

Economic Strategy and Vision

Annex 1 – Drivers of Change and the State of our Capitals 2024

DRAFT - not for wider circulation

September 2024

Borough Council of
King's Lynn &
West Norfolk



About this document

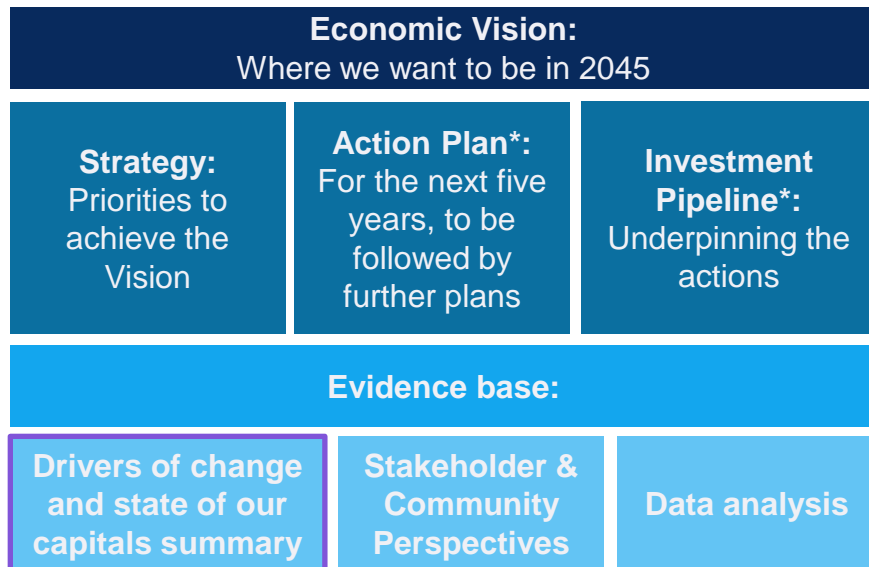
This document is part of a series of documents which sets out the King’s Lynn and West Norfolk Economic Vision and Strategy.

It outlines the key trends, as of 2024, that will shape our future way of life in the borough.

It also provides a moment-in-time view of the current state of our capitals, at the time of drafting the Economic Strategy and Vision, informed by the quantitative and qualitative evidence outlined in the evidence bases in this collection.

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* To be developed as part of the “call to action”

Introduction: Understanding drivers of change and our capitals' status

The following Annex provides a summary of the broader local, UK, and global policy and economic contexts considered during the development of our economic strategy.

It also outlines the foundational rationale that shaped our vision and strategic priorities, assessed through the lens of our seven capitals. By combining data analysis with qualitative insights, we highlighted the current state of our capitals, identifying both challenges and strengths.

As we developed our vision and priorities for the next 20 years, understanding these drivers of change and the current status of our capitals was essential to crafting a strategy that is both resilient and forward-looking in leveraging our opportunities and mitigating existing and potential challenges.

Natural Capital



Skills and Knowledge



Physical Capital



Institutional Capital



Enterprise Capital



Cultural Capital



People and Community Capital

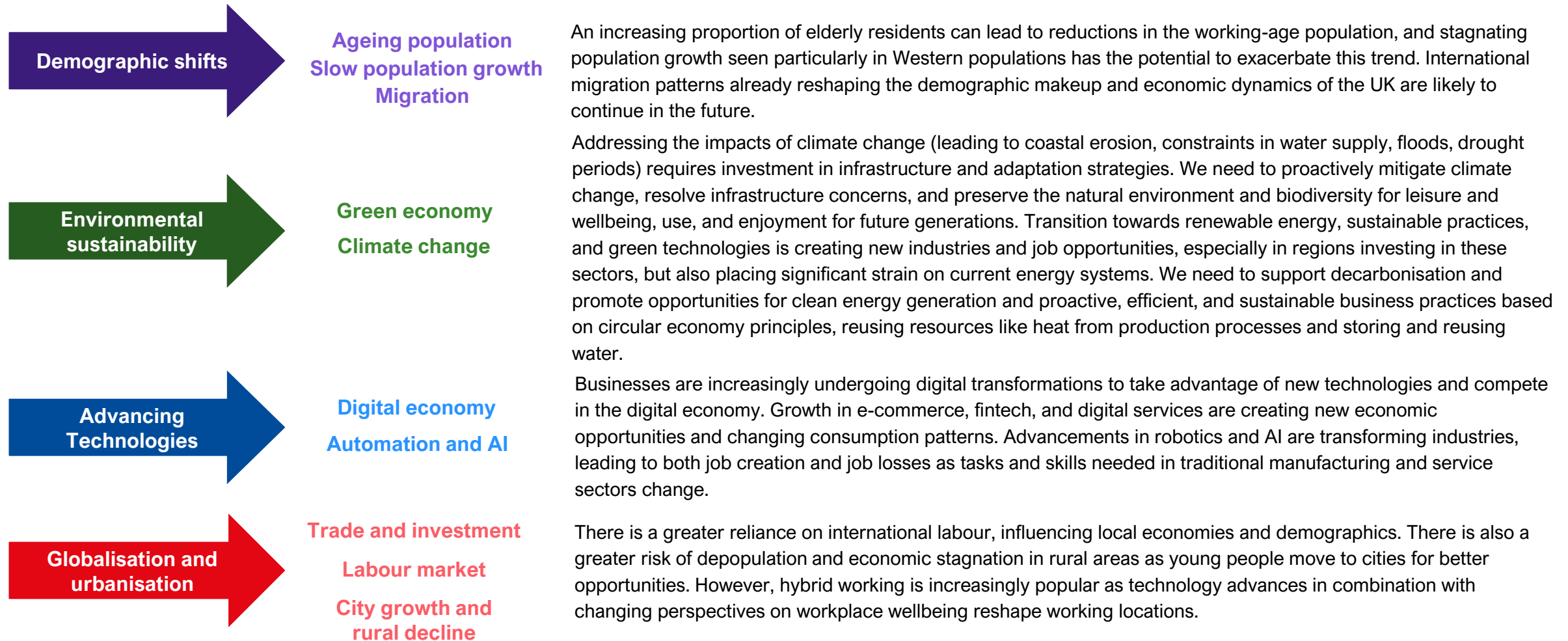


Drivers of change: Headline future trends



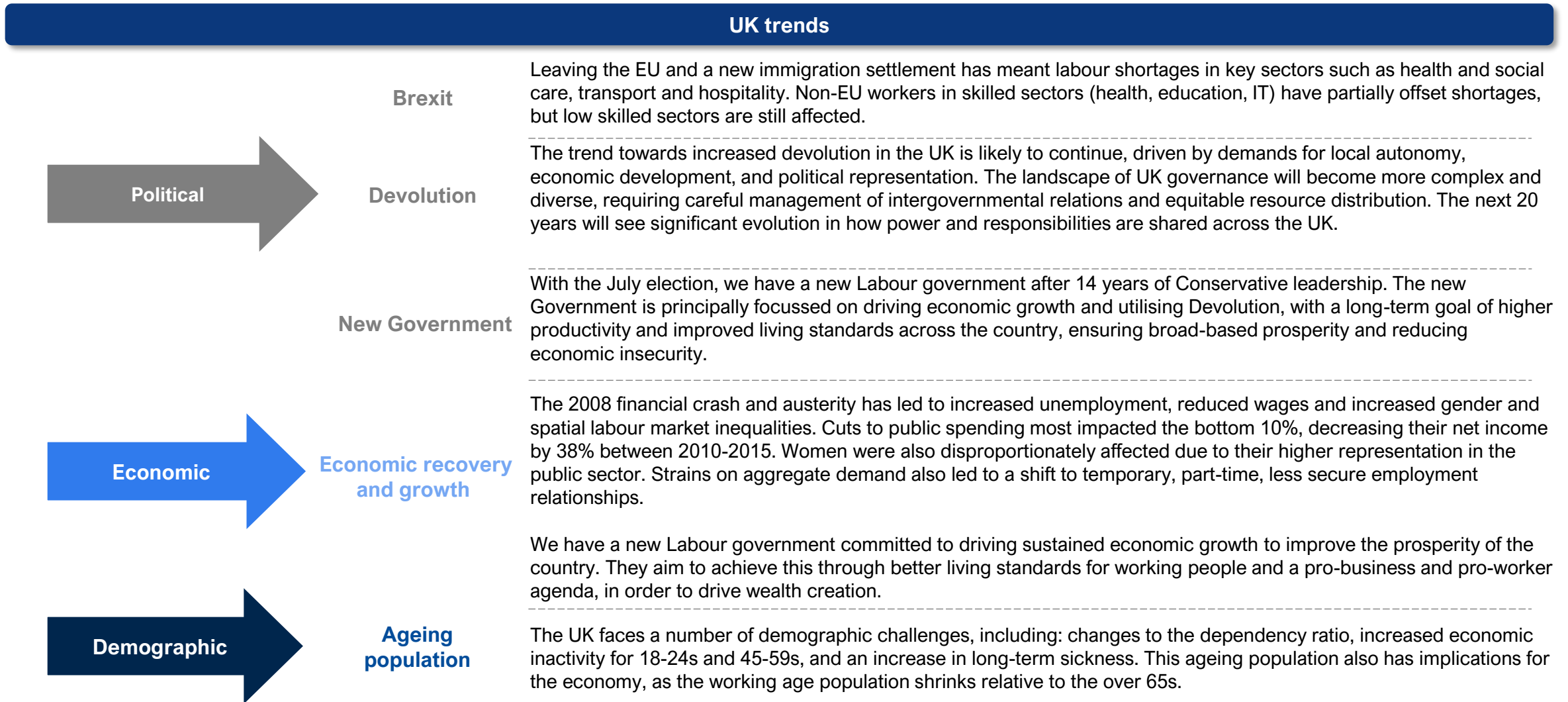
The global trends shaping our future

As the aim of this strategy is to set a vision for King's Lynn and West Norfolk over the next 20 years, a consideration of the wider drivers of change that will influence economic life everywhere and the socio-economic prospects of the Borough is critical.



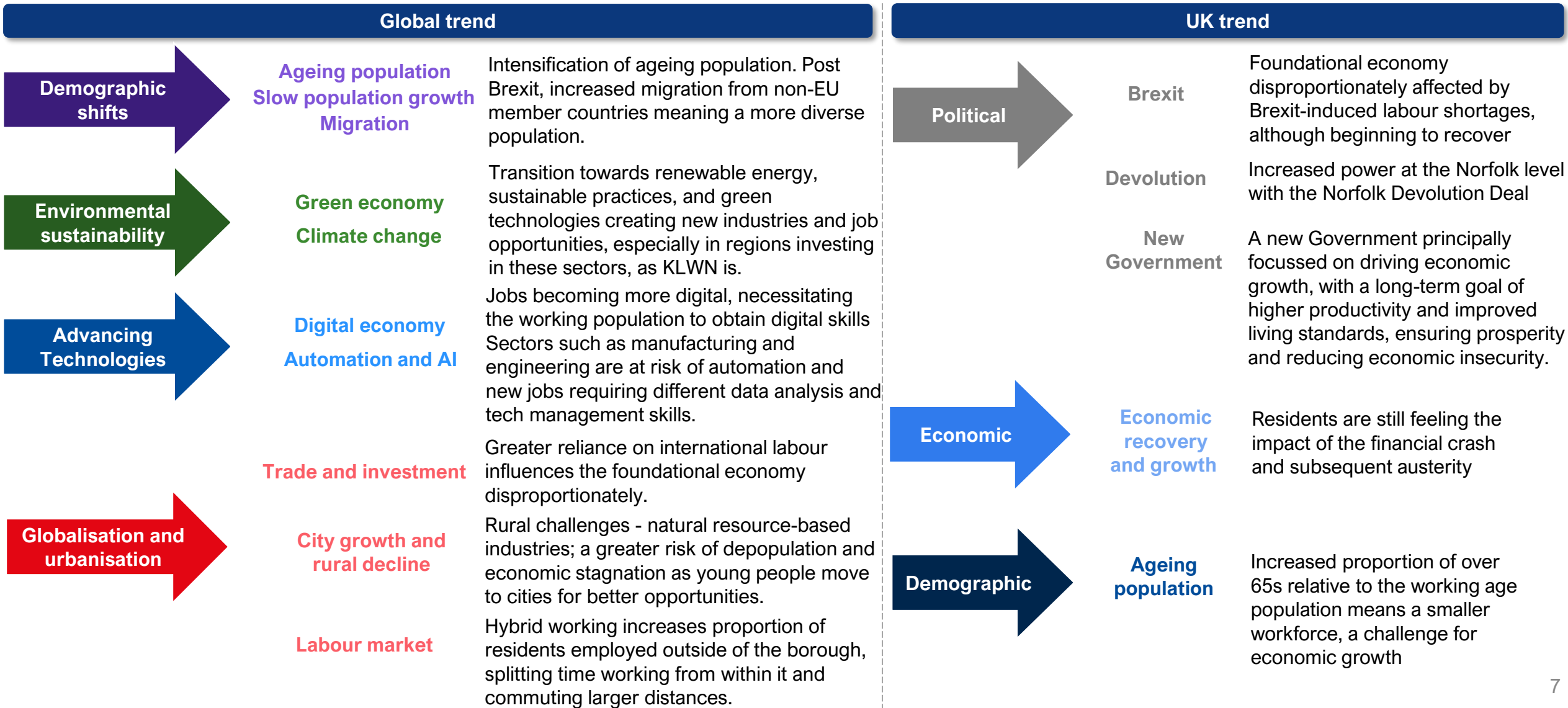
The UK drivers and trends shaping our future

Alongside the global trends, there are several UK macro-economic trends that will also influence economic life in the Borough and are equally important to consider.



Implications for King's Lynn and West Norfolk

These global and UK macro-economic trends can be expected to have the following impacts on King's Lynn and West Norfolk



The state of our capitals today



The status of our capitals at a glance



Natural Capital

Strengths

- 20 minutes to work 20 minutes to the coast
- Coastline, The Fens
- Over 10m trips (c.6.4m visitors) in 2022
- Total tourism value - £560m, total visitor spend - £421m
- £11m business rates retention 2022/23
- CO2 emissions have decreased since 2005
- Active travel increased by 8.2%

Challenges

- Coastal erosion, floods, drought, climate change threats
- The Wash – flood risk management
- Lower than average proportion of properties with EPC rating of A-C
- Ouse Washes Habitat Creation programme failing
- Above average per capita transport emissions



Physical Capital

Strengths

- 10.5k new homes planned by 2040, with 4K a sustainable urban expansion to the south of King's Lynn at West Winch
- Offshore wind off Hunstanton
- Rail connectivity to Cambridge and London

Challenges

- Declining town centres, above regional average high street retail vacancy rates
- Limited rural transport impacts night-time economy and workforce mobility to employment centres
- 30% of neighbourhoods are in the bottom 20% nationally on IMD barriers to housing
- Rural businesses - physical/digital infrastructure
- Some areas are 1h+ by car from nearest employment centre of 5,000+
- 64% of neighbourhoods have above average travel time to key services
- Summer tourism pressures infrastructure
- Grid connectivity
- 2/3 leisure centres at risk of closing due to building condition



Cultural Capital

Strengths

- Cultural and heritage assets:
 - St. George's Guildhall,
 - Sandringham,
 - The Walks,
 - Corn Exchange
 - Riverfront Quays area,
 - King's Lynn historic town centre
 - Hanseatic Port
 - Burnham Market
- King's Lynn/West Norfolk festivals
- Growing immigrant population
- Downham Market food/hospitality offer

Challenges

- Residents unaware of Borough's offer
- Assets underutilised/lacking activation to benefit the local economy/community



People and Community

Strengths

- Worthwhile life, happiness scores above UK average, anxiety scores below UK average
- Lynnsport

Challenges

- 26% aged 65+ - this group growing the most
- Declining proportion aged 25-39
- Impact of rurality on health - insufficient access to GPs
- c.20k residents live in areas among the 20% most deprived in England, with life expectancy varying significantly based on where in the Borough one lives
- 56% of households have 1+ dimension of deprivation
- Joint least densely populated LA, lower population growth than across the East of England
- GDHI increased from 2017-21, but still below UK average
- Poor evening economy, and lack of an offer for young people



Skills and Knowledge

Strengths

- School of Nursing Studies
- Above average percentage of firms provide on the job training
- BOOST Programme
- Above average proportion of 16-18-year-olds in apprenticeships
- CWA University Centre
- Partnership with Anglia Ruskin University

Challenges

- 6.7% of the population have no qualifications
- 4.5% NEET, higher than national and Norfolk averages
- 30.3% of people with level 4+ qualifications - below average
- Second highest levels of economic inactivity in Norfolk (22.1%)
- Lack of hospitality skillset to support visitor economy sector
- Limited HEI presence
- BOOST Programme ending March 2025



Enterprise Capital

Strengths

- Most productive sectors are Energy and Adv. Manufacturing and Engineering
- Adv. Manufacturing and Engineering has the highest GVA (£530m, c.28% share)
- 70.7% of people both live and work in KLWN
- Decrease in percentage of people providing <19 hours of unpaid care a week from 2011-21
- Gradual increase in employment
- Median workplace wages on par with Norfolk average (c.£590)

Challenges

- Job density below regional and national averages
- Lower proportion of employment in high skilled occupations
- GVA per hour less than UK average
- Lack of commercial/ industrial space



Institutional Capital

Strengths

- Long Term Plan for Towns - King's Lynn (TBC)
- AEB devolution
- BID
- King's Lynn Enterprise Park
- Local Nature Recovery Strategy (in development)
- Norfolk Floods Strategic Alliance
- CTAP Programme
- Norfolk Economic Strategy (in development)

Challenges

- Upward trend in temporary accommodation
- Lack of day-to-day support for small businesses
- Decline in cases of homelessness prevention
- Perception that town centre car parking charges impact footfall



Natural Capital

Where are we now?

Strengths

Natural assets

- Coastline, The Fens
- Walking trails/paths (ie. recently extended King Charles III Coastal route link-up with the Norfolk Coast Path, Peddars Way)

Visitor economy offer

- Over 10m trips (c.6.4m visitors) in 2022
- Total tourism value - £560m, total visitor spend - £421m
- £11m business rates retention 2022/23

Climate change mitigation

- The Wash – flood risk management
- CO2 emissions have decreased since 2005

Net Zero/clean energy

- East of England Hydrogen Cluster

Challenges

Sustained threat of climate change

- Threat of coastal erosion, flooding, drought, climate change
- Above average per capita transport emissions
- Emissions from land use / agriculture
- Lower than average proportion of properties with EPC rating of A-C

Loss of biodiversity

- Ouse Washes Habitat Creation programme failing

Direction of travel?

If this is left unchanged:

Natural assets

- Coastal erosion will significantly reduce the coast in 20 years, resulting in the degradation of our natural capital, and a need to shift attention to different parts of the Borough

Visitor economy offer

- We will struggle to continue to attract visitors, as the main asset will have disappeared

Climate change mitigation

- Flooding could destroy many of the agricultural assets in the Borough
- Carbon and other greenhouse gas emissions continue to increase, accelerating the harmful impacts of climate change

Net Zero/clean energy

- The region will continue to develop its growing clean energy sector, building off of the East of England Hydrogen Cluster

Flood risk from rivers and the sea*



This map shows that large areas of the Borough sit within flood zone 3, which has the highest risk of flooding. These areas have a 1 in 100 or greater chance of flooding from rivers; or a 1 in 200 (0.5%) or greater chance of flooding from the sea each year.

Large areas of land in our coastal communities are within flood zone 3 and therefore at higher risk of flooding.

Implied result:

- The coast is host to a significant proportion of our economic activity. If the coast is going to disappear, this is a real threat to economy, as well as the environment, driving a critical need to diversify tourism offer to increase resilience of economy.



Physical Capital

Where are we now?

Strengths

- Planned housing growth between 2001-26
- Offshore wind off Hunstanton

Challenges

Housing

- Significant barriers to housing - 30% of KLWN neighbourhoods are in the bottom 20% nationally on IMD barriers to housing

Transport

- Some areas are 1h+ by car from the nearest employment centre of 5,000+
- Limited rural transport impacts night-time economy and workforce mobility to employment centres
- 64% of neighbourhoods have above average travel time to key services
- Timeliness of transport services, connectivity to Norwich
- Lack of dualled roads from Peterborough to Norwich and Hunstanton to Cambridge leads to traffic congestion

Town centres

- Town centre decline, above regional average high street retail vacancy rates

Supporting infrastructure

- Summer tourism pressures
- Grid connectivity
- Physical/digital infrastructure for rural businesses

Direction of travel?

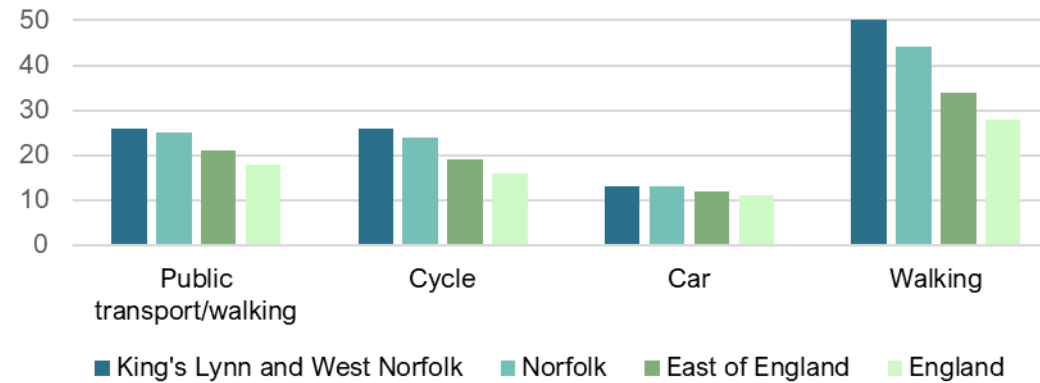
If this is left unchanged:

- Housing - development will continue outside of King's Lynn, contributing to King's Lynn decline
- Transport - inefficient transport links will make it increasingly difficult to live in the Borough and travel within and outside of it for work
- Town centres – town centre decline will continue, failing to attract residents
- Supporting infrastructure - wait times for services will increase as planned housing growth strains the capacity of existing services

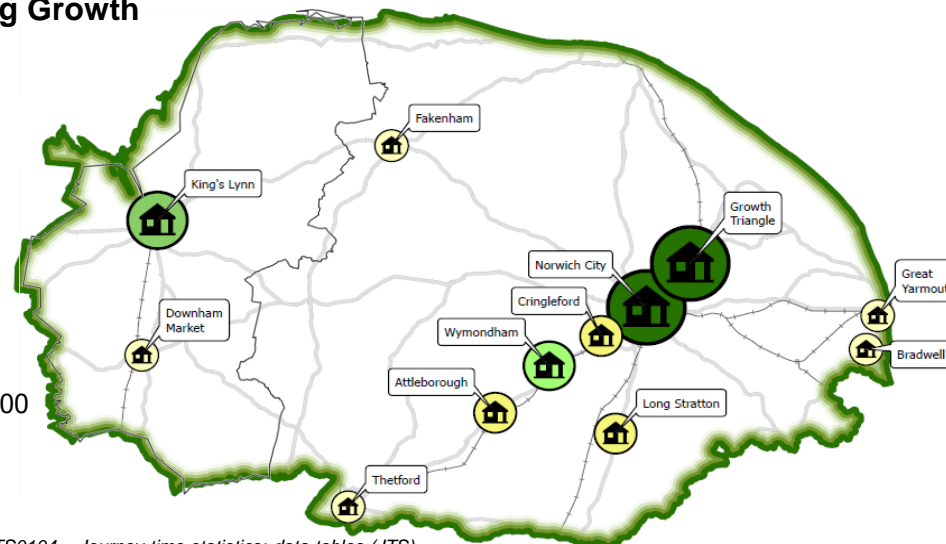
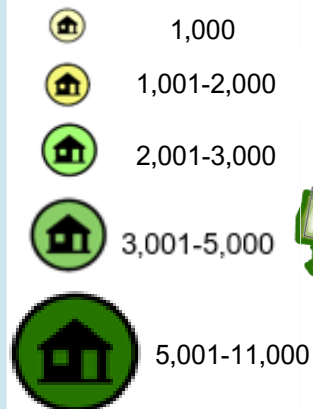
Implied result:

- Our physical capital must be able to sustain the growth our economy needs.
- Without a sufficient housing offer, effective transport, thriving town centres, supporting infrastructure and service provision, we will fail to provide for current residents and attract new ones.

Average minimum travel time (in minutes) to reach the nearest key services by mode of travel, 2019



Planned Housing Growth





Cultural Capital

Where are we now?

Strengths

- Cultural and heritage assets such as St. George's Guildhall and the Shakespearean floorboards, the Corn Exchange theatre, Sandringham Estate, The Walks, historic town centre of King's Lynn, Burnham Market
- Strong maritime history evidenced today - Riverfront Quays area, Hanseatic Port and Festival, but currently underutilised asset
- King's Lynn/West Norfolk festivals
- Downham Market food/hospitality offer and hub for The Fens
- Cultural and Heritage Strategy in development



Customs House



Downham Market Town clock



St George's Guildhall

Challenges

- Residents unaware of Borough's offer
- Decrease in number of businesses and employees in retail and arts, recreation and entertainment, against national trends
- Lack strong volunteer network to sustain assets

Direction of travel?

If this is left unchanged:

- Current investment in our cultural and heritage assets, alongside the development of Cultural and Heritage Strategy mean that our cultural and heritage assets are well-placed to continue to attract visitors
- Culture and heritage is a priority for investment: *West Norfolk Tourism Development Plan 2022-26* sets a strategic aim of 'Developing the cultural product'; the *King's Lynn Town Investment Plan 2020-21* outlines 5 priorities for investment, one of which is enhancing cultural opportunities to repurpose the town centre; *UKSPF Investment Plan* seeks to take a culture-led approach to visitor economy excellence, through leveraging cultural assets
- Sustained investment is necessary, as the culture and heritage industry must maintain its assets and modernise to fit the needs of the future
- If investment in culture and leisure is left unchanged, this will increasingly become a 'tie breaker' for investors and employers. A high-quality culture/leisure offer is a first base expectation when investors and workers are deciding where to relocate to, or allocate assets.

Implied result:

- King's Lynn and West Norfolk has a surplus of cultural and heritage assets. This is advantageous as they attract visitors and generate value for the economy. But, these assets are consistently underutilised.
- It is important that this prioritisation and investment continue, in order to ensure that this valuable asset remains an attraction to the area.



People and Community Capital

Where are we now?

Strengths

- Largest population in Norfolk
- Worthwhile life, happiness scores above UK average
- Anxiety scores below UK average
- Strong sense of community
- Growing immigrant population

Challenges

- 26% aged 65+ (Norfolk - 24%; England - 18% - this group growing the most)
- Declining proportion aged 25-39
- Disparities in healthy life expectancy - North Lynn healthy life expectancy is c.7-10 years less than those outside of King's Lynn
- Poor evening economy, lack of an offer for young people
- 56% of households have at least 1 dimension of deprivation
- Joint least densely populated LA and lower population growth than across the East of England
- GDHI increased from 2017-21, but remains below UK average



% of residents living in 20% most deprived areas in England

King's Lynn and West Norfolk: 15%

Norfolk: 15%

England: 20%



Housing affordability ratio*

King's Lynn and West Norfolk: 8.9%

Norfolk: 8.6%

England: 8.3%

Direction of travel?

If this is left unchanged:

- The 65+ section of the population will continue to grow faster than the working age population
- Health inequalities will continue to impact the availability and activity of the workforce, and strain our public services
- A poor evening economy and lack of an offer for young people mean that young people may leave the borough, and it will be difficult to attract young people in
- Population growth will not occur at the rate needed to replace the retiring population
- Greater housing unaffordability compared to Norfolk and England averages mean that residents will continue to struggle to obtain affordable housing

Implied result

- The 65+ section of the population growing faster than the working age population means that the relative proportion of the population in the workforce will decrease – this poses a challenge to economic growth.
- Out-migration of young people and an inability to attract young people into the borough will further contribute to shifting demographics, in a way which negatively impacts the size of the labour force.
- As King's Lynn and West Norfolk is located commuting distance away from Cambridge and Peterborough, many young families could move to the borough for cheaper, higher-quality housing, whilst commuting out of the borough for work. If housing becomes increasingly unaffordable in King's Lynn and West Norfolk, the appeal of this offer diminishes, further risking depopulation in the borough.



People and Community Capital

Mosaic segments individuals and households based on their demographic, behaviours and lifestyle characteristics to give a deeper understanding of who they are:

Prestige Positions - affluent families living in large, detached homes in desirable neighbourhoods, often in suburbs or small towns with good city connections. Typically married couples, either older without dependents or with children, and have high market value homes surrounded by gardens.

Country Living - well-off homeowners in rural areas, often older or families, who enjoy spacious, attractive homes with above-average prices. These residents appreciate the countryside and have usually lived in their homes for a long time.

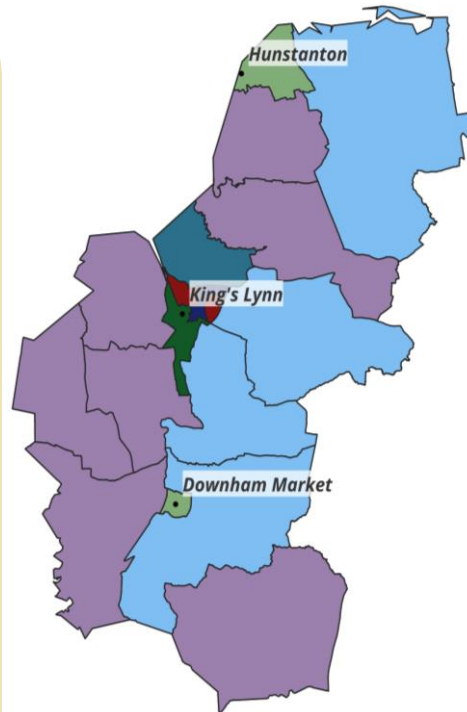
Rural Reality - affordable homes in village communities, often distant from cities. Residents are older individuals and families, typically working in local, lower-wage jobs, and living in semi-detached, terraced, or detached houses with below-average values.

Senior Security - retired homeowners in their late 60s-80s with good pension incomes, living in mid-range, mortgage-free homes. They are financially comfortable, and cautious with savings and investments.

Aspiring Homemakers - young adults in their 20s-30s, settling in modestly-priced homes, attractive to new buyers. These households, a mix of couples and singles, often have young children and face significant mortgage expenses.

Family Basics - families with limited incomes who carefully budget to make ends meet, typically living in low-cost, mid-20th century homes. These households include couples and single parents with children, often renting from local authorities or housing associations.

Transient Renters - young, single individuals in their 20s and 30s, frequently moving and renting low-cost homes. They live alone or with others in affordable flats or terraced houses, usually near urban centres, primarily renting from private landlords.



It is interesting to note how the breakdown in West Norfolk differs from that of Norfolk and England. What we aren't seeing in West Norfolk, which this strategy aims to change, is a significant presence of groups F, G and O (working families, some may have young children, or young professionals).



Skills and Knowledge

Where are we now?

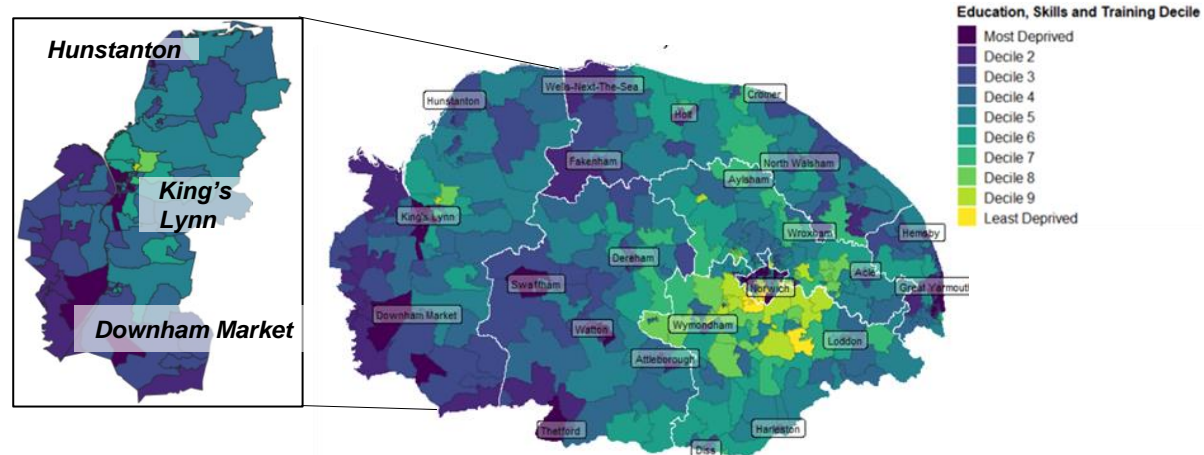
Strengths

- School of Nursing Studies Apprenticeship
- Higher percentage of firms provide on the job training than the national average
- BOOST Programme
- Higher proportion of 16-18 year olds in apprenticeships than the national average

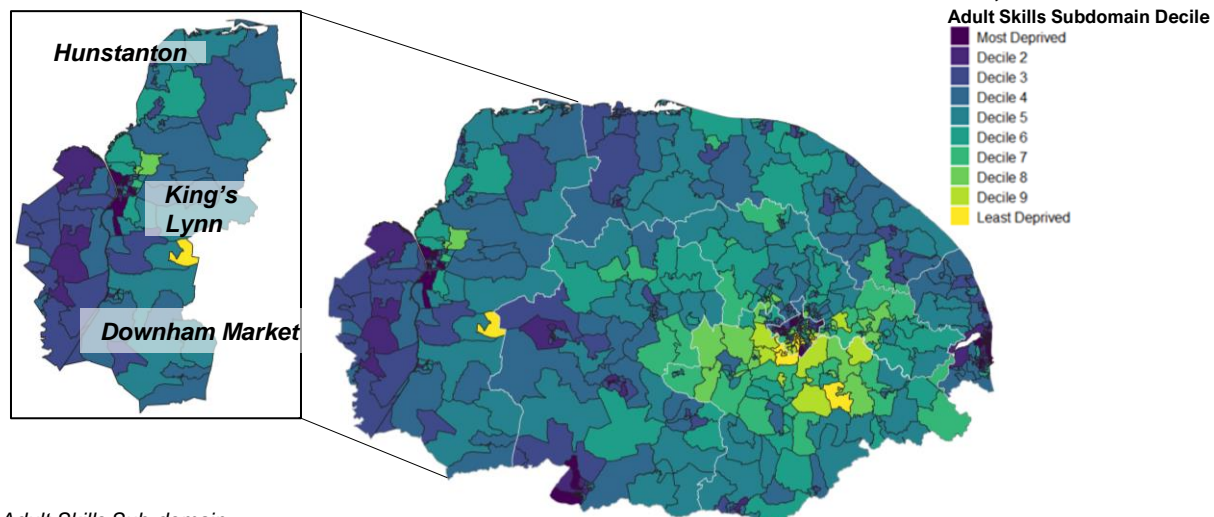
Challenges

- 4.5% NEET, higher than national and Norfolk averages
- Limited education infrastructure – cold spot for HE provision
- Below average percentage of people with level 4+ qualifications – 30.3%, compared to 33% in Norfolk and 43% in England
- 6.7% of the working age population have no qualifications – on par with regional and national averages
- Second highest levels of economic inactivity in Norfolk (22.1%), higher than national and regional averages
- Lack of skillset locally to support local sectors

Education, Skills and Training IMD Deciles for Norfolk LSOAs, 2019



Adult Skills Subdomain IMD Deciles for Norfolk LSOAs, 2019



Direction of travel?

If this is left unchanged:

- Limited infrastructure through which to provide higher-skilled training
- Our residents will continue to lack the qualifications necessary to obtain higher-skilled, higher-paid jobs
- Economic inactivity rates will remain high
- Lack of hospitality skillset locally to support visitor economy sector will harm the sector in the long run, as it will fail to keep up with sustained local demand

Implied result?

- Businesses will struggle to take up training necessary to improve skills and productivity
- Higher-skilled industries and businesses, which tend to be higher growth, will continue to locate outside the borough, where they can access the necessary skills supply
- Young people seeking better educational opportunities or high-skilled work will leave the borough



Skills and Knowledge

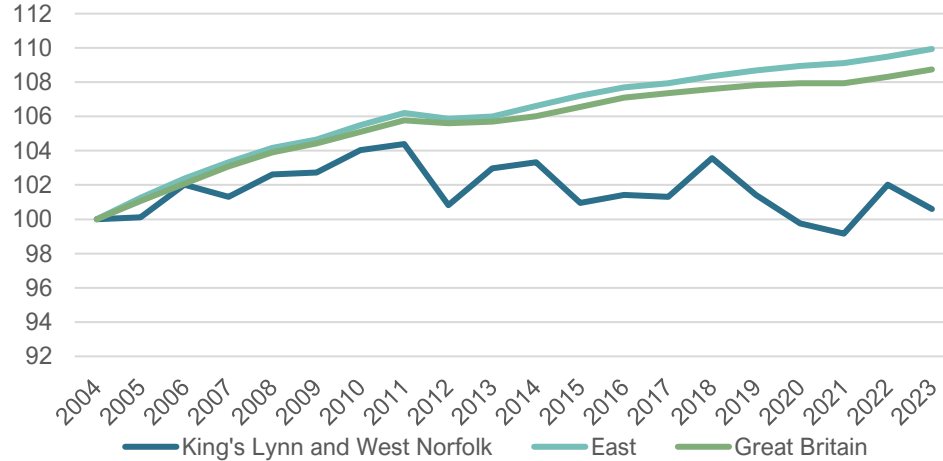
Enterprise Capital



Our inter-related embedded trends, which we must disrupt to drive a different direction of travel in the future:

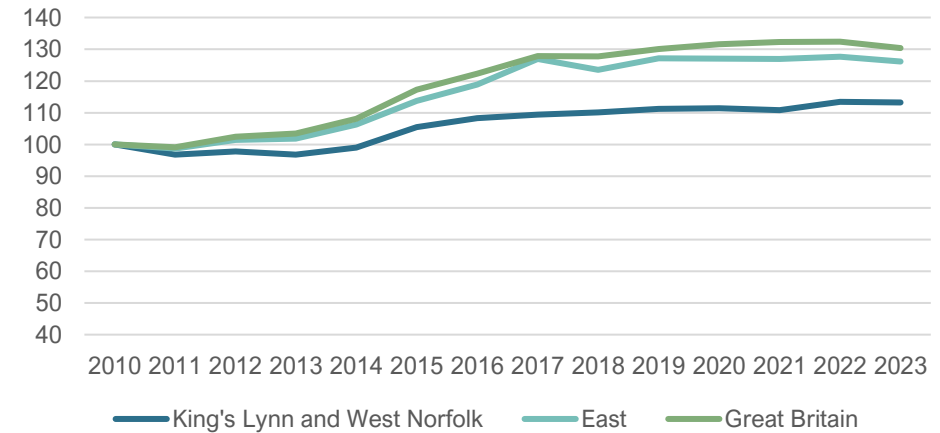
Steep decrease in working age population

Indexed change in working age population 2004-2023



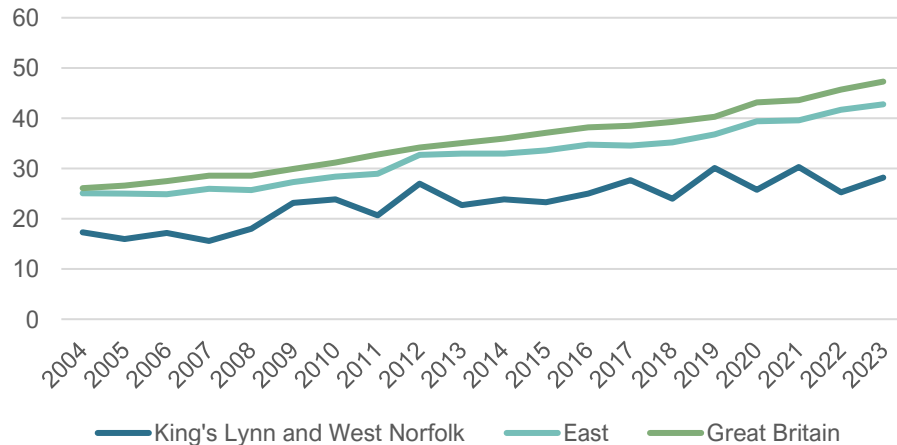
Smaller business base

Indexed change in number of businesses



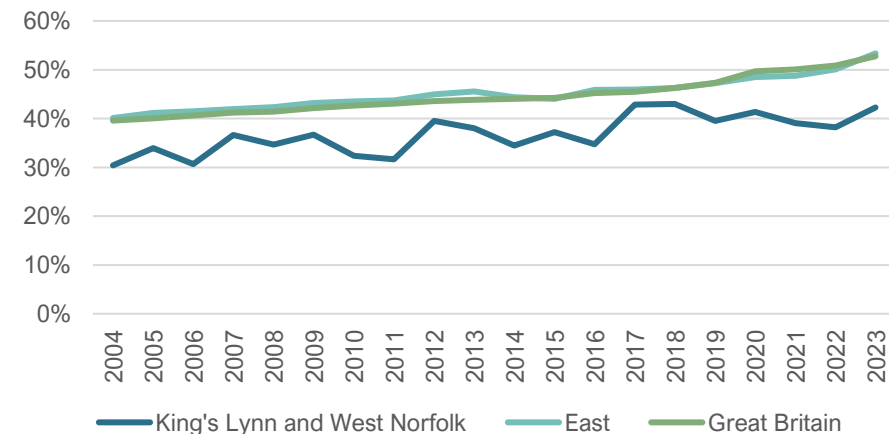
Fewer residents with higher level skills

Proportion of residents with L4+ skills



Restricted labour market for senior and professional roles

Proportion of jobs that are SOC 1, 2 or 3





Enterprise Capital

Where are we now?

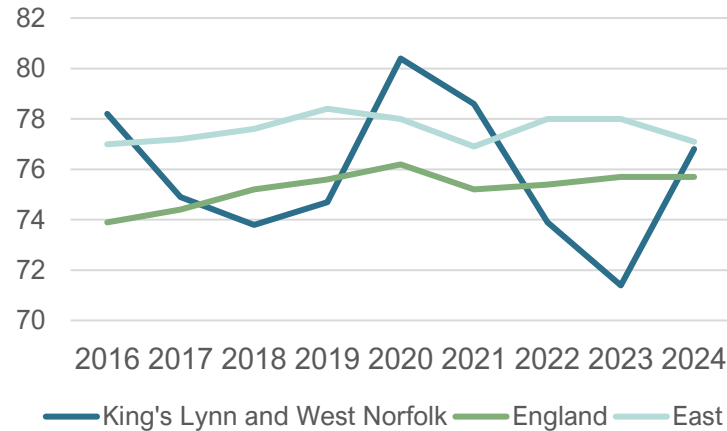
Strengths

- Most productive sectors are Energy and Adv. Manufacturing and Engineering
- Advanced Manufacturing and Engineering has the highest GVA (£530m, c.28% share)
- 70.7% of people live and work in KLWN
- Decline in percentage of people providing <19 hours of unpaid care/week from 2011-21
- Creative and Cultural sector has grown across multiple measures in the last 5 years

Challenges

- Jobs density below regional and national averages
- Lower proportion of employment in high skilled occupations
- GVA per hour worked less than UK average
- Loss of working age population relative to over 65s
- Unclear landscape for start-up/ business support
- Shortage of commercial/ industrial space
- Struggles for town centre businesses around decreased footfall, car parking, restrictions on heritage/listed buildings

Employment rate (%) since 2015



Observations

- **Only 20% of employment, businesses, or GVA comes from growing sectors.** Almost 50% of jobs are in declining sectors, and our growth sectors are not highly specialised.
 - Agri-Food is particularly worrying – in KLWN it is standing still, whilst areas around it move forward
 - Our foundational sectors make up 40% of total jobs
- **KLWN's economy lacks specialisation** in any significant concentration, beyond Agri-Food. Manufacturing and Construction are more specialised, but not to a large extent. The wider story of the economy is one of under-representation or having no more than you'd expect.
 - Even the visitor economy is no more specialised than the rest of the UK. Beyond a high concentration in Accommodation, the economy is not what you'd expect of a destination town
- **Almost non-existent senior professional tier** - limited incentive to upskill locally, as there aren't employment opportunities for these skills **KLWN's business base is small**, and most businesses are small (very high proportion of sole proprietors). Changing the business base is essential to drive changes in skills demand - there must be jobs that require higher level skills and more varied employment opportunities – at any level. This requires:
 - Business transformation & digitalisation, driving re-/up-skilling
 - Businesses to scale-up and create new job opportunities
 - Business to start in, or re-locate to, the area
- **Under-represented in 'modern service economy' activities** - some of the highest value-added jobs: professional services, admin services, digital, science & technology, but can build on growth in Creative and Cultural sectors



Productivity (GVA per hour worked)
King's Lynn and West Norfolk: £32.5
 Norfolk: £32.9
 UK: £37.7



Average gross weekly pay
King's Lynn and West Norfolk: £589
 Norfolk: £588
 England: £645



Business 3-year survival rates*
King's Lynn and West Norfolk: 63%
 Norfolk: 63%
 England: 56%

*Based on 2019 births

**Local Units – individual sites, e.g. including all operating sites of chain businesses



Enterprise Capital

Our growing, declining, and static sectors

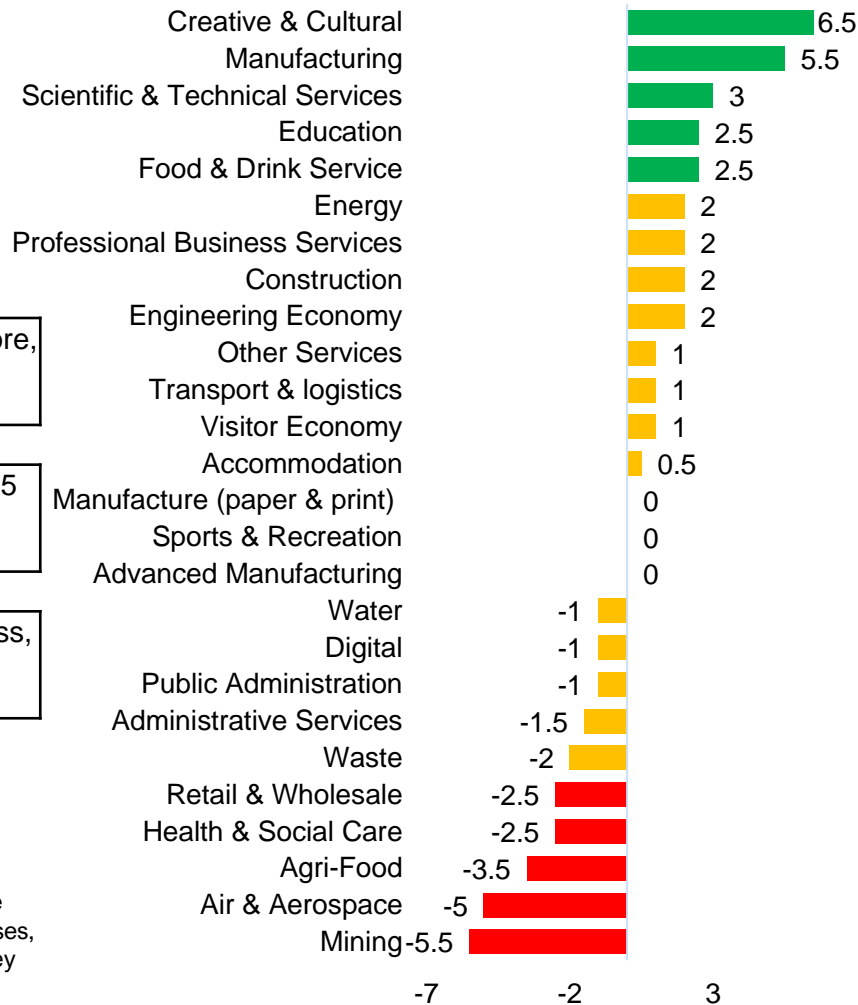
The Food and Drink Service, Education, Scientific and Technical Services, Manufacturing, and Creative and Cultural sectors have all seen growth across multiple measures in the last 5 years.

Growth index score of 2.5 or more, sector has seen growth across multiple measures.

Growth index score between -2.5 and 2.5, growth has been relatively static or mixed.

Growth index score of -2.5 or less, sector has seen decline across multiple measures.

Note: This measure reflects sectors that have seen the most growth in 5 years across five measures: businesses, employment, GVA, productivity and specialisation. They may not be most productive or most specialised.



Direction of travel?

If this is left unchanged:

- Many of our sectors are static – not growing nor declining - and most of our businesses are not on a growth trajectory. If left unchanged, key sector strengths will remain static, or may decline
- KLWN will continually retain lower-skilled jobs, as high-skilled jobs locate elsewhere
- Continued lack of commercial/industrial space - businesses will struggle to relocate to KLWN
- This, combined with low job density means productivity will remain below the UK average
- Trend towards hybrid working could mean that people working in higher-skilled roles can move to the area bring their job with them. This would impact the resident population skills profile, but not do anything for the workplace population.
- Limited local employment opportunities drive diminishing working age population, as people must move outside the area for work
- Risk with ‘traditional’ manufacturing being the highest specialism within manufacturing in the borough - automation, offshoring

Implied result?

- Economy and residents will continue to miss out on high skilled opportunities
- We will fail to attract and retain those seeking higher-skilled work - there are too few jobs at this level, so even if there is one – it’s risky because if that doesn’t work out, other options are limited
- Productivity will remain low, and we will struggle to grow our economy, realise our full potential



Enterprise Capital

Our growing and declining sectors – summary statistics

The Food and Drink Service, Education, Scientific and Technical Services, Manufacturing, and Creative and Cultural sectors have all seen growth across multiple measures in the last 5 years.

Sector	Employment	Employment CAGR	Businesses	Business CAGR	GVA (millions)	GVA CAGR	Productivity	Productivity CAGR	Average concentration	Concentration Growth
<i>Creative & Cultural</i>	845	7%	140	3%	£ 34	17%	£ 40,006	9%	0.50	17%
<i>Manufacturing</i>	2,750	2%	185	1%	£ 266	5%	£ 96,905	2%	1.26	8%
Scientific & Technical Services	695	-1%	265	3%	£ 21	1%	£ 30,729	3%	0.68	13%
Education	4,625	0%	80	3%	£ 161	2%	£ 34,773	2%	0.87	8%
Food & Drink Service	5,055	7%	330	2%	£ 97	3%	£ 19,184	-3%	1.13	6%
Construction	4,310	3%	1,045	3%	£ 258	2%	£ 59,861	-1%	1.36	4%
<i>Energy</i>	130	2%	10	15%	£ 4	-6%	£ 33,723	-9%	0.68	49%
Professional Business Services	3,705	2%	495	3%	£ 490	0%	£ 132,239	-1%	0.57	8%
Other Services	1,995	-3%	350	2%	£ 66	3%	£ 32,936	6%	0.79	-7%
Transport & logistics	2,035	2%	265	4%	£ 58	-1%	£ 28,710	-4%	0.83	-2%
Accommodation	1,565	2%	100	9%	£ 30	-2%	£ 19,184	-3%	2.06	19%
Advanced Manufacturing	1,605	1%	45	0%	£ 118	0%	£ 73,451	-1%	1.09	4%
Manufacture (paper & print)	315	-5%	20	0%	£ 36	-3%	£ 113,936	2%	1.04	-2%
Sports & Recreation	710	-10%	75	-1%	£ 19	2%	£ 26,744	14%	0.76	-31%
Digital	545	2%	135	-3%	£ 27	1%	£ 49,790	-1%	0.32	1%
Public Administration	1,930	-4%	80	4%	£ 227	-5%	£ 117,617	-1%	2.79	5%
Water	400	23%	5	-13%	£ 13	14%	£ 33,723	-8%	2.40	-18%
Administrative Services	2,950	2%	240	0%	£ 72	-3%	£ 24,320	-4%	0.75	8%
Waste	195	-7%	25	11%	£ 7	-14%	£ 33,723	-8%	1.14	8%
Health & Social Care	9,795	2%	150	-5%	£ 293	-1%	£ 29,913	-2%	0.93	-3%
Retail & Wholesale	7,450	2%	670	0%	£ 218	-3%	£ 29,226	-4%	1.15	2%
Agri-Food	9,970	0%	870	-2%	£ 522	0%	£ 52,344	0%	2.01	-8%
Air & Aerospace	210	-8%	10	-13%	£ 13	-8%	£ 62,975	-1%	0.78	-41%
Mining	75	-7%	-	0%	£ 3	-14%	£ 33,723	-8%	0.40	-26%
Total	63,500	1%	5,665	1%	£ 3,062	0%	£ 48,220	-1%	1	0

Note: This measure reflects sectors that have seen the most growth in 5 years across five measures: businesses, employment, GVA, productivity and specialisation. They may not be most productive or most specialised.



Institutional Capital

Where are we now?

Strengths

- King's Lynn Town Deal Board – a collective that encompasses a wide range of firms, civic and community organisations, elected councillors, and anchor institutions, including representatives from Queen Elizabeth Hospital, Chamber of Commerce, and the College of West Anglia (CoWA)
- Long Term Plan for Towns in King's Lynn
- Norfolk Devolution
- Business Improvement District (BID)
- King's Lynn Enterprise Park
- Local Nature Recovery Strategy (in development)
- Norfolk Floods Strategic Alliance
- CTAP Programme
- Connections with Norfolk Economic Strategy (in development)
- Skills Group

Challenges

- Upward trend in temporary accommodation
- Lack of day-to-day support for small businesses
- Decline in cases of homelessness prevention
- Cost of parking perceived as a barrier to people utilising the town centre. Car parking is a contentious issue, which diminishes institutional capital.



Direction of travel?

If this is left unchanged:

- Increasing trends towards Devolution mean many more powers will be delegated at the County level and targeted investment happening at local level
- Town Deal Board provides a framework to build off of for future collaboration
- There is a very active and engaged community infrastructure, as evidenced by extensive engagement in this Strategy development process. The Council is developing this plan, but broader institutions across the area need to come together around it

Implied result:

- With this Strategy, the Council has the opportunity to build its institutional capital by linking together local institutions which have a stake in the future of the borough (ex. Anchor institutions and stakeholder organisations)
- Increased opportunities to address local issues effectively through stronger local decision-making and resource allocation.
- Collaboration with neighbouring areas will be strengthened, allowing us to see the wider regional picture and work together on common goals.
- Greater power in lobbying for major changes where needed, such as improvements in transport infrastructure and services (i.e. rural transport).

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

