

King's Lynn Neighbourhood Board meeting – 28.11.25

Title: Pride in Place Programme (PiPP): Governance, Delivery and Community Capacity Building Approach

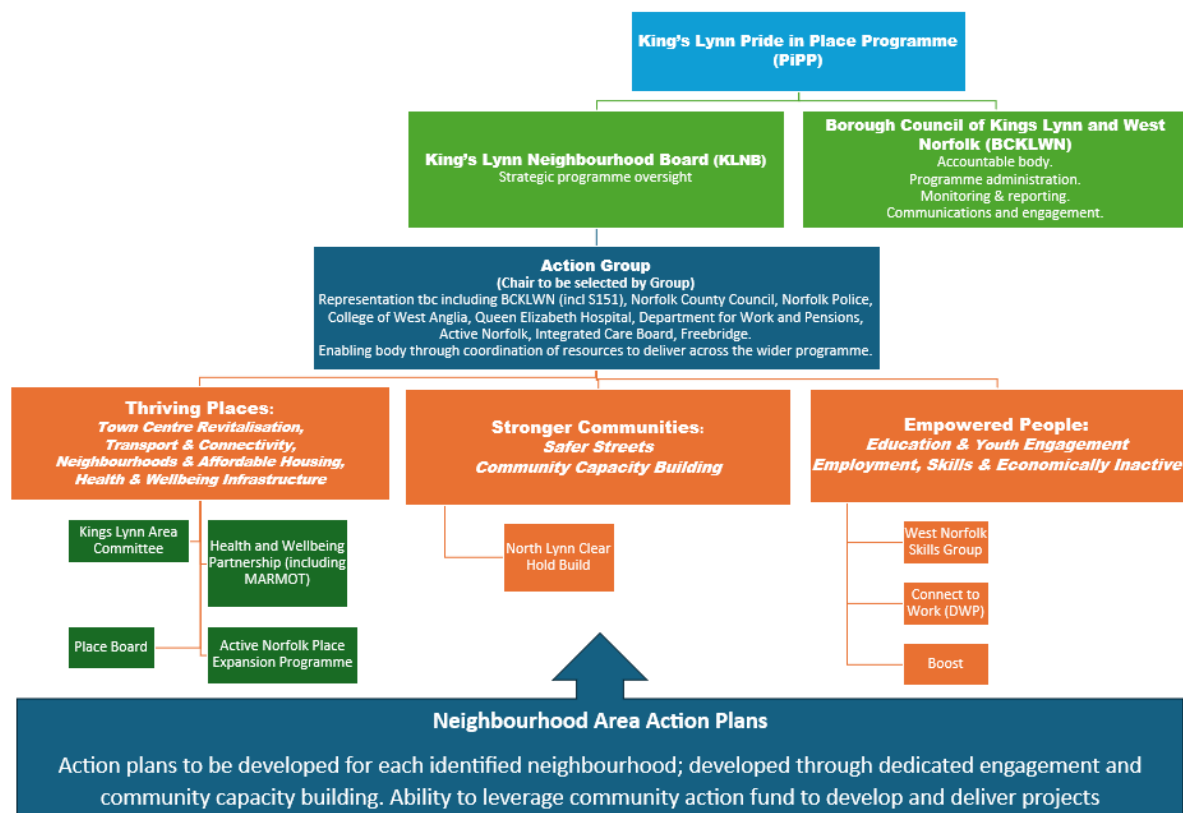
1.0 Background

The Pride in Place Programme (PiPP) Regeneration Plan, which comprises the Ten-Year Vision and the Four-Year Investment Plan, sets out the high-level organisational structure and delivery approach for management of the PiPP programme for King's Lynn over the period 2026-2036. This report sets out options for the detailed governance and delivery model.

2.0 Governance Structure

A version of the below diagram is included within the PiPP Ten Year Vision to set out the collaborative partnership driven model of support to enable the KLNb to deliver a coordinated and impactful scheme in King's Lynn. The KLNb is responsible for the overall strategic direction of PiPP implementation, guiding the local delivery of regeneration projects by agreeing the vision and overseeing how funding is directed, with the Borough Council working as the Accountable Body, ensuring legal and financial compliance.

Due to the number of other programmes and initiatives also underway for King's Lynn, it is proposed that Delivery will be coordinated through an **Action Group**, comprising key partners with sector expertise to coordinate work and resources across programmes, informed by dedicated Community Area Groups (previously referred to as working groups) and reporting back to the KLNb to lead the development of action plans for the priority neighbourhoods.



3.0 The Action Group

In the development of the PiPP Regeneration Plan the need was identified for the establishment of an Action Group to coordinate delivery for both the PiPP and complementary local schemes such as Sport England Place Expansion Partnerships, Connect to Work, Boost, King's Lynn Transport Strategy, the New Hospital Programme, and the NHS Ten Year Health Plan, all underpinned by the overarching Marmot principles. The Action Group will bring together sector-specific expertise and resources into a forum which will enable collaboration across multiple agencies, ensuring that programme delivery is coordinated and co-designed with stakeholders, and is consistent, efficient, and impactful to achieve shared outcomes. The group aim will facilitate PiPP delivery, in line with the strategic direction set by the KLNB, and the other forementioned programmes to ensure the avoidance of duplication, connecting objectives and identifying scaling up where possible to maximise resources and local impact.

The high-level approach for how this will work has been developed following discussions with the community, partners and stakeholders and has been set out in the PiPP Ten Year Vision. A scoping workshop with initial representation invited from the Borough Council, Community Action Norfolk, Norfolk County Council, Norfolk Police, the College of West Anglia, the Queen Elizabeth Hospital, the Department for Work and Pensions, Active Norfolk, the Integrated Care Board and Freebridge will be held early December to discuss and establish the detail of how this group could operate, the potential scope, membership and the roles and responsibilities for group members to subsequently inform the Terms of Reference, with an intention to standing this group up in early 2026. Further details on this will be brought to KLNB once developed further.

4.0 Neighbourhood Area Action Plans and Area Community Groups

As set out in the Regeneration Plan, Town Centre Repurposing and Community Capacity Building and Assets are priority projects which will need to be developed further for the identification of final funding allocations in the 4-year investment period. These will need to be developed and generated through the King's Lynn masterplan and neighbourhood area action plans (NAAP).

The successful creation and implementation of NAAPs is dependent on community engagement to encourage an inclusive local voice. It is proposed that key community organisations in each area would be best placed to draw out this community voice at a grassroots level and that well known organisations should be identified within each area to spearhead this process.

These organisations would be tasked with bringing together a group of their key community representatives to form five area community groups which will both feed into the development of area action plans and enable wider community collaboration to action change by applying

the principles of [Asset Based Community Development \(ABCD\)](#). Each neighbourhood has varying levels of assets and active community organisations, however the common asset throughout are the Churches.

It is proposed to start initial conversations with the Church clergy and ward members for the 5 areas to identify those lead community representatives to commence that initial community asset mapping (people and resources) with a view to identify the resources required to lead the process of setting up the area groups (or utilising any that are existing). This will include the covering of engagement costs such as advertising, room hire, catering and event / activity materials.

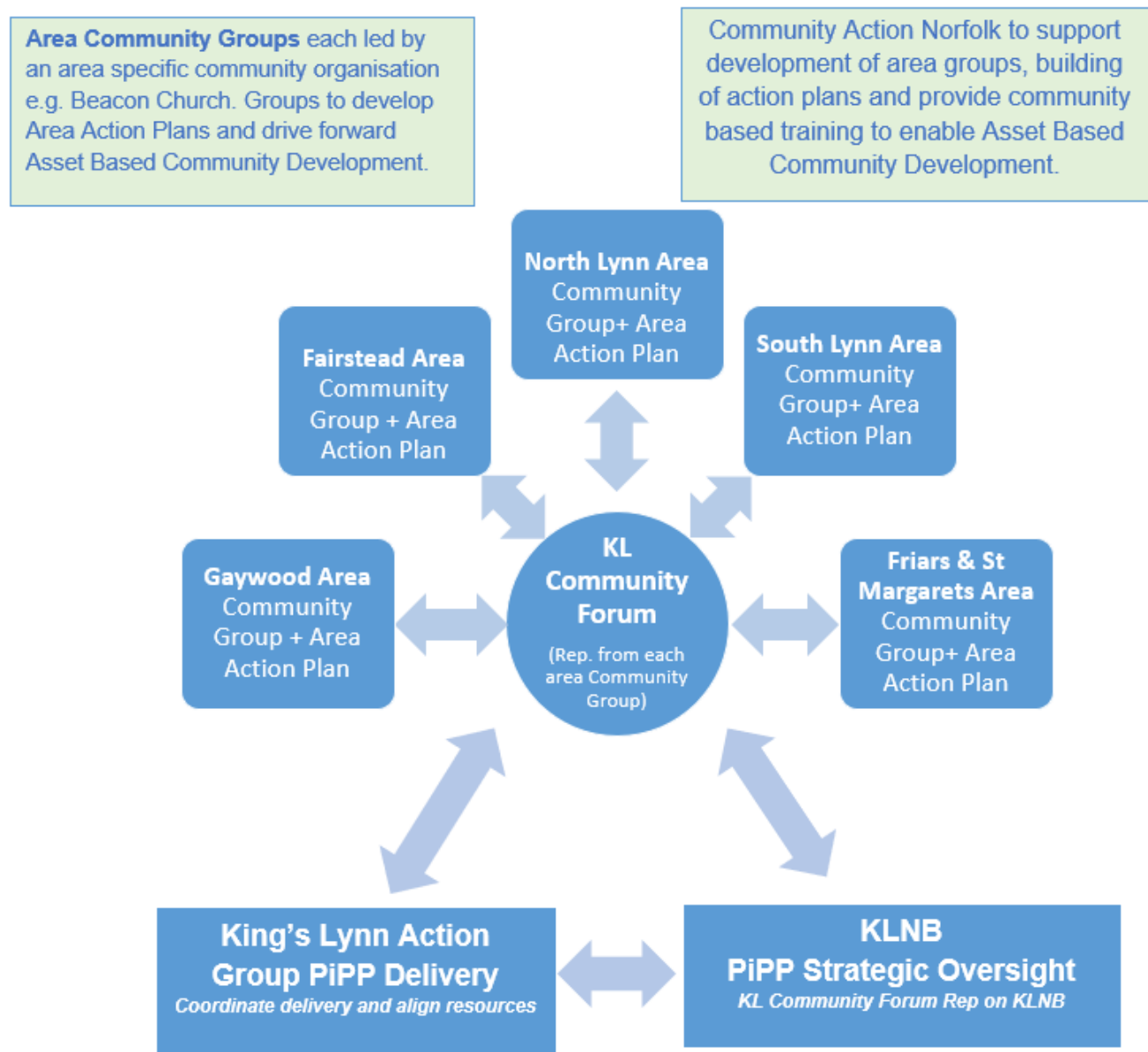
Both the Action Group and the area community groups will operate independently of the KLNB and the PiPP but will work to deliver the shared PiPP agenda. Each layer of representation will involve differentiated membership to avoid conflicts of interest.

5.0 Capacity Building Support for Neighbourhood Areas

Community Action Norfolk (CAN) has offered to work to provide the ‘backbone’ of this process by providing initial hands-on support for community representatives through the provision of training, resources and guidance based on the ABCD model, with a long-term goal of empowering the groups to deliver and develop impactful and self-sustaining community development work without CAN support. A costed proposal for this process will be brought to KLNB in January 2026 if the delivery principles are supported.

There will be an opportunity for area community groups to network and link together through a central Community Forum which would be comprised of representatives from each area group including representation from young people; this approach continues from the ‘Community Conferences’ we held this year. This forum would operate as a light touch group with learning and sharing at its core and would enable each area to provide support to each other through the coordination of aims, networking with King’s Lynn wide organisations, sharing of ideas, accessing of support and pooling of resources. The forum would provide a direct link to the KLNB through a two-way feedback loop to enable community groups to guide PiPP investment priorities and inform strategic decisions to ensure they truly reflect local need.

It is envisaged that a minimum of one Community Forum representative would sit on the KLNB to provide this direct link. This would be an opportunity for community members only, not for elected Councillors. The diagram below sets out how this could work.



6.0 Delivery

Area Action Plans should follow the timeline of the PiPP programme with initial proposals focused on delivery in the 2026-2030 period. At key points in plan development the overarching Action Group will be asked to review proposals and to provide feedback to area groups to ensure that the plans are deliverable, incorporate existing opportunities and schemes and are aware of available assets and match funding which could enable sustainable plan implementation. The proposed Community Asset Review as set out in the four-year investment plan will feed into the area action plans to identify strengths and opportunities for improvements. The KLNB will review and sign off Area Action Plans and apply these alongside PiPP guidance to guide strategic decisions. It is anticipated that the initial setting up of community area groups and the development of the subsequent action plans will take much of the first delivery year

(2026-2027), with community involvement and project delivery gaining momentum over that period and extending into the following three years of Investment Period 1.

Action plan reviews would be necessary before the end of the first PiPP investment period to set out updated proposals for submission to MHCLG to set out intentions for Investment Period 2 (2030-2033).

This process is intended to create robust, deliverable and sustainable area plans which will work as frameworks to enable ABCD by supporting communities to identify their local assets and strengths and in applying these to secure investment and resources needed from outside the community to enable local community development. As part of this process, if agreed by KLNb, the Action Group would receive Asset Based Community Development training.

7.0 Community Action Grant Scheme

The launch of a community action grant scheme (grant name to be determined), as set out in the four-year vision as part of initial capacity funding investment, will provide grant funding opportunities for community led projects to develop and once approved, implement their Action Plans under the 4-year investment plan priority 'Community Capacity Building and Assets.'

Development of the terms and conditions for a community action grant scheme will be undertaken by Council officers in liaison with the KLNb and more details on terms of grant possibilities are planned to be brought to the KLNb in January 2026, encompassing options and processes of evaluation, award and monitoring for both small grassroots projects and larger more complex proposals. To inform the development of scheme details the Borough Council requests the KLNb to consider two options for delivery of the community action grant fund:

1. **Delivery via the Borough Council.** This would require the setting up of a robust PiPP specific grant application process including the establishment of an online application form, advertising, application screening and due diligence, legal input to develop appropriate terms and conditions of award and procedures for grant payment and monitoring. As the accountable body the Borough Council has a clear understanding of the PiPP scheme as demonstrated through leading the development of the Regeneration Plan documents and the development of policies and procedures to support scheme delivery. The undertaking of the grant scheme would be an extension of the programme delivery process, but additional proportional costs may be required from capacity funding to cover costs for external IT applications such as due diligence checks.
2. **Third Party Delivery:** delivery of the grant scheme via a third party. For example, [Norfolk Community Foundation \(NCF\)](#) (10% delivery fee) or Community Action Norfolk (cost not yet known). These organisations already work with the Borough Council in the delivery of a variety of funding and community support initiatives and have processes in place to

deliver community grant schemes and are a known resource for communities to access information and funding opportunities. Should this be the preferred delivery route the Accountable Body will work with the third-party delivery agency to ensure that all necessary due diligence requirements are incorporated into programme delivery procedures.

8.0 KLNB Delivery of Identified PiPP Capital Priority Projects 2026-2036

The PiPP Four Year Investment Plan identifies the three priority capital projects for delivery from 2026-2036. The KLNB role in the delivery of each of these projects is proposed below.

St George's Guildhall and Creative Hub

- Creation of community and public spaces as part of the wider restoration project
- Amount of PiPP capital funding allocated: £2,500,000
- Project status: In delivery

Proposed KLNB role: As the St George's Guildhall and Creative Hub project is already in delivery via the Town Deal programme it is anticipated that the KLNB would operate a continued Monitoring and Evaluation role in the strategic oversight of Town Deal and PiPP investment.

Riverfront Phase 2

- Riverfront public realm and green spaces to support community health and well-being.
- Amount of funding allocated: £2,073,281.50 (£73,281.50 capacity funding and £2m capital funding)
- Project Status: In development

Proposed KLNB role: As the Riverfront phase 2 project is in development the KLNB will play a strategic oversight role in the approval of final allocation of funding at gateway stages. It is proposed this would follow a 5 case HM Green Book Business Case approach in line with the Council's approach to progression of capital projects.

Town Centre Repurposing

- Enabling transformation of underused and neglected buildings, sites and areas.
- Amount of funding allocated: £325,000 (£25,000 capacity funding 26/27, £300,000 capital funding 27/28)
- Project Status: In development

KLNB role: As the Town Centre Repurposing project is currently in development the KLNB will provide an advisory role to the project development phase to ensure that the strategic objectives of both the PiPP and area action plans are met. Once further feasibility through the masterplanning and area action planning is undertaken, options will be brought to the KLNB on routes for delivery against this priority area before funding is allocated, which would also follow a 5 step Business Case approach.

Decision required

The Board is asked to

1. Note proposals for Action Group establishment and provide feedback ahead of scoping meeting.
2. Support the identification of key community organisations to spearhead 'area community groups'.
3. Approve in principle the allocation of resources to the selected organisations to establish community groups and build Neighbourhood Area Action Plans.
4. Approve in principle the allocation of resources for a third party such as Community Action Norfolk to support 'area community groups' and Neighbourhood Area Action Plans.
5. Consider the two community grant delivery options outlined in section 7.0 so the accountable body can return a detailed recommendation on this at a future meeting.
6. Approve in principle the outlined approach for the KLNB in the delivery of the priority capital projects for 2026-2030.

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