



Report to King's Lynn Neighbourhood Board

Report title: Pride in Place Programme Conference Feedback

Date: 17 February 2026

Background

Representatives of the KLNb were invited to attend network conferences hosted by MHCLG during February. This was an opportunity to find out more about the Pride in Place programme from MHCLG, connect with other areas in the network and learn from the experiences of what went well and what was challenging in the delivery of previous neighbourhood-based, resident-led programmes.

This report summarises the feedback from the KLNb representatives who attended the following networking conferences.

- 4 February 2026, Leeds - Jemma Curtis, Adam Taylor
- 12 February 2026, London - Vicky Etheridge, Carly West-Burnham

At the meeting, KLNb representatives would like to reflect with the wider Board on the key learnings from the event and discuss actions and next steps the KLNb need to progress.

Summary

1. Phase 1 towns are very different to Phase 2 neighbourhoods. Phase 1 places are predominantly towns and wider neighbourhood areas. Phase 2 is focused on specific neighbourhoods (i.e. places equivalent to size of North Lynn only) – this makes this a challenge to apply the model (and funding) across all the neighbourhoods in King's Lynn to achieve the same level of impact that phase 2 places have the opportunity to.
2. We have a great board and a great chair, with key, committed partners around the table. However, a significant shift in governance approach and mindset is required to move towards the Asset Based Community Development (ABCD) model and programme implementation.
3. Think about the programme legacy from the outset – what are the key priorities we want to have achieved after 10 years?
4. Aligned methodology on consultation and engagement across all partners would be hugely beneficial.
5. Horizon scanning for the KLNb is now critical to understand and work through how the model can be applied at a town wide level across a number of neighbourhoods
6. Investment approach is key to achieve long term outcomes and success beyond the 10-year programme
7. Investment in capacity building crucial to programme development and delivery – we are on the right track with our proposed approach to date with the Clergy (building on the existing community anchors)

Next Steps

1. KLNb Workshop on application of ABCD in King's Lynn
2. KLNb to agree legacy priorities.



3. KLN to work through future governance options over the next 4-6 months as other external factors also become clearer (i.e. LGR, Town Council etc).
4. Investment approach/decisions going forward needs to place greater consideration and weighting to legacy and leveraging on other services/programmes/funding.

Detailed Conference Feedback:

1. Introduction – Investment in Social Capital

Purpose

- Investment in social capital to:
 - Increase ownership within communities
 - Strengthen cohesion and inclusivity

Principles

- Local authorities (LAs) are not solely responsible for funding decisions
- Communities have greater control over spending
- Community-led delivery model (to be developed over 3 years)
- Condition/reassurance on local engagement to shape the plan
- Focus on long-term, preventative, supportive approaches

Neighbourhood Networks

- Network for neighbourhoods to:
 - Build community leadership
 - Provide technical guidance
 - Share good practice
 - Build connections

Support Structures

- Clear roles and responsibilities
- MHCLG oversight: Can broker solutions and provides oversight rather than delivery

Process

- Shift towards a community-led model
- Roadmap to be provided:
 - Step-by-step guidance
 - Options for how to get there

2. Building Strong Partnerships

3Ni – National Network for Neighbourhood Improvement

- Framework to support neighbourhood improvement

Partnership Working

- How services work together / collaborate to deliver against resident needs

Needs and Results

- Needs-led approach
- As a result, improvements on IMD measures have results. Some.
 - Can be achieved with little or no new resources
 - Wider benefits come from changing systems



- Improved service delivery can benefit a wider area

BIG Local Funding - Significant local funding allocated in 2017; lessons learnt now published

<https://www.learningfrombiglocal.org.uk/>

Resident Experience

- Resident experience can challenge, sense-check, add context to the data

Resident Engagement

- Engagement through an ABCD (Asset-Based Community Development) approach

3. Operational Approach & Collaboration

Operational Practice

- Operational staff:
 - Engage directly with neighbourhoods
 - Help find solutions and resources
- If something cannot be done - explain why
- Doing things differently:
 - Supporting communities to do things for themselves

Collaboration

- Strength of collaboration is key
- **Local Authority role:**
 - Deliver levers and interventions
 - Community / resident voice must be central in decision-making
- Potential conflict when building on existing community-led programmes vs. PIPP

Capacity Building

- Capacity building and upskilling
- Role of the LA:
 - Structures
 - Ways of working
 - Supporting residents to understand; how systems work & how decisions are made

Capacity to Deliver

- Ensuring communities have the capacity to deliver
- Understanding where support is needed

Capacity and Role of Third Sector & Public Services

- Capacity of the third sector and other public services (e.g. police, health).
- Trusted local relationships with strong knowledge of local needs.
- Social progress underpinned by the measurement of data and outcomes.

Delivery Models and Structures

- Example; Anchor organisation in Leeds providing a hub-and-spoke model to support communities.
- Delivery through an Asset-Based Community Development (ABCD) approach.



- Local Authorities act as enablers rather than direct service deliverers.

Business and Investment

- Role of the business community in supporting development and investment.
- Focus on generating future income for the Voluntary and Community Sector (VCS).
- Move beyond short-term grant funding towards longer-term programmes.
- Leverage PIPP to generate future income streams.

Governance and Accountability – consideration to the following required.

- Young Leaders Board.
- Community Management Boards.
- Regular check-ins to identify and address what is not working well.

Governance, Funding and Community Enablement

Membership and Safeguarding

- Neighbourhood Board (NB) membership includes community representatives, subject to vetting and due diligence.
- DBS checks are recommended for relevant roles.

Capacity and Support

- NBs to provide meetings and support.
- LA to provide secretariat and capacity funding.
- Funding support from PIPP during initial years.

Programme Management and Challenges

- Challenges identified from the session around using PIPP for Local Authority programme management.

Community Enablement

- Community wardens are a critical role in supporting and enabling the community.

Funding Alignment and Investment Approach

- Mayoral funds: consideration of how these could align with existing plans.
- Social value obligations of Local Authorities to support delivery, in addition to regeneration plans.
- Leveraging other resources where possible.

Programme Legacy

- NB responsibility for legacy and sustained engagement beyond the programme - not about spending down the investment money but to invest to ensure it gives into the future too
- This programme is designed to make connections and create change not about improving assets
- Tension between capital and revenue percent split that MHCLG are welcoming to hear proposals of change if we think that's needed
- This is about long term legacy not a funnel for existing programmes of capital build governance capacity in organisations and communities that will benefit from the investments success should enable levering in other investments from funders, but this takes ground work



4. Community Support, ABCD and Infrastructure

Support and Infrastructure

- Providing support infrastructure for communities.
- Start with community needs not assets needs

Connecting Services and Communities *[e.g. through our VKL Operational Group]*

- Acting as a conduit between statutory services and community voice.
- Brokerage role between partners.
- Strengthening local capacity.
- Supporting and enabling volunteering.

Community Power and ABCD

- Community power using an ABCD (Asset-Based Community Development) approach.
- Recognising what communities can do and already do well.
- Understanding what communities can do themselves versus where expert help is needed.

Neighbourhood Boards (NBs)

- Journey of the Neighbourhood Boards: identifying where support is needed.
- Enabling and supporting the process.
- Shining a light on gaps in local networks and unmet needs.
- Consideration of physical spaces and hubs (e.g. community centres).
- Too much flexibility is overwhelming for boards potentially

Local Anchor Networks and Community Capacity

Local Anchor Networks

- Local anchor networks with community anchors sharing experience, learning and knowledge.
- Learning from existing community organisations and groups.

Social Prescribing

- Use of social prescribers.
- Consideration of where social prescribing roles should be located.

National and External Support

- Community Foundation: national-level support for MHLG.
- Support through philanthropic and private sector investment.

[Note: need to consider how we engage Norfolk Community Foundation in the programme]

Capacity Funding

- Using capacity funding to support people and mentors.
- Investment in coaching and training.
- Paying for time to enable participation.

Community-Led Research and Support

- Community-led researchers.



- Local Authorities to serve the Neighbourhood Boards initially (first 2–3 years) until communities are ready.
- Flexible approach tailored to individual areas.

5. Partnership, Collaboration and Community Assets

Partnership and Collaboration

- Partnership and collaboration are key to success.
- Capacity building for young people to become future leaders.
- Opportunities to align with NHS long-term neighbourhood health plans.
- Voluntary and Community Sector (VCS) can influence decision-making at a local level.

Community Power and Influence

LGR impact: ensuring the community remains central, with power staying with local people. *[note: briefing to cabinet and CLT required on how to weave this thinking into LGR readiness plans, particularly regarding assets, proposed Town Council etc]*

- Supporting communities through periods of transition.

Key Questions Raised

- How to influence other partners effectively?
- Clarification needed on who NAVCA is and their role.

Community Asset Transfer

- Community Asset Transfer considerations.
- Understanding what communities want and how assets will be used.

6. Supporting Wider Community Involvement in Plans and Decisions

Community Involvement and Participation

- Supporting wider community involvement in plans and decision-making.
- Centre for Action and Participation approach.
- Ensuring open access and participation, including support for those with additional needs.

Community Hub Activity Ideas

- Focus on developing long-term relationships.
- Example of Community library projects; stories and poems capturing lived experiences.
- Concern that some groups remain consistently underrepresented despite good intentions.

Community hub activities including café provision and advice sessions.

- Food pantry and warm space provision.

[note: opportunity to build on work of Purfleet Trust and Beacon]

Inclusive Engagement

- Care group: engaging individuals who may be less confident in participation but have the time to engage.
- Use of a community census or community dinners to gather views.
- Asking residents what is happening in the community.
- Identifying priorities and what needs to be focused on moving forward.

Place-Based Examples - North End Birkenhead.

- Save the Streets – working with the police.



- The Community Development Trust acting as a bridge between institutions and residents.

Partnerships and Pathways

- Partnership working with residents.
- Creating pathways to education, skills and training.
- Supporting cradle-to-career approaches.
- Building routes to employment and apprenticeships.
- Reducing reliance on support over time.
- Place-based approach to delivery.

Programme Outcomes, Challenges and Engagement Methods

Example Intended Outcomes [as experienced in Birkenhead]

- Improved literacy rates.
- Improved school readiness.
- Reduction in Anti-Social Behaviour (ASB).
- Reduction in the number of children entering care.

Engagement Methods

- Use of trusted connectors within communities.
- Reframing conversations to be more accessible.
- Using questions such as: 'What is life like for you?' and 'What do you care about?'

7. Community Engagement, Governance and Support

Community Engagement

- Core group of committed people already engaged.
- Connected relationships built through others and existing networks.
- Need to reach the wider community and consider how to bridge to those not currently engaged.
- We are responsible for creating trust within our community by naming challenging's
- There is lots of learning from the big local schemes - but be mindful not all is relevant
- we need to be certain on our engagement strategy - a lottery to invite a sample of people in to feed into deeper consultation has been successful for others - people like to win

Governance and Conduct

- Clear distinction between co-production and VCSE governance roles.
- Importance of honesty and transparency throughout processes.

Support for Neighbourhood Boards

- Accessible and practical support for Neighbourhood Boards.
- Easy-to-use guide to governance for community organisations
- Clear explanation of governance for community representatives.

Training and Networks ideas/requests to MHCLG

- Online ABCD (Asset-Based Community Development) training.
- Development of a Chairs' network to share learning and support.