not enough access points
- Public transport offer
- Disability access
- Existing economic spatial situation → main employers in open countryside locations (RAF Marham, Wissington Sugar Factory)
- Keeping up with post-covid economic challenges
- Coast will look very different in 20 years
- Ouse Washes Habitat Creation Programme

### Strengths to build on/ways forward

- Limits of acceptable change
- Tourism economy – North Norfolk national landscape local offer
- Opportunity for active visitor economy (outdoor, coastal trails, strategic paths (e.g. Peddler's way))
- Lots of good independent food places that are gaining national and international focus
- Downham Market – food, independent shops, boutiques
- Local Nature Recovery Strategy in development
- Norfolk Floods Strategic Alliance
- CTAP Programme
- Likely to be involved in more national infrastructure priorities
- Many ongoing initiatives already in place (e.g. local nature recovery strategies)
- Land and coast skills study
- Wild Ken Hill Glamping
- North Wootton – Holkham → North Norfolk Natural Landscape (AONB)
- Offshore wind (MEEB)

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## From representatives, officers & business

### Leveraging our sector strengths

- Support smaller companies and our sector strength growth in **Heritage, Leisure, Agriculture, Food production and Net Zero** – Better agricultural strategy to navigate import/export bureaucracy post-Brexit
- Technology, Innovation, AI coming from different angles, cross cutting theme, but not our strength – focus on growing our sectors and enhance links to Cambridge science parks/life science/med tech instead
- Nar Ouse Enterprise Zone – better defining the selling point - distribution and light/traditional industry plus green / net zero
- Need to address skill shortages
- More flexibility over workforce recruitment to support agriculture and leisure sectors

### Transport investment

- A10 - Ely rail junction and the A10 from Lynn to Cambridge (Brandon Creek to Littleport)
- Another rail station, King's Lynn South?
- A149 to Hunstanton
- Car parking on the north coast
- Duelling of the A47 to Peterborough and the A17 upgrades
- Downham to Littleport bus via Welney
- Electric coastal hoppers and more access points/transport links

### Health investment

- QEH – better road links, car park and future health cluster expansion

### Energy

- Hydrogen generation

### Visitor economy/leisure

- 'Enjoy, respect, protect' – communicate biodiversity/recreational management to visitors, encouraging responsible recreation, tied in with amenity and accessibility
  - Balance conservation, enhancement, natural impact of tourism
- Promote Downham – rural outdoorsy offer? Artistic/vintage/thrift day trip?
- Promote free assets, active eco-tourism offer (camping/glamping)
- Tourist 'contribution'/tax feeding back into environment
  - Additional revenue streams (ex. tourist tax, Eco-tourism BID)
- Re-balancing the tourism economy – not just about the coast being busy, but what happens when the coast changes over time?
- Interreg projects on sustainable tourism
- Flexibility in how assets are used each season (e.g. fallow years)
- Hotel investors? Boutique hotels?
- Cheap accommodation for tourists → camping?
- Need infrastructure and facilities - if not, tourism can harm environment
- Shifting perceptions of 'natural beauty' with respect to the landscape

### Policy/strategy

- Connection in the system around land use planning
- Local implementation of county/national projects
- Limits of acceptable change strategy
- Coordination of natural assets seasonally and annually
- Role of the economic strategy – sustainability of how we work with nature
- Increase development levy → feed into GIRAMS (HMM fund)

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## Next Steps and Emerging Vision and Strategic Priorities for Comments



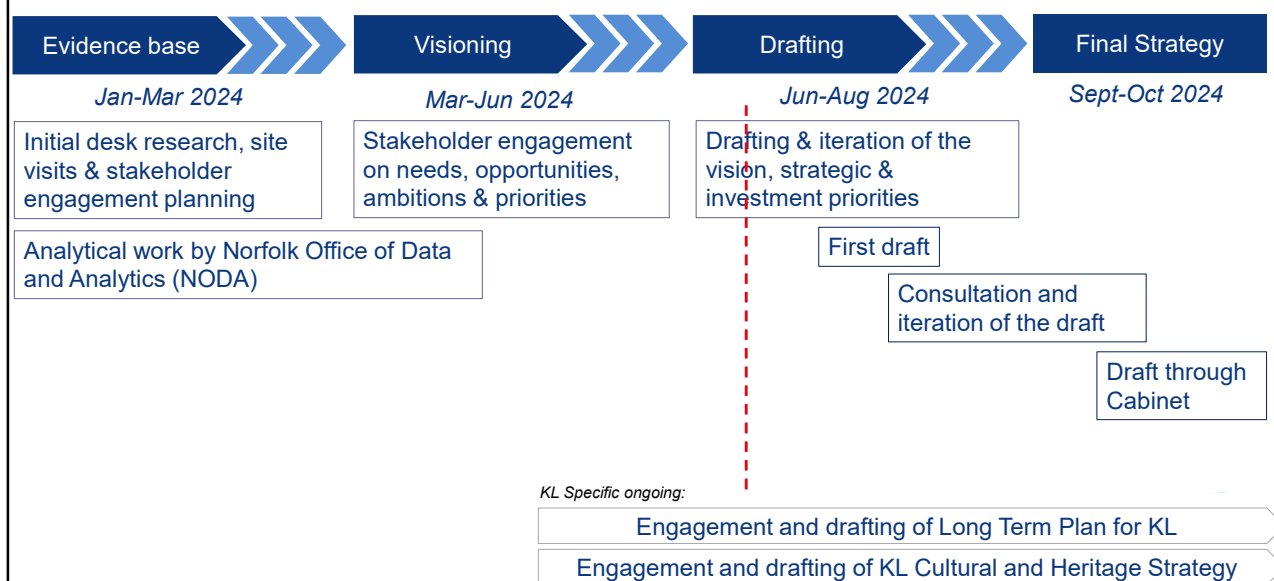
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## Next steps - from engagement findings towards vision and strategy drafting

- The engagement has brought up various insights regarding needs and opportunities, along with detailed feedback and suggestions.
- We have been working over the past weeks to synthesise the engagement findings with analytical evidence to identify a long-term vision for the borough. This includes the identification of emerging priorities framed under our capitals and levers for growth approach. These are currently being reviewed by officers and will be iterated and shared more widely over the summer.
- Over the next few months we will work to produce the following by **early Autumn 2024**:
  - **A shared long-term vision**, providing a strong, shared story of King’s Lynn and West Norfolk to date and its goals for the future.
  - **A supporting strategy**, providing a clear plan and route forward for delivering the vision – with an outcomes framework that (ideally) can see through the next 10 years (or two political terms).
  - An approach to developing **projects for investment**, through which to deliver the strategy and vision.

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## Recap of process and next steps



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## Our Vision for 2045

This section presents **the emerging vision for King's Lynn and West Norfolk** and the changes we aim to achieve over the next 20 years.

This has been informed by the challenges, strengths, and trends identified via engagement and data evidence, it is designed to build on our unique assets and opportunities to create a prosperous future for all in the borough and enhance how people live, learn, work, visit, and invest in King's Lynn and West Norfolk.

Our vision is founded on the understanding that a vibrant economy encompasses not only economic growth but also the wellbeing of our residents and communities, and the sustainability of our towns, places, and natural environment. To achieve this, we have broken down the vision into five strategic pillars. These will guide our efforts to ensure inclusive, sustainable, and prosperous economic growth for our residents and businesses while ensuring that our beautiful heritage, landscape and natural resources can continue to be responsibly used by our community and tourists.

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## Our Vision for 2045

**In 2045 King's Lynn and West Norfolk is a model for sustainable and inclusive rural communities, where the benefits of growth are shared widely, and natural and cultural heritage is preserved, enhanced and celebrated for future generations.**

King's Lynn and West Norfolk will be a vibrant economy, characterised by:



Thriving towns that are destinations for both residents and tourists



Access to good work, suited to stage of life



Specialised engineering, food & agricultural and tourism & hospitality sectors, with productive jobs and businesses that are a reason to stay in the area, re-locate to it and invest in it



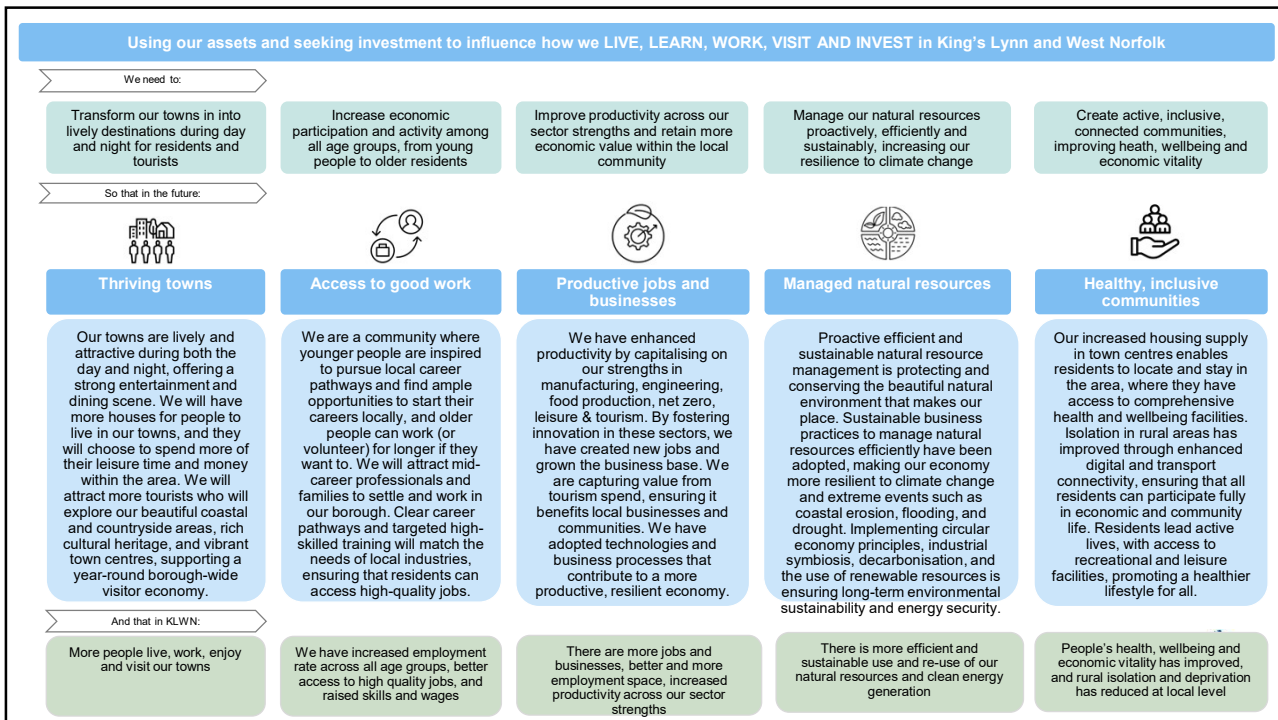
Proactive, efficient and sustainable management of our natural resources



Happy, healthy people living in inclusive communities with access to housing, health services, social and leisure facilities

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## How do we get to the vision? Our Strategic Priorities

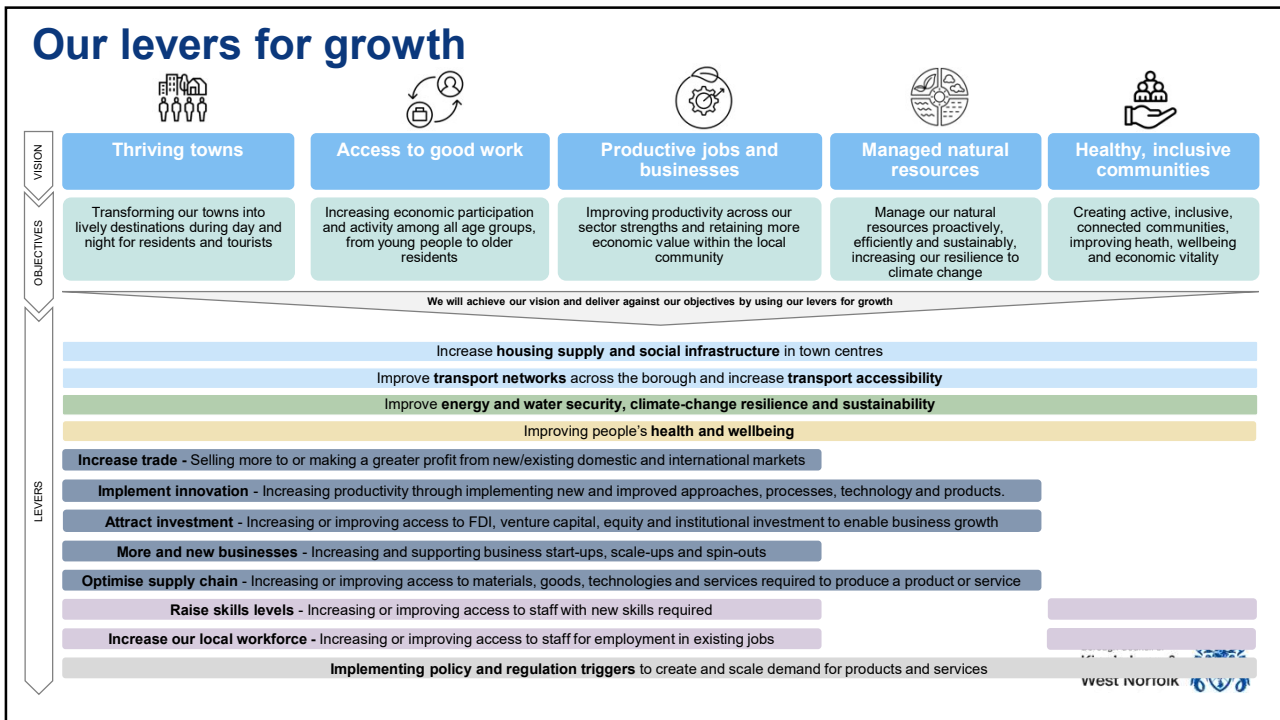
This section presents how we intend to achieve our vision for King's Lynn and West Norfolk over the next 5-10 years.

Underpinning these priorities is detailed evidence and rationale for change (which will be provided in detail in the strategy's full draft) that highlight the need to shift stubborn metrics where we underperform compared to regional and national averages.

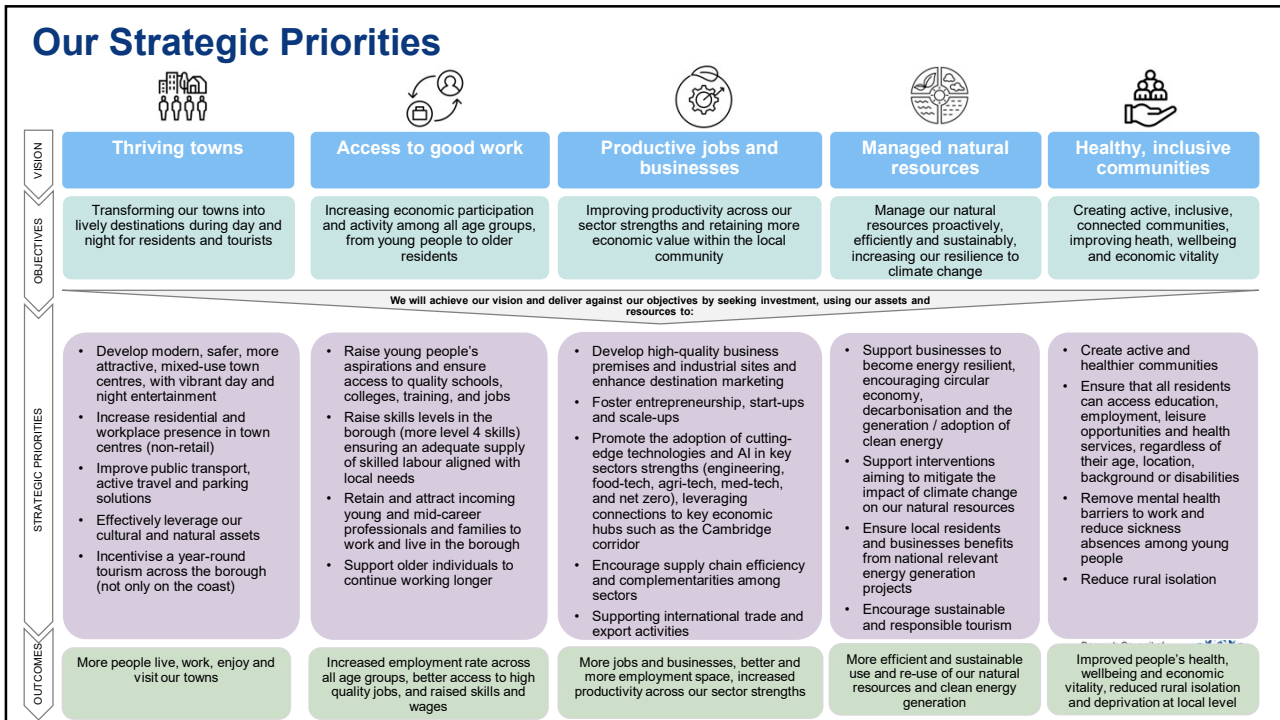
This section outlines our emerging strategic priorities, mapped against our five vision pillars. They respond to the local challenges and opportunities we need to address or maximise, and the national and global macro-trends we need to shift direction or embrace to ensure an inclusive, sustainable, and prosperous economy in the future.

The following slides highlight our levers for growth and where we want to focus our efforts, resources, investment, and assets to achieve our vision and deliver against our objectives.

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# Southgates Masterplan Update

## Regeneration & Development Panel

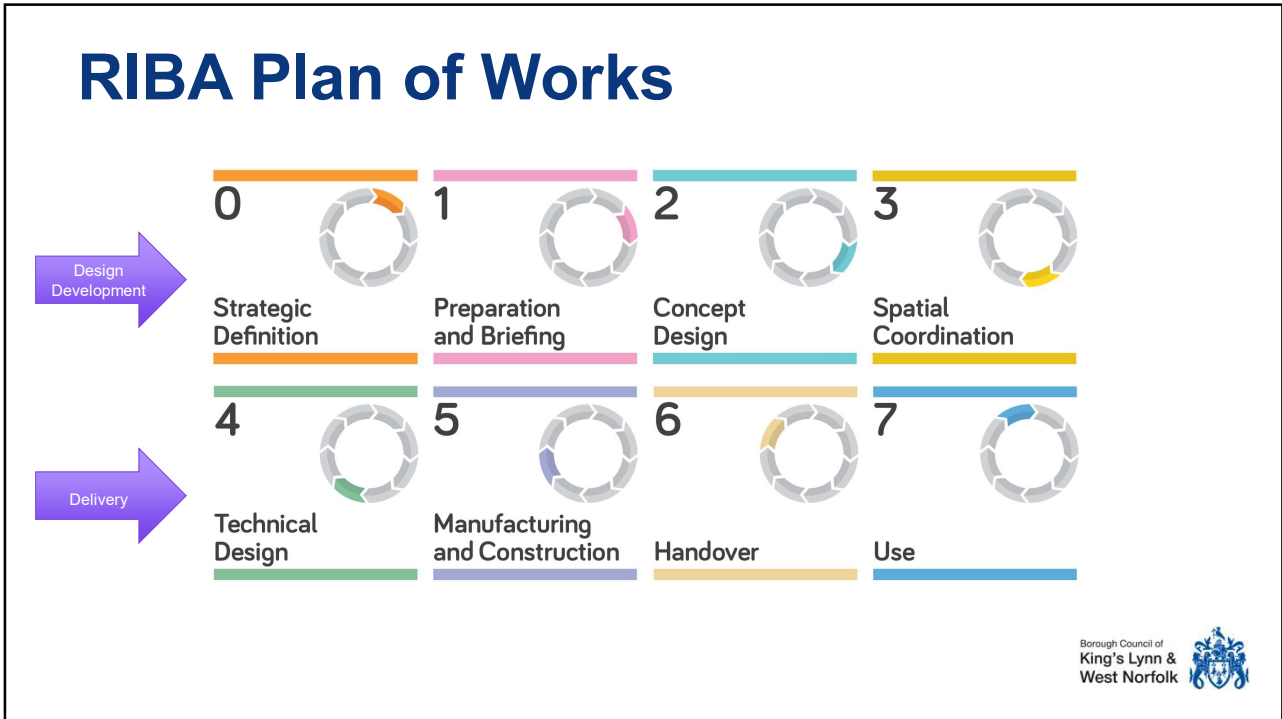
Presentation by James Grant

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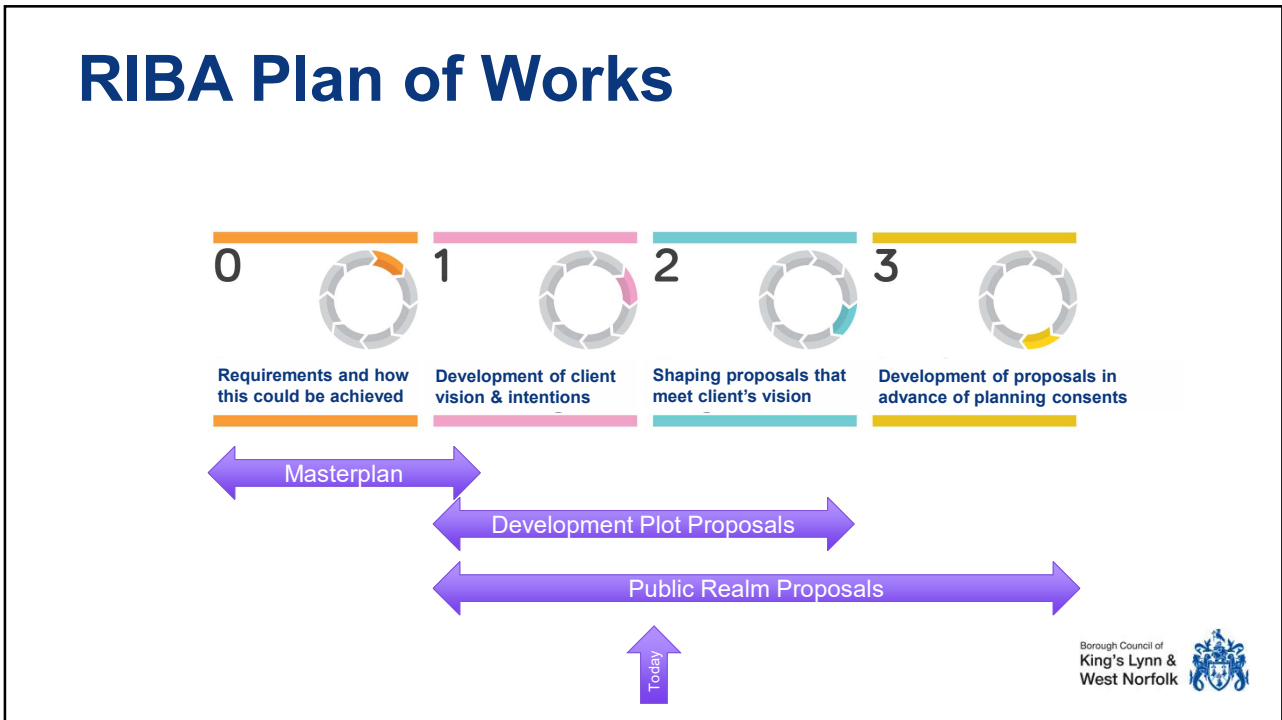
## Content

- Refresher on Masterplan
- Strategic Fit
- Project Update – Key appointments and workstreams
- Project Timeline
- Outputs
- Risks
- Next Steps

2



3



4

*‘Establish a transformational vision for the area and in doing so consider the appropriate future land use, highways, town centre access and walking and cycling connectivity needs and opportunity for high quality landscaping and public realm to reflect the gateway location and sensitive setting of the South Gate Scheduled Ancient Monument’*

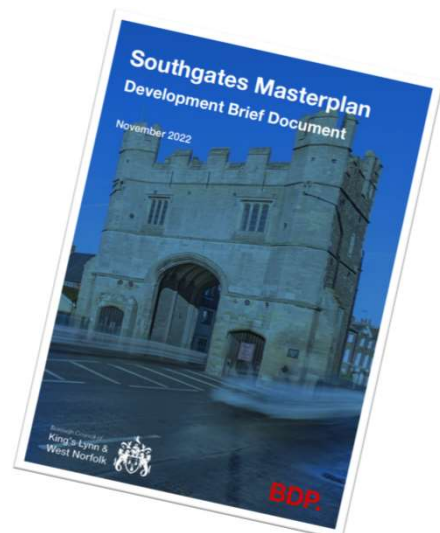
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## Southgates Masterplan

- A vision
- Design principles
- Concept layout to enhance the setting of the South Gate itself
- Explores opportunities for development of the long-term, under-utilised brownfield sites around it.
- Key Principle
  - Placemaking and Urban form
  - Travel and movement
  - Environmental and sustainability
  - Heritage



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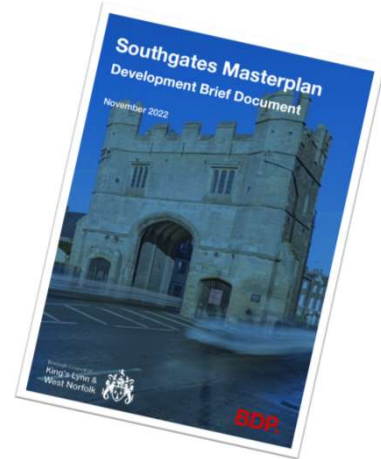


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# Southgates Masterplan Project Goals

## Placemaking and Urban form

- **Replace low-quality buildings with high-quality** ones that reflect the character of Southgates and King's Lynn.
- Redesign highways to **create streets that are visually interesting and encourage activity**.
- Create new **public spaces that function as a gateway**, destination, and recreation area, integrating with existing and planned uses.
- Improve access to the South Gate and strengthen connections to the River Nar through better pedestrian and cycling paths.
- Enhance the interpretation and function of the **South Gate as a visitor attraction**.
- New buildings will be a maximum of 3 stories and positioned to create a **welcoming and well-defined public space**.
- Public areas will be landscaped for beauty, recreation, and safety, with a mix of greenery and hardscaped areas, and will prioritize user safety through design.
- Ground floors will be primarily commercial to **create active and engaging street life**.



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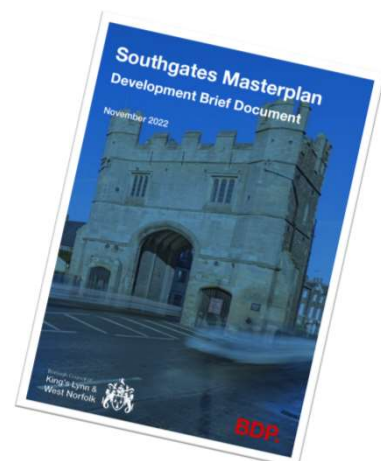


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# Southgates Masterplan Project Goals

## Travel and movement

- Completely **redesign the current highway junction to be more pedestrian and cyclist friendly**, prioritizing safety and convenience.
- **Divert traffic around the South Gate** to protect it and create a better setting.
- Create dedicated cycling lanes and **prioritise pedestrian movement throughout the area**, with easy access to the River Nar and town centre.
- **Improve sidewalks and crossings** for safe and convenient walking access.
- Include bus priority measures and waiting facilities to **encourage public transport use**.
- Maintain good access to surrounding roads while considering improvements for pedestrians, cyclists, and public spaces on Thomas Street.
- Provide sufficient car and bicycle parking according to local plans.
- Follow best practices for cycling and walking infrastructure as outlined in the NCC and BCKLWN Local Cycling and Walking Infrastructure Plan (LCWIP).



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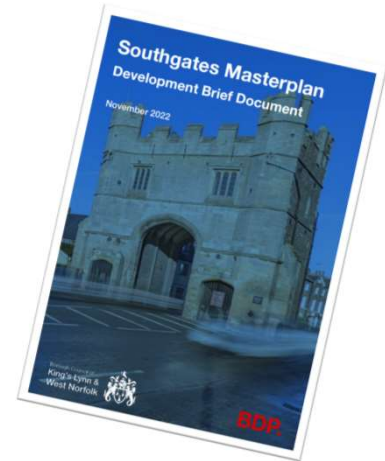


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# Southgates Masterplan Project Goals

## Environmental and sustainability

- Flood risk mitigation through SuDS and building design.
- Green infrastructure and planting for visual appeal and amenity.
- Assess and remediate land contamination.
- Achieve best practice in energy efficiency and sustainability.
- Minimise air and noise pollution impacts.



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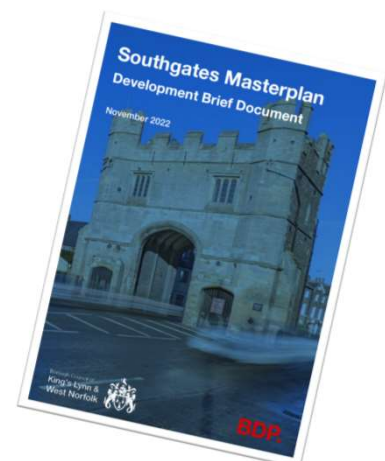


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# Southgates Masterplan Project Goals

## Heritage

- Improve setting and access to existing heritage assets.
- Retain historic movement function of the South Gate.
- Clearly identify route through the South Gate as the main historic route.
- Consider revealing medieval structure of the Southgates bridge.
- Retain and restore locally significant assets where feasible.
- Extend public realm improvements to the northern part of the Masterplan site.
- Understand the archaeological impacts of proposals.



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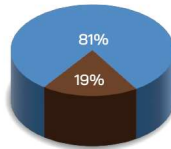
# Masterplan Public Consultation Results

## Question 2:

### Opportunity and ambition

Do you agree with the level of ambition proposed by Masterplan Scenario 3?

	Responses	
Yes	103	81%
No	25	19%
Total	128	100%

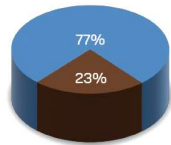


## Question 3:

### The vision

Do you agree with the proposed Masterplan vision?

	Responses	
Yes	99	77%
No	29	23%
Total	108	100%



## Question 4:

### Placemaking and urban form

Do you agree with the site strategy and principles for masterplan? (tick all that apply)

	Responses	
Remove poor quality buildings and structures and replace with high-quality buildings which enhance local character	100	88%
Reconfigure the highways layout to create well-proportioned streets which generate activity and visual interest	86	78%
Strengthen visual and physical connections to key site features including the South Gate and River Nar	97	80%
Create an improved sense of enclosure through appropriate street to building height ratios, to assist with wayfinding, interest, and sense of place	69	81%
Buildings to be max. 3 storeys tall (plus roof level) and offset from the South Gate by at least 20 metres	78	55%
New public spaces to incorporate an appropriate mix of hard and soft landscaping to provide recreational opportunities	91	41%
Location and alignment of public space to ensure that it receives appropriate overlooking and natural surveillance, for safety of users	84	69%
Commercial uses to be located at ground floor, in locations which provide active frontages to public space and pedestrian routes	81	67%



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# Strategic Fit – Corporate Strategy 2023 - 2024

## Promote growth and prosperity to benefit West Norfolk

- Maximise opportunities to transform and regenerate our high streets and heritage assets,
- Increase the number of good quality new homes and associated infrastructure built through direct provision by working with registered social landlords and private sector developers,
- Encourage private sector housing development that supports local need, delivers on local infrastructure and meets environmental and biodiversity requirements,
- Promote West Norfolk as a desirable leisure, cultural and tourism destination,

## Protect our environment

- Encourage active travel by reducing barriers to walking and cycling. In addition, improve EV (electric vehicle) infrastructure when appropriate grants permit,

## Support our communities

- Improve access to affordable homes and work to improve the quality of rented accommodation,
- Promote and maintain attractive public open spaces across the borough for all to enjoy.

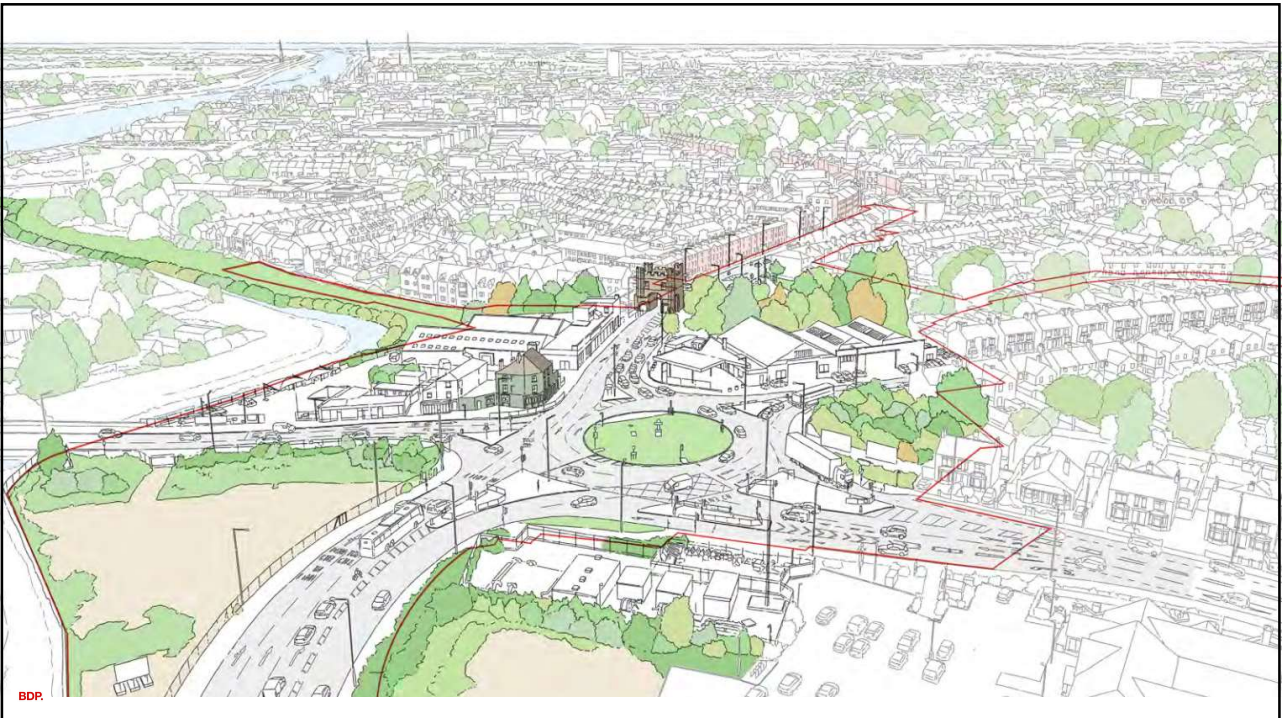


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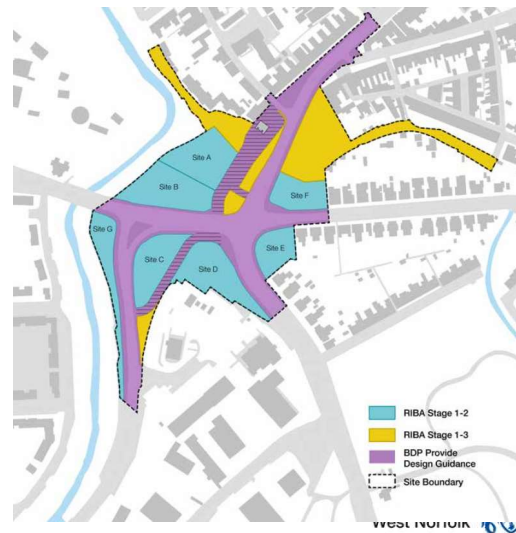
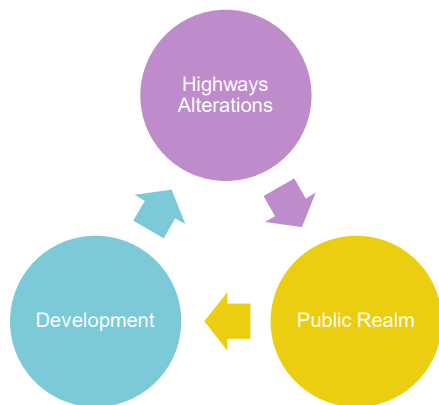


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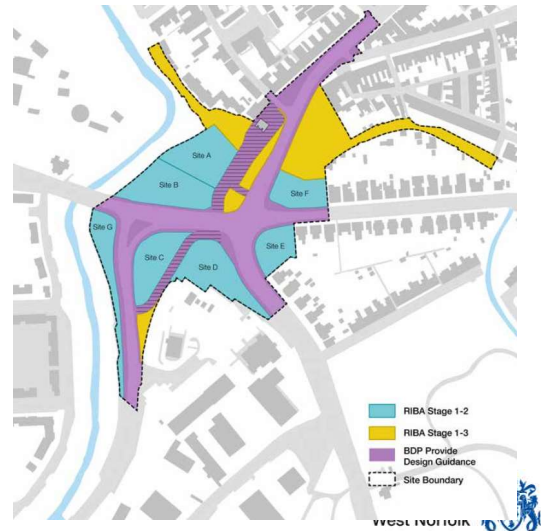
## Workstreams & Appointments and Relationship



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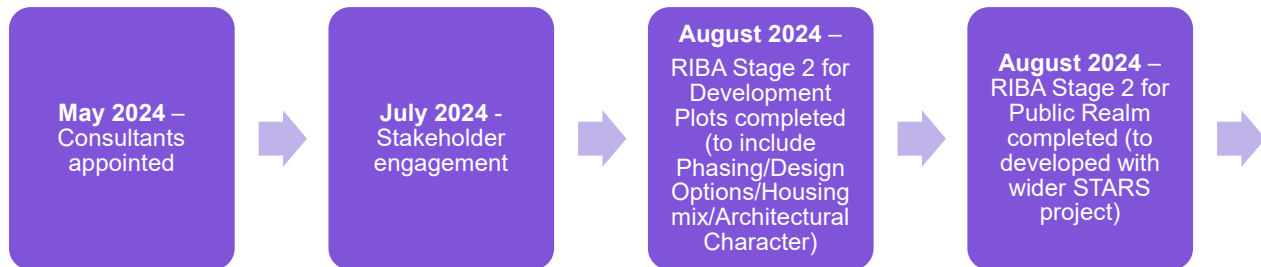
## Workstreams & Appointments and Relationship

- Project Management – Pulse Consult
- Planning coordination - BPD
  
- Highways – NCC (WSP support)
- Public Realm
  - BDP - development of design through to RIBA Stage 3
- Development Plots
  - LSH (Market Demand Assessment/Housing mix)
  - BDP (RIBA Stage 2 design)



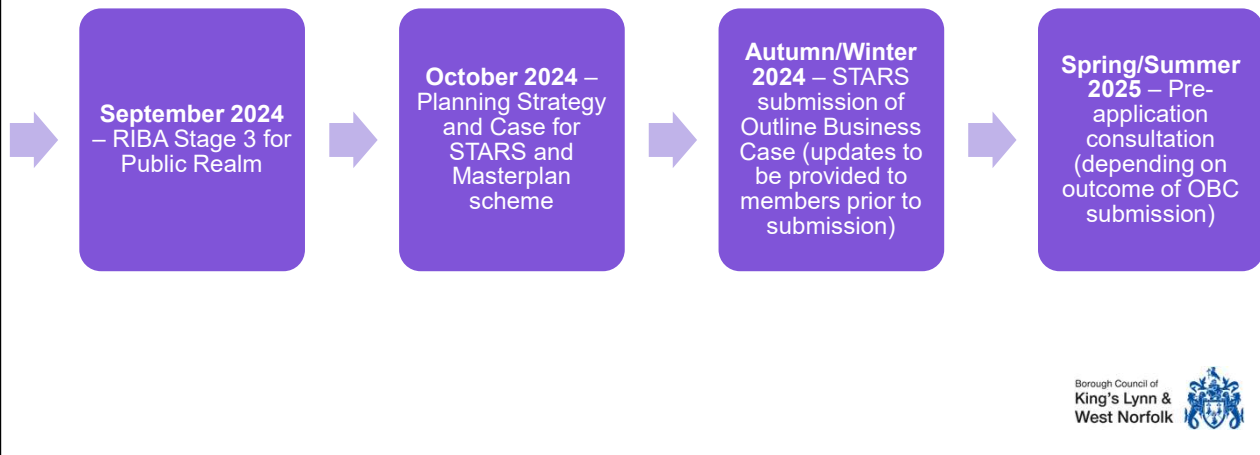
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## Timeline - Subject to review



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## Timeline – Subject to review



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## Stakeholder Engagement

- Key Stakeholders
  - Members
  - Planning Department and Conservation Officer
  - Public Open Space
  - Local Business / Landowners / Adjacent Homeowners
  - Norfolk County Council
  - Levelling Up Place Service
  - Local Groups
    - King's Lynn Civic Society
    - King's Lynn Preservation Trust
    - St Nicholas and St Margaret's Ward Forum
    - King's Lynn Town Guides
    - King's Lynn and West Norfolk Bicycle User Group (KLWNBUG)
    - KL Climate Concern

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## Project Outputs

- RIBA Phase 1 Report (Review of Masterplan)
- LSH – Market Demand Report
- LSH – Masterplan Principles Report (proposed tenures and housing mixes)
- BDP Planning Strategy
- Today
- RIBA Phase 2 Report – Development Proposals
- RIBA Phase 3 Report – Public Realm
- LSH – Viability Appraisals & Market Analysis
  
- Planning Submission (subject to strategy)
- Report to Cabinet
  - Development Plot Proposals
    - What?
    - Where?
    - Who?
    - How?
    - Why?
  - Public Realm Proposals

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## Key Risks

- Coordination between NCC requirements and BCKLWN requirements
- Delivery of Masterplan
- Funding
- Viability
- Planning
  - Ecology & Biodiversity Net Gain (BNG)
  - Conservation
- Community and Stakeholder Buy-In
- 3<sup>rd</sup> Party Land Ownership

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## Next Steps

- Further development of design proposals (RIBA Phase 2)
- Return to R&D, likely Autumn 2024 with detailed update and presentation from design teams
- General comments and thoughts on the proposals and project strategy that we can incorporate into the programme