



King's Lynn Pride in Place

Business Case for Community Capacity Building in Gaywood, North Lynn, Fairstead and South Lynn

Version 2.0 FINAL (REDACTED)

April 2026

EXECUTIVE SUMMARY:

This business case proposes a four year, neighbourhood based programme (2026–2030) to strengthen community capacity across Gaywood, North Lynn, Fairstead and South Lynn. The model uses an Asset Based Community Development (ABCD) approach to deliver the Government’s Pride in Place (PiP) mission by empowering residents, building social capital and aligning local services around community led priorities. As the document notes, the programme is grounded in the belief that “communities thrive when they have the power, confidence, and resources to shape their own future.”

Strategic Rationale

The four neighbourhoods experience persistent challenges including fragmented services, health inequalities, low civic participation and limited youth engagement. Despite this, they hold strong community assets particularly through churches and Voluntary, Community, Faith and Social Enterprise (VCFSE) partners with deep relational networks and trusted spaces. These organisations are positioned as anchor institutions capable of facilitating long term, community led development.

The proposal aligns with:

- Pride in Place: strengthening identity, belonging and resident led decision making.
- Marmot Place Programme: focusing on prevention, early help and social determinants of health.
- West Norfolk Family Hub: improving coordination between grassroots activity and statutory services.
- ABCD principles: shifting from “delivering to” communities to “working with” them.

Vision & Outcomes

By 2030, each neighbourhood will have:

- A Community Forum and Youth Forum
- A VCFSE Hub coordinating local partners
- A community owned Neighbourhood Action Plan
- A cross neighbourhood Children’s, Youth & Families (CYF) learning network

Expected outcomes include:

- Increased resident participation, confidence and leadership
- Stronger collaboration across VCFSE and statutory partners
- Earlier access to support and reduced service duplication
- Improved wellbeing and community cohesion
- Community engagement and identification of community leaders to form future independent charitable organisation to lead the PiP programme.

Delivery Model: The programme establishes:

- Lead Community Organisations (Beacon Church, Cornerstone Baptist, St Faith’s Gaywood)
- Community Development Workers (0.5 FTE per area)
- Resident led Community & Youth Forums
- VCFSE Partnership Hubs
- Cross neighbourhood roles including a CYF Development Worker, Marmot VCFSE Lead, and Admin & Communications Support

Community Action Norfolk will host roles, provide ABCD training and support action plan development.

The proposal is seeking £790,997 from the Pride in Place revenue allocation for 2026-30 which will leave a remaining uncommitted balance of (as of March 2026) of £689,143, which will be available to support;

- Capacity building for additional neighbourhoods (i.e. town centre/Friars' area not covered by this proposal).
- Phase 2 delivery to implement the priorities and recommendations of the Neighbourhood Action Plans
- Community grant schemes (for KLNb future agreement)

The model offers strong value for money by leveraging existing assets, mobilising volunteers, reducing duplication and strengthening preventative support.

Implementation & Governance

Phase 1 (2026–27): relationship building, asset mapping, community led action planning

Phase 2 (2027–30): delivery of action plans, resident led initiatives, system alignment and identification of community leaders to form independent charitable organisation.

Phase 3 (2030–36): transition to fully community led delivery

Phase 4 (2036+): sustaining long term community development beyond PiP

Governance includes clear feedback loops between residents, VCFSE partners, Neighbourhood Board, the Vision King's Lynn Operational Group and Marmot/ICB partners, ensuring bottom up system change.

1.0 THE STRATEGIC CASE

1.1 King's Lynn 10 Year Vision

The Ten Year Vision recognises that laying the foundations for successful delivery of the Pride in Place programme for King's Lynn depends on creating stronger, more empowered communities. The key challenges including capacity gaps, uneven engagement, social inequalities, and the need for sustained community involvement are the issues that a bottom-up community development approach is designed to overcome. By placing residents at the heart of planning and delivery, neighbourhoods can build long-term ownership, resilience, and pride in place.

The case for this investment in community capacity building is further underpinned from the findings of the Year 1 marmot Place report for King's Lynn by the Institute for Health Equity (2026), it states;

'Inequalities begin before birth and widen during the early years related to deprivation, poverty, poor housing, limited access to childcare and overstretched maternity and early years services. We were also told about a lack of trust in many statutory services, driven in part by peoples' experiences with services throughout their lives and a pervading view that 'nothing will change', particularly evident among families living in poverty in more deprived areas of the Borough. Stigma, associated with living in poverty and accessing some available services, was also highlighted as a barrier to accessing support and is particularly evident in low levels of educational attainment among children from lower income households. Low levels of aspiration and hope were also repeatedly cited as barriers to young people's educational attainment and employment prospects'

1.2 Pride in Place Asset Based Community Development (ABCD) Approach

ABCD sits very comfortably inside the Government's Pride in Place (PiP) agenda because both approaches are built on the recognition that communities thrive when they have the power, confidence, and resources to shape their own future. The PiP programme is one of the core missions of government, and ABCD provides a practical, grounded way of delivering it at grassroots level to address and overcome some of the systemic issues that has been identified in the 10 Year Vision and Marmot Year 1 report. Research shows that the evidence shows that building soft skills such as leadership, communication, and project management within communities can improve both individual outcomes and the effectiveness of local projects. Delegating decision making to residents further strengthens results by increasing engagement, improving policy targeting, and fostering social cohesion, provided communities receive the right support and inclusive structures.¹

1.3 How ABCD supports Pride in Place

PiP investment should help communities to feel proud of where they live, not just through physical improvements but through a stronger sense of belonging and agency. ABCD supports the core principles of PiP to build local identity and confidence and focuses on what communities already have, not what they lack. Building on local strengths, skills, networks and traditions, ABCD encourages residents to take ownership of improvements through

¹ [Frontier Economics EVIDENCE ON THE IMPORTANCE OF CAPACITY BUILDING AND COMMUNITY LEADERSHIP IN THE SUCCESS OF LOCAL AREAS](#)

community led project design, creating a culture of collaboration and encouraging local problem solving. This aligns directly with the PiP's ambition to ensure investments are more durable and better aligned with local aspirations.

ABCD builds social capital, a key driver of PiP outcomes. Government guidance repeatedly highlights the importance of strong community networks, local volunteering and civic participation and ABCD actively cultivates these by mapping community connectors and informal leaders, supporting resident led initiatives and strengthening neighbourhood relationships. By engaging seldom heard groups and building trust by ensuring communities shape priorities rather than simply being consulted, the quality of local delivery will be enhanced. Resulting increased social capital will directly contribute to improving wellbeing, safety, and community cohesion and, in the long terms, this builds opportunities for empowered residents to take ongoing responsibility and apply local stewardship to maintain assets and improvements that matter into the future, supporting long term behaviour change, not just short term projects.

ABCD is a practical engine for delivering the Pride in Place mission. It transforms PiP's high level ambition of stronger, more confident, more connected communities into real, local action by building on existing strengths, empowering residents, strengthening social capital, supporting community led regeneration and ensuring that investment reflects local priorities.

Examples of ABCD in delivery in King's Lynn via the churches include:

1.3.1 The Pizza Project (North Lynn)

A weekly youth drop in at the Beacon Church in North Lynn, Pizza Projects is a collaborative project between the youth workers in Targeted Youth Support Service, the church and local councillors, delivering a safe space for those between the ages of nine and 18 on Friday evenings, being open to all without any intention to proselytise or requirements on the basis of faith.

As an informal space, it has provided a place where young people to enjoy crafts, computer games, or doing karaoke. Oftentimes, sessions have a direction in learning, with various other organisations also occasionally visiting, raising awareness on a range of the causes that they represent.

Alongside other initiatives that work in North Lynn has resulted in Norfolk Police identifying there as being a "noticeable drop in youth related crime and antisocial behaviour".

1.3.2 Food in School Holidays (FISH)

Food in School Holidays began at Cornerstone Baptist Church in South Lynn in 2024. It has become an important resource to the community throughout the cost of living crisis. This has ensured that healthy food is available in a safe venue for parents to bring their children to during the school holidays.

From the support of Councillor Alexandra Kemp and donations from the public, it has been able to provide an opportunity for community to flourish, signposting other services and extending resources during the school holidays. Since its creation, it has also been applied in the setting of Gaywood, with the St Faiths Church Rooms also hosting it.

1.4 Proposed Community Capacity Building Background and Rationale

The priority neighbourhoods identified in the 10 Year Vision including King's Lynn town centre (St Margaret's & St Nicholas), Gaywood, North Lynn, Fairstead and South Lynn, face persistent challenges around deprivation, community cohesion, youth engagement, health inequalities and fragmented service delivery. Despite some strong local assets, many residents lack confidence and opportunities to influence decisions or shape local priorities.

Statistics recorded as part of the work on King's Lynn becoming a Marmot Place highlight this further, for example:

- the life expectancy for babies born into the more deprived wards of Gaywood and North Lynn is up to 15 years less than for those in the Wootton's or Brancaster wards,
- the higher level of out of work benefits being claimed in the St Margarets and St Nicholas ward and North Lynn representing around 7% of the working age population compared with 1.5% in the Wootton's or 2% in Springwood
- just under 30% of children in the Gaywood Clock area are living in relative low income families compared to around 6% in the Wootton's.
- Just over 30% of households in the Gaywood Clock ward and 25% in North Lynn experience fuel poverty, compared to around 8% in The Wootton's and Downham Market

Through the engagement work undertaken for the PIP programme and Marmot last year, it was evidenced that Church communities and VCFSE partners hold deep relational networks, trusted spaces and long standing commitment to local people. These existing 'assets' position them well as 'Anchor Institutions' within their communities to strengthen and facilitate community led development with further investment in resources and capacity with an aim to help facilitate and empower communities to address some of the deep-rooted challenges (noted above) in their communities.

1.5 The Vision

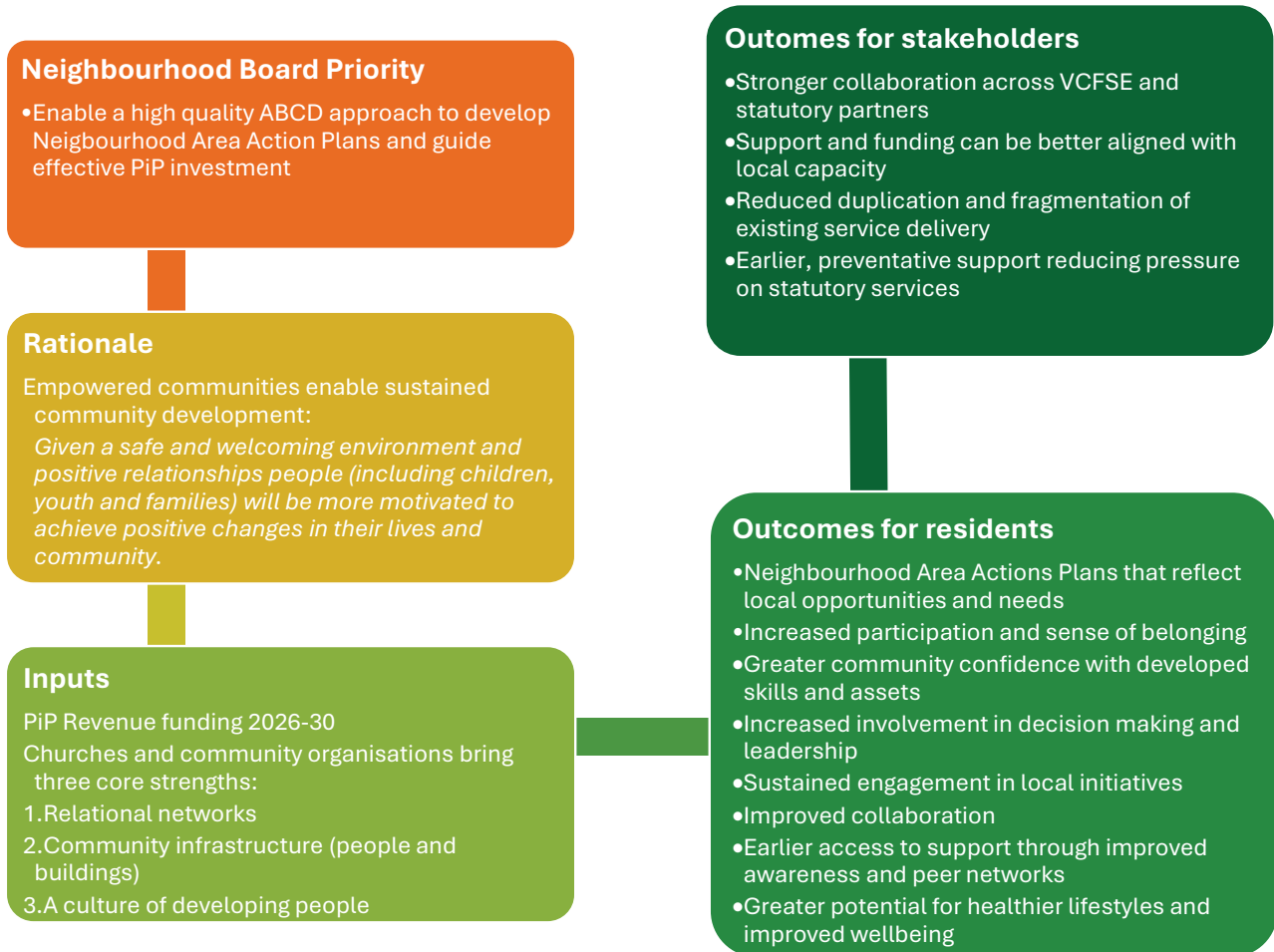
By the end of March 2027, each neighbourhood will have:

- A Community Forum and Youth Forum where residents from across the neighbourhoods identify priorities and shape action
- A VCFSE Hub aligning activity across churches, community groups, schools, housing, health and youth services
- A community owned Neighbourhood Area Action Plan informing PIP, investment decisions and wider service delivery that support the implementation of the Marmot recommendations
- A cross neighbourhood Children's, Youth and Families (CYF) learning network
- A strengthened culture of 'working with communities, not delivering to them'

This approach has been endorsed by community organisations in the neighbourhoods and is aligned with [ABCD](#) to embed sustainably driven community development that is a process which builds on existing strengths/assets.

1.6 The Theory of Change

A key test of any lead for community capacity building should be Trust and Relationships, as evidenced in research findings²



Infographic 1: The Theory of Change: PiP King's Lynn

² [ROSF_The-Power-of-Trust-and-Relationship_Learning_Paper_3.pdf](#)

1.7 Strategic Alignment

The proposal aligns with:

1.7.1 Pride in Place (PiP) Prospectus (2025)

The programme embodies PiP's core ambition to build stronger, more confident and more connected neighbourhoods by placing residents at the centre of decision making. Through Community Forums, Youth Forums and VCFSE Hubs, the model ensures that local priorities shape investment, that communities have ownership of change, and that improvements are rooted in lived experience rather than top down delivery. This supports PiP's emphasis on long term stewardship, civic participation and strengthening local identity.

1.7.2 Marmot Place Programme

King's Lynn became a Marmot Place in 2025, working in partnership with the Institute of Health Equity.³ The approach outlined in this report directly supports Marmot principles and emerging recommendations by focusing on prevention, early help and the wider social determinants of health. Living Asset Maps, community led action planning and cross neighbourhood learning networks create the conditions for improved early years support, stronger family networks, better access to services and reduced inequalities. By embedding community voice in local systems, the proposal strengthens the partnership infrastructure needed to deliver Marmot priorities at neighbourhood level.

The Year 1 'Starting well' report⁴ has identified 18 recommendations, this proposal directly supports 5 of the 18 recommendations:

- Ensure support for families, babies, children and young people is available across King's Lynn and West Norfolk with proportionately more offered where needed
- Build families' capacity to have control of their lives and make positive changes
- Strengthen partnerships for health equity
- Build trust between services and families across King's Lynn and West Norfolk
- Empower families and communities

1.7.3 West Norfolk Family Hub

The model enhances the Family Hub's aims by improving coordination between grassroots children, youth and family activity and statutory early help services. The CYF Development Worker role strengthens pathways between community led provision and professional support, ensuring families receive earlier, more accessible help. This alignment reduces duplication, improves visibility of local service provision and will influence at a neighbourhood level the support required for a more responsive ecosystem for children and young people.

1.7.4 ABCD principles

The proposal is built on ABCD from the ground up. It invests in relationships, local connectors, resident leadership and the strengths already present in each neighbourhood. By enabling residents to identify priorities, lead initiatives and shape action plans, the model shifts the system from "delivering to" communities to "working with" them. This supports sustainable capacity building and long term community resilience.

³ [King's Lynn becoming a Marmot place | King's Lynn becoming a Marmot place | Borough Council of King's Lynn & West Norfolk](#)

⁴ [King's Lynn and West Norfolk - IHE](#)

1.7.5 Local priorities around prevention, early help and community resilience

The programme strengthens the preventative landscape by improving collaboration across VCFSE and statutory partners, reducing fragmentation and enabling earlier, community based support. It enhances local resilience by building leadership, increasing participation, and creating structures that allow communities to respond to challenges collectively. This aligns with borough wide ambitions to reduce demand on services and supporting neighbourhoods to thrive.

1.7.6 This proposal is strongly aligned with **wider programme approaches** including Sport England Place Expansion Programme, Adult Social Services and the NHS 10 Year Plan, including interrelated aims to:

- Reduce inequalities in health, activity and opportunity
- Strengthen prevention and early help
- Empower communities to shape local solutions
- Build long-term, place-based partnerships
- Improve wellbeing through social connection, physical activity and stronger neighbourhoods.

This proposal presents a key platform for opportunity to bring health, wellbeing and physical activity strategies together across King's Lynn and West Norfolk.

2.0 THE ECONOMIC CASE

2.1 Options Considered

The successful implementation of PiP is dependent on community involvement and leadership to encourage an inclusive local voice. Key community organisations in each area are best placed to draw out this community voice at a grassroots level.

2.1.1 Do Nothing: maintains fragmentation, limits community voice, and increases long term demand on statutory services, partners have reduced visibility of community led activity, intervention opportunities develop slowly and unevenly.

2.1.2 Reduced Model: CYF coordination could be somewhat absorbed into the VCFSE Lead and/or neighbourhood community worker roles and removed from this model, however, this would reduce capacity for intentional cross neighbourhood learning and limit the ability to prioritise creating adequate structures/relational networks to best support children, young people and families no matter where they live. The proposed CYF Development Worker role is therefore intended to accelerate and strengthen delivery, not to duplicate existing provision, by ensuring that community led CYF activity is effectively connected, supported and aligned across the system.

2.1.3 Identify an alternative Lead Community Organisation

Engagement with other prominent and active community organisations in the identified neighbourhoods, recognised and supported the proposed lead organisation. These other community based organisations have endorsed the proposal, recognising that the existing trust and relationships that the lead organisation has in these areas.

2.1.4 Preferred Option: Invest in a structured neighbourhood based community development model – builds sustainable capacity, strengthens collaboration and supports preventative, community led action. The benefits of the preferred option include:

- Increased community capacity and leadership
- Reduced duplication of services
- Guides alignment of investment with community priorities
- Stronger preventative ecosystem
- Improved outcomes for children, young people and families
- Enhanced trust and engagement between residents and services
- Early alignment with PiP guidance to establish a community led model of delivery.

2.2 Value for Money

The programme:

- Uses existing community assets rather than creating new infrastructure.
- Mobilises volunteers and local connectors to maximise community reach.
- Reduces duplication and enhances collaboration across services.
- Strengthens preventative support, reducing long term statutory costs.
- Builds sustainable community capacity that continues beyond the funding period.

The investment is intended to provide long term sustainability and improved outcomes for residents.

3.0 THE COMMERCIAL CASE

3.1 The Delivery Model

The model will establish the following posts and forums for **each of the 4 neighbourhoods**.

Those indicated with an Asterix* are dependent on funding support from PiP:

3.1.1 A Lead Community Organisation

To provide management and guidance for the employment of community development staff to provide a conduit to the community. These are proposed to be based in the following areas:

- North Lynn: The Beacon Church
- South Lynn: Cornerstone Baptist Church
- Gaywood and Fairstead: St Faiths Gaywood

Each of these churches has been identified as having strong existing relationships within their communities and a track record of collaborative, locally responsive activity.

Cornerstone Baptist Church, St Faith's Gaywood and The Beacon are each rooted in place and already host a range of community facing initiatives including food provision, cafés, wellbeing support, youth work and partnership delivery with statutory and VCSE organisations. These activities demonstrate trusted presence, local knowledge and established points of connection with residents.

Therefore, the intention for this work is not to replicate specific projects from one neighbourhood into another. Instead, the success seen in North Lynn through The Beacon Church will be applied through ABCD principles, which focus on working with what is already present in each community.

The key principles which have underpinned and worked well in North Lynn are:

- **Starting with strengths, not needs:** recognising and valuing existing people in place, relationships, groups and physical assets used by the community
- **Building relationships and trust:** prioritising listening, presence and consistent engagement to enable residents feel safe and able to contribute
- **Resident led development:** enabling local people to shape priorities and lead action; supporting ideas and initiatives that emerge organically from the community
- **Connecting assets for collaborative working:** linking individuals, organisations and resources to unlock collective capacity

In practice, this will be fostered across each neighbourhood by:

- **Using existing church activities as listening spaces:** Current provision (e.g. cafés, food projects, groups) will act as relational entry points to hear from residents and build trust, rather than as ends in themselves.
- **Developing living neighbourhood asset maps:** These will identify people, groups, spaces and networks already active in each area, helping to prevent duplication and highlight opportunities for growth and connection.

- **Facilitating community conversations and engagement events:** Community Development Workers will build more spaces alongside what already exists for residents, local organisations and partners to reflect on strengths, challenges and aspirations.
- **Supporting locally led priority setting and action planning:** Insights from conversations and asset mapping will inform Neighbourhood Action Plans shaped by residents, not imposed externally.
- **Providing training and shared learning in ABCD approaches:** Churches and partners will be supported (e.g. through Church Urban Fund and CAN training) to embed this way of working, creating a shared methodology across neighbourhoods.
- **Strengthening connections between existing assets:** Rather than introducing new programmes, the focus will be on enabling collaboration between organisations and local people where good ideas/work is already happening and will include opportunities for small grants to build capacity where there is local momentum.

Through this approach, the role of each church is not to “deliver” community development, but to act as a local anchor and convenor, helping to create the conditions in which community led action can emerge and grow.

This ensures that the model is **replicable but not prescriptive**, and grounded in shared principles and methodology, while remaining responsive to the unique assets, relationships and identity of each neighbourhood.

3.1.2 A 0.5fte Community Development Worker*

Responsibilities in Phase 1 (Action Plan preparation Stage 2026-27):

- Build trust and relationships first through sustained relational presence, listening, identifying local connectors and strengthening informal networks
- Create and maintain Living Asset Maps (people, groups, places, services, cultural assets, informal support).
- Ensure Marmot recommendations (early years, housing, mental health, transport, jobs, etc.) are regularly explored in community led ways and using the forums and hubs as spaces for natural learning and testing ideas.
- Complete action plans for 2026-2030 (in line with PiP Investment Period1) for each neighbourhood, with specific priorities identified.

Responsibilities in Phase 2 (Action Plan delivery stage 2027-30):

- Support regular Forum and Hub meetings (co facilitated with residents and then resident led over time), ensuring fair representation and proper governance
- Support residents to lead their own initiatives, not just join existing ones; so, residents are able to take ownership in identifying priorities and shaping action.
- Support the confidence building, skills and training for community representatives to be empowered to be community leaders and potentially form part of the independent organisation that will be developed and formed by 2029.
- Link neighbourhood priorities with PiP, KLNb and Marmot through established governance channels; translating neighbourhood insight into useable learning through shared indicators and storytelling to support system alignment in investment decisions.
- Enable delivery of priorities identified in action plans, with an emphasis on involving local people. Funding for this element is dependent on KLNb decision on revenue investment and community grant schemes.

3.1.3 A resident led Community Forum and Youth Forum*

A Community Forum and a parallel Youth Forum where residents share lived experience, identify local priorities and shape action together. Insights from these forums will directly inform VCSFE Hubs, ensuring that any collaborative responses are grounded in community voice and the realities of everyday life

3.1.4 A VCFSE Partnership Hub*

A VCFSE Hub where churches, community groups, schools, housing, health, youth services and others collaborate rather than work in silos, meeting regularly to share insight, align activity and develop joint responses to local priorities. Each local VCSE Hub will provide a regular (quarterly) space to share hyper local insight, align activity and develop joint responses rooted in each neighbourhood – strengthening relationships, reducing duplication and supporting preventative, place based action shaped by community voice.

Cross Neighbourhood Roles

Across all four areas, the following roles will offer horizontal connection and learning:

3.1.5 Children’s, Youth and Families (CYF) Development Worker*

This role would not be a delivery or case holding role and should not duplicate statutory or commissioned services. Its purpose is to coordinate and strengthen community led, VCFSE (non-statutory) activity and to enable better alignment between grassroots initiatives and existing provision, supporting prevention, early help and community capacity in line with Marmot and ABCD principles.

- Work across neighbourhoods to reflect how children and families naturally move between schools, childcare and youth services.
- Provide day to day coordination across children, young people and family themes, ensuring learning from Community Forums and VCSE Hubs translates to practical collaboration.
- Strengthen grassroots and volunteer led CYF activity by identifying, connecting and supporting local groups such as toddler sessions, youth spaces, parent networks and holiday food provision.
- Convene and support cross neighbourhood learning networks (e.g., early years, schools' engagement, youth spaces) to enable shared learning, peer support, safeguarding practice and joint problem solving.
- Share learning and good practice between neighbourhoods to avoid siloed working and help build a more coherent CYF ecosystem across King's Lynn and West Norfolk.
- Act as a bridge between community led activity and system partners (e.g., Family Hubs, education, youth services), ensuring local work is visible, understood and connected to professional support where needed.
- Work in active alignment with Norfolk County Council's existing participation and engagement structures (e.g. Youth Parliament, Young Carers Forum, Norfolk & King's Lynn Care Council), ensuring:
 - existing youth voice and lived experience insights inform local neighbourhood activity
 - community led work complements, rather than duplicates, established provision

- stronger connections are built between these county wide forums and neighbourhood level engagement (e.g. Community Forums and local youth spaces)
- opportunities are created for young people and families in priority neighbourhoods to access and influence these wider platforms

3.1.6 Marmot VCFSE Lead / Together Norfolk Development Worker

- Provides strategic oversight and ABCD framing
- Supports CDW's with problem solving and alignment
- Connects neighbourhood learning into PiP, ICB/VCFSE Assembly and council partners
- Supports cross neighbourhood learning and evaluation

3.1.7 Administration & Communications Support Role*

- Ensures consistency, continuity and accountability
- Support all four areas with managing documentation, safeguarding records, contact lists, events booking and communications
- Maintains shared systems for data, stories and reporting
- Supports grant paperwork and event logistics

3.1.8 Support from Community Action Norfolk (CAN)*

- Act as host to the Community Development Worker, Children's, Youth and Families (CYF) Development Worker and the Administration & Communications Support roles.
- Provides ABCD training, coaching and reflective practice support for Development Workers.
- Supports development of neighbourhood Action Plans

3.2 Recruitment and appointment.

The recruitment process will include representation from KLNB in the signing off job descriptions, interviewing and appointment. Appointment will be made by Community Action Norfolk as the host organisation, providing the wider 'infrastructure' of support in terms of training and skills that the posts will require to fulfil their role.

4.0 THE FINANCIAL CASE

4.1 Community Capacity Building Budget (Phase 1 & Phase 2 2026–2030)

The total funding request for the four year programme is **£790,997**. The budget will maximise value for money by leveraging existing community assets, minimising overheads, and investing primarily in people, relationships and community capacity. The largest proportion of the budget relates to staffing, reflecting the programme’s emphasis on relational, community led development. Investment in clear and deliverable area specific action plans will also enable opportunities for partners and communities to develop additional funding bids to support action plan delivery. For example: Community Infrastructure Levy, Norfolk Community Foundation, Freebridge Community Funds, Sport England Place Expansion funding, BCKLWN Members Community Fund, Hornsea 3 Community Benefit Fund.

4.1.1 Forecasted Budget Cashflow for Community Capacity Building (Gaywood, Fairstead, North and South Lynn).

THIS SECTION HAS BEEN REDCATED FOR CONFIDENTIALITY REASONS

4.2 Affordability and Financial Commitment

The table below shows how the model costs could fit into the PiP revenue budget. This applies funding allocated within the Capacity Funding budget for community capacity building (as indicated in the 4 Year Investment plan) plus the full PiP revenue delivery budget for Investment Period 1.

Subject to KLNB decision, the revenue balance remaining could be invested in delivery of an appropriate community capacity building model for the Friars and St Margaret’s neighbourhoods and for Phase 2 neighbourhood action plan delivery across all areas including the provision of community grant schemes. Community grant schemes for small ‘quick wins’ could also be introduced as part of Phase 1 to enhance community engagement.

Cost Category	2026/27	2027/28	2028/29	2029/30	Total 4 yrs
	£	£	£	£	£
Community Capacity Building delivery funding request	199,664	188,207	196,965	206,161	790,997
Capacity Funding indicated in 4Yr Investment Plan for Community Capacity Building / Community Grants <i>(PIP Engagement costs 24-26 excluded)</i>	199,664	188,207	32,493		420,364
PIP Project Delivery Revenue forecast (2026-2030)	157,000	181,000	357,000	357,000	1,052,000
Total Revenue available for Community Capacity Building Delivery Model	356,664	369,207	389,493	357,000	1,472,364
PiP Revenue Balance remaining for investment (e.g. for Friars and St Margarets neighbourhoods and community grant schemes)	157,000	181,000	192,528	150,839	681,367
<i>Balances can be carried over to subsequent years but ideally committed in full within the investment period.</i>					

Table 2. Affordability and Financial Commitment

4.2.1 Supplementary financial considerations

In addition to the revenue budget outlined in Table 2 it should be noted that there is also £506,000 PiP Capital delivery funding not yet allocated to project delivery in 2029/2030.

BCKLWN officer time which will be attributed to oversight and establishment of the Community Capacity Building model will be accounted for within the BCKLWN Programme Management Costs of £75,000 revenue per annum as detailed within the PiP Four Year Investment Plan.

Potential programme related costs for establishment of an independent charitable organisation to manage the PiP programme from year 3 (2029) are outside the remit of this proposal and will need to be considered separately. The extent of these costs is currently not known but could impact on revenue budgets in investment period 1. The work undertaken through the community capacity building delivery project will lay the foundations to support a smooth transition to a Community Led Model.

5.0 THE MANAGEMENT CASE

5.1 The Delivery Phases

The model of delivery proposed is to see investment for a small neighbourhood team to work across four PiP priority areas in King's Lynn providing a community led, asset based approach to long term neighbourhood development and community cohesion. Through a two phased approach, in line with PiP Investment Period 1 (2026-2030) the model will allow the work to adapt to each context through reflective practice.

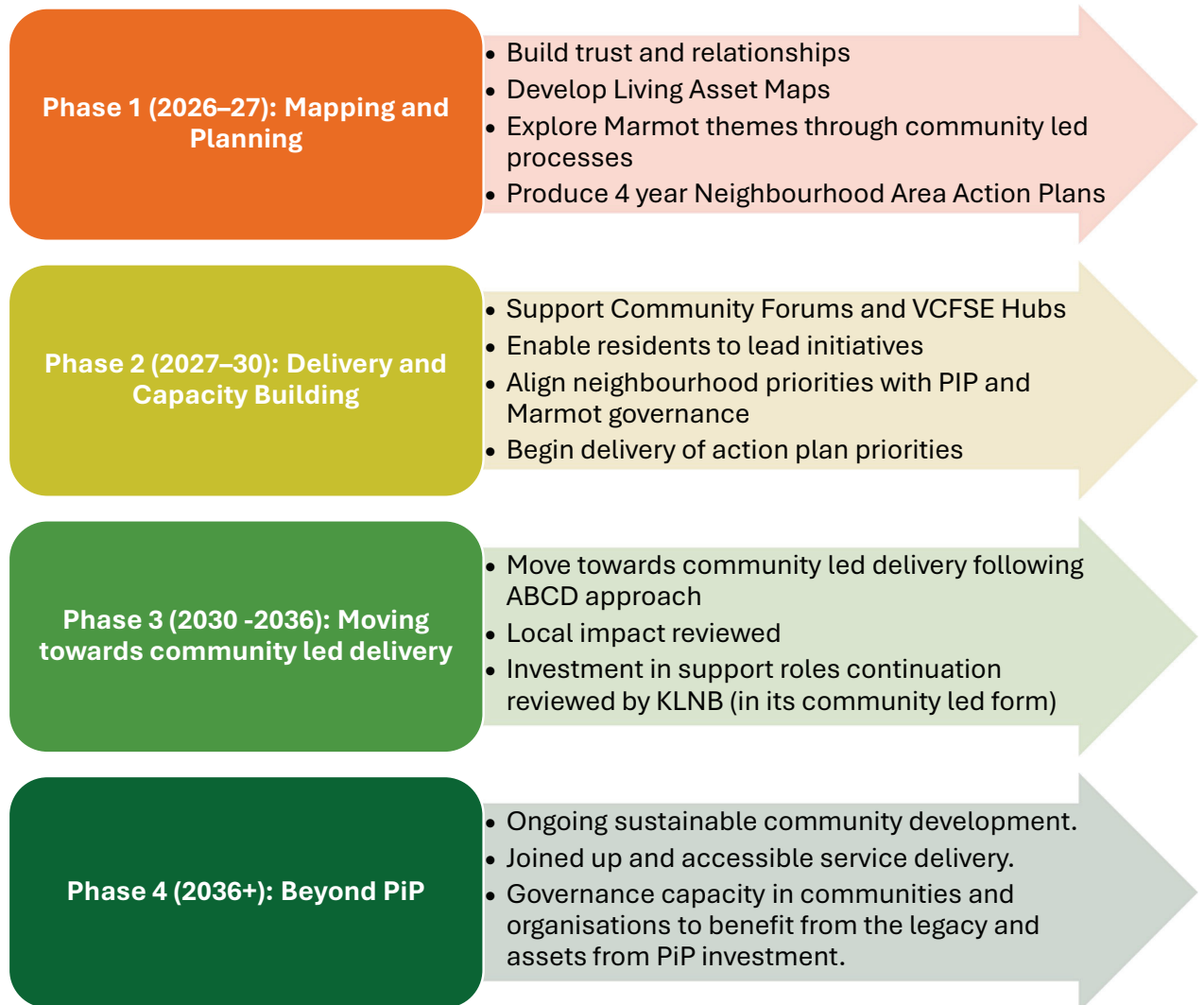
Phase 1 (2026-27) will build the foundations for community led development through the engagement and empowering of local communities, the mapping of assets, and the identification of key local priorities through the creation of Neighbourhood Area Action Plans. Action plans will be further informed through partnership work and will be reviewed by the Vision King's Lynn Operational Group to ensure that all opportunities to maximise on existing service delivery and access third party funding opportunities are explored, to minimise duplication and maximise efficiencies in local service provision. This process will be pivotal in enabling the KLNB to make subsequent targeted investment decisions for Phase 2 to ensure maximum positive impact from PiP investment. These investment decisions could include the establishment of a community grant scheme linked to Action Plan delivery.

Phase 2 (2027-2030) will embed the work undertaken through Phase 1 and further enable community led development. Decisions taken by the KLNB at the end of Phase 1 will inform the process for phase 2 including the delivery of the points raised in the action plans, with a particular focus on community enabling and building of provision. There may also be further areas of need identified in phase one, outside of the action plans, that require support. By the end of this stage, it is anticipated that an independent charitable organisation will be formed to lead the delivery of the PiP programme which may determine at that stage to review and adapt the community development approach, depending on the circumstances and evidence of need at that time. Costs for establishment of the charitable organisation are outside the remit of this proposal and will need to be considered separately.

If the new independent charitable organisation to be formed continues with this approach, the following phases could be anticipated;

Phase 3 covers PiP Investment Periods 2 and 3. At the end of Phase 2, KLNB, in its community led form (to be established by the end of Year 3, 2029/2030), will appraise the Community Capacity Building work undertaken within the initial investment period and examine the grassroots impact which will be illustrated through ongoing monitoring of scheme delivery. It is therefore anticipated that the funding used for staffing in this phase will be reduced but there will be an increase in funding invested into delivery of community directed projects, together with the provision of community training and upskilling of capacity in the neighbourhoods. This will determine the scope of work necessary to continue to empower community led delivery throughout the remaining timeline of the PiP programme and the potential to enable sustained ABCD post 2036. *‘To deliver lasting change, it is vital that communities remain at the helm of long term plans for renewal, going well beyond the decade of Pride in Place Programme funding’ (PiP Prospectus).*

Phase 4 (2036+) will be beyond the PiP programme timescale – KLNB (in its community led form) has a responsibility to create a legacy of sustained community empowerment which will remain beyond the programme and to invest in projects and assets which benefit future enhanced community provision.



Infographic 2: Delivery Phases 2026-2036+

5.2 Role Governance

All posts within the Community Capacity Building model will be formally employed and hosted by Community Action Norfolk (CAN), who will provide organisational oversight including HR, safeguarding accountability, training, and professional development.

A dual-layered management structure will ensure professional accountability and strong place-based leadership:

- **Community Action Norfolk (Employer Responsibilities):**
 - Contracts of employment, HR processes, and organisational policies
 - Safeguarding oversight and compliance with statutory requirements
 - Training, supervision frameworks, and reflective practice support
 - Financial management and reporting
- **Lead Community Organisations (Place-Based Line Management):**
 - Day-to-day line management of Community Development Workers
 - Setting local priorities in line with neighbourhood context
 - Supporting relational work, partnerships, and community engagement
 - Ensuring alignment with Community Forums and VCFSE Hub activity

Lead Community Organisations are:

- North Lynn: The Beacon Church
- South Lynn: Cornerstone Baptist Church
- Gaywood & Fairstead: St Faith's Gaywood
- **Cross-Neighbourhood Roles:**
 - The Children's, Youth and Families (CYF) Development Worker and Administration & Communications Support role will be line managed by the Marmot VCFSE Lead / Together Norfolk Kings Lynn Development Worker, ensuring coordination across neighbourhoods and alignment with Marmot and PiP priorities.
 - Strategic oversight and system alignment will be provided through CAN and the Marmot governance structure.

See Appendix 1 for a more detailed organisational structure.

5.3 Delivery Model Governance Process

Model delivery is founded on the establishment of local partnerships between residents, businesses, and voluntary groups, communities can be supported to deliver sustainable, community led regeneration that reflects local priorities rather than imposed solutions resulting in benefits that continue beyond the life of the funding programme. This will include:

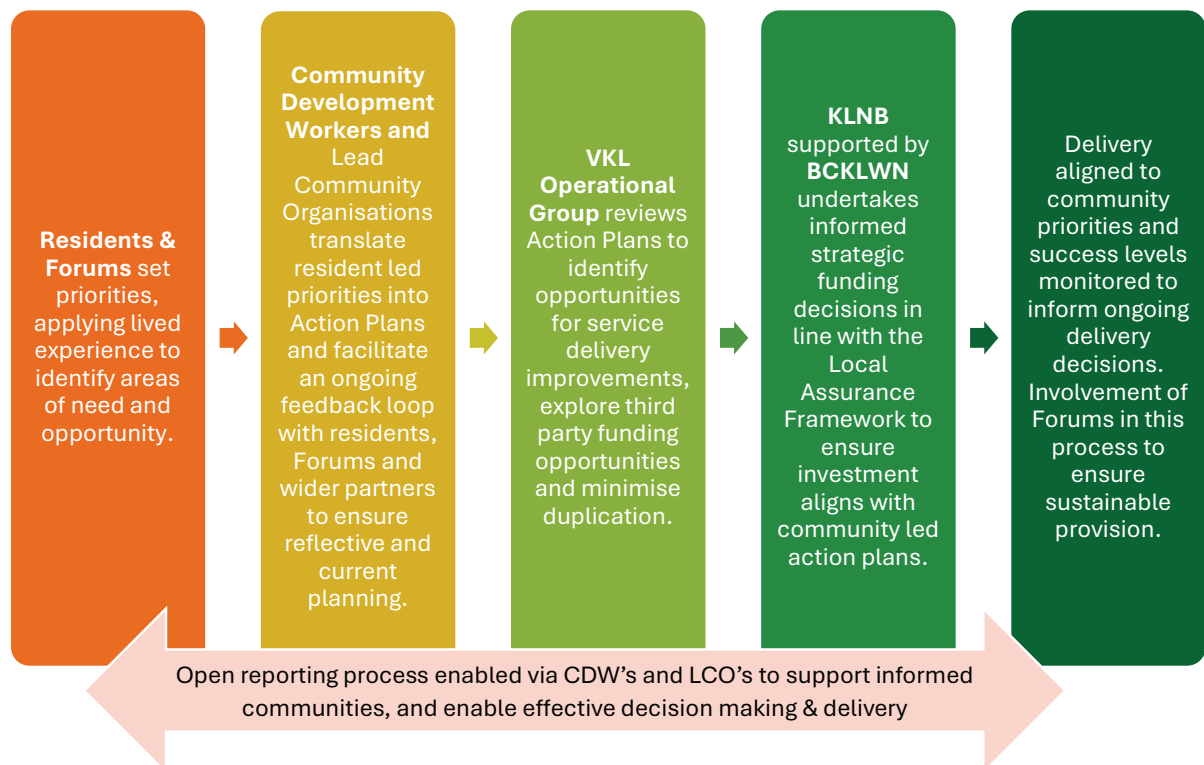
- **Residents & Forums** identifying priorities and ideas grounded in lived experience.
- **Community Development Workers & VCFSE Hubs** translating priorities into practical steps with the right partnerships to reduce duplication.
- **Children's, Youth and Families (CYF) Development Worker** aligning early years, schools, youth spaces and holiday provision to reflect priorities.
- **Marmot VCFSE Lead & CAN** providing guidance, training and cross area learning.

Clear feedback loops will link into: PiP, Marmot, BCKLWN, ICB/VCSE Assembly and the Homegrown Network. This structure and model honours PIP's and Marmot's commitment to bottom up system change, with communities as co designers rather than consultees.

An open reporting process will be established to communicate actions and outcomes and coordinate investment planning between KLNB, the Vision King's Lynn Operational Group, Lead Community Organisations and Community and Youth Forums.

5.4 Decision Making Framework

The delivery model will support transparent decision making with clear links established between resident led action plan development and final investment decisions.



Infographic 3: Decision Making Framework

5.5 Safeguarding and Duty of Care

This programme is committed to creating safe, inclusive and supportive environments for staff, volunteers, residents, and particularly children, young people and vulnerable adults.

Organisational Safeguarding Responsibilities

Alongside safeguarding responsibilities towards communities, the programme is committed to ensuring a safe and supportive working environment for all staff and volunteers.

Community Action Norfolk, as the employing organisation, will hold overall responsibility for safeguarding governance. This includes:

- Ensuring all staff are recruited safely, including DBS checks where appropriate
- Providing safeguarding training appropriate to each role
- Maintaining clear safeguarding policies and procedures aligned with statutory guidance
- Health and safety policies and risk assessments for all work environments
- Lone working guidance and protocols, particularly for community-based roles
- Safe recruitment practices and appropriate pre-employment checks
- Offering supervision and support to staff in managing safeguarding concerns
- Access to regular supervision, reflective practice and wellbeing support
- Clear reporting and escalation pathways for concerns, incidents or risks

Local Delivery and Community Engagement

Lead Community Organisations will support the implementation of safeguarding in practice at neighbourhood level by:

- Ensuring safe and appropriate use of buildings and spaces
- Supporting volunteers and community leaders to understand safeguarding responsibilities
- Working with staff to ensure appropriate boundaries, support and safe ways of working within neighbourhood contexts
- Particularly supporting staff working in complex or high-need environments
- Working collaboratively with the required safeguarding leads where needed
- Supporting dynamic risk assessment for community activities and engagement

Community-Based Safeguarding Approach

As the programme develops, a context-specific safeguarding framework and policies will be established for community engagement activity.

This will include:

- Clear guidance and policy for Community Forums, Youth Forums and online spaces, including Safeguarding protocols for working with children, young people and vulnerable adults
- Risk assessment templates and expectations for community events and activities

Culture of Safety and Inclusion

The programme will prioritise:

- Trauma-informed and relational approaches to engagement
- A way of working that creates safe participation for often excluded or marginalised groups

- Clear boundaries between community development engagement and casework which will be referred to appropriate organisations

This ensures both community safeguarding and staff wellbeing are embedded within the delivery model, supporting safe, sustainable and effective practice over the course of the programme.

5.6 Timeline and Deliverables

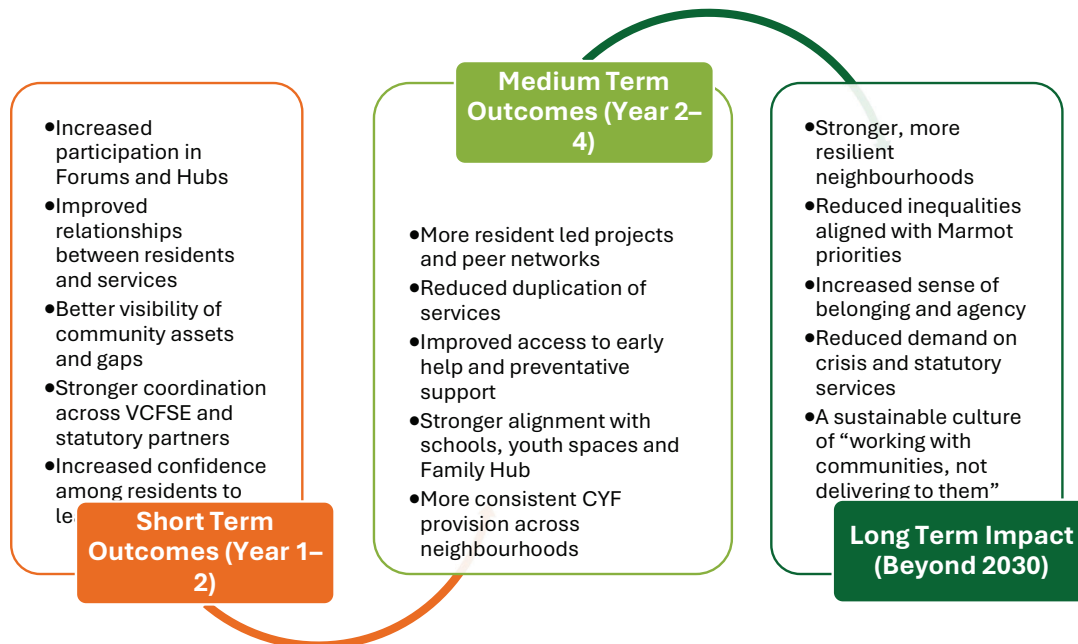
Subject to KLNb agreement the following timeline will be followed.



Infographic 4: Timeline and Deliverables

5.7 Monitoring and Evaluation

The proposal includes light touch approaches and easy to measure metrics to ensure that the following outcomes pathways are delivered achieving a clear and beneficial long term impact for our local communities.



Infographic 5: Outcome pathways

Forecasted outputs will be measured through scheme documentation, short co designed pulse surveys at key points (belonging, agency, knowing where to go for help), story based evaluation with monthly highlights and case studies, and creative methods (photo/story projects, exhibitions, schools creative work) to capture lived experience and community change.

A short, accessible Annual Learning Report will be produced by the Community Development team at the beginning of 2027, 2028 2029 combining data, stories, photos and reflections. A full review of the community capacity building journey will be undertaken by the new community charitable organisation at the beginning of 2030 to assess the impact of the PIP programme delivery across the first four years and to inform decisions on future funding investment.

5.8 Measurable Outputs and KPI's

The framework is structured across six interconnected areas:

Neighbourhood Structures & Infrastructure Tracking the establishment and functioning of Community Forums, VCSE Hubs, local leadership and digital infrastructure.

Living Asset Mapping, Community Voice & Capacity Measuring growth in identified assets, resident engagement, skills development, volunteer mobilisation and funding readiness.

Participation & Engagement Monitoring levels of involvement in events and activities, diversity of groups participating, and cross community connection.

Children, Young People & Families Networks Assessing the development of partnerships with schools, youth organisations and early years groups, and the strengthening of youth participation and safe spaces.

Cross Neighbourhood Learning Capturing shared learning, replication of ideas and the development of a collaborative model across multiple neighbourhoods.

Creative Evaluation & Direction of Travel Evidencing neighbourhood change through living asset maps, relationship mapping, resident stories and case studies that capture both measurable growth and the strengthening of local social infrastructure over time.

Outputs and outcomes will be evaluated in line with the following cycle:



Infographic 6: Outputs and Outcomes Evaluation Cycle

5.8.1 Neighbourhood Structures & Infrastructure

Baseline Measures (Months 1–3)	Ongoing Indicators for Year 1-2	Target by End of Year 4
Number of active community groups in each neighbourhood Number of community led vs externally led groups Number of known community leaders (formal and informal) Existing cross sector meetings in each area Existing engagement with schools, Family Hubs, CYF networks Existing mechanisms for resident feedback Existing digital platforms (Facebook groups, mailing lists, etc.)	Community Forums & Hubs Number of operational Community Forums, regularity and average attendance and % increase Number of operational VCSE Hubs, regularity and average attendance % increase Number of young people participating Growth in membership of local Facebook groups Number of community leaders identified (Someone that resides in the neighbourhood and is either initiating projects or involved in their governance.)	Evidence of Forums functioning with less CDW direct leadership Residents initiating agenda items Increase of residents representing their neighbourhood in wider system meetings

5.8.2. Living Asset Mapping, Community Voice & Capacity

The Living Asset Map will act both as a development tool and an evaluative tool. It will grow over time, mapping not only physical and organisational assets, but also relationships, connectors and emerging leadership. This approach shifts the focus from deficits to strengths, enabling neighbourhoods to build on what already exists. The map will be updated regularly to evidence direction of travel, growth in collaboration, and the strengthening of community capacity.

Baseline Measures (Months 1–3)	Ongoing Indicators for Year 1-2	Target by End of Year 4
Baseline mapping of existing relationships between community groups and institutions Identification of key connectors bringing people together Number of physical assets identified Number of social assets (groups, networks) identified Number of institutional assets engaged Existing volunteer numbers across key neighbourhood initiatives	<i>Asset Growth</i> Anchor organisation capacity strengthened Increase in number of community led initiatives recorded Increase in volunteers across neighbourhood activity Number of new cross group collaborations <i>Relationship Mapping</i> Number of organisations newly collaborating Visual network mapping updated annually to show density of connections <i>Skills & Capacity</i> Number of public ABCD training sessions and capacity building training delivered and number of residents attending. Number of residents contributing at community forums and meetings	<i>Funding Readiness</i> Number of community led funding bids supported Value of funding leveraged into neighbourhood activity

5.8.3. Participation & Engagement

Baseline Measures (Months 1–3)	Ongoing Indicators for Year 1-2	Target by End of Year 4
Number of community events over the year Estimated average attendance at community events	<i>Event Participation</i> Total number of engagement activities held Total attendance across activities	<i>Connection Building</i> Number of distinctive community groups, schools and VCSE groups involved in events

5.8.4. Children, Young People & Families Networks

Baseline Measures (Months 1–3)	Ongoing Indicators for Year 1-2	Target by End of Year 4
Number of schools engaged. Number of youth organisations connected. Number of early years groups involved. Existing youth participation in decision making	Number of schools attending Forums Number of safe youth spaces supported or created. Number of people attending CYF related capacity building training Number of young people involved in co design of events/activities. Number of pastoral/volunteers linked to schools.	Improved and evidential youth participation in decision making

5.8.5. Cross Neighbourhood Learning

Baseline Measures (Months 1–3)	Ongoing Indicators for Year 1-2	Target by End of Year 4
Number of cross area training and learning sessions held.	Number of cross area training and learning sessions held.	Strengthened interrelationships between neighbourhoods to inform and enhance community development.

5.8.6. Creative Evaluation & Direction of Travel

Alongside quantitative tracking, the programme will evidence change through:

- A Living Asset Map that visibly grows over time showing development of relationships and demonstrating increased network density
- Case studies highlighting resident journeys and of leadership development and collaboration.
- Visual and creative documentation of neighbourhood change

By mapping assets and relationships, the programme intentionally focuses on what communities have rather than what they lack. This:

- Identifies key people bringing others together.
- Connects local skills with emerging opportunities.
- Highlights relationships as essential community assets
- Demonstrates strengthening social infrastructure over time.

This approach ensures that evaluation captures both measurable growth and relational depth, reflecting the true foundations of sustainable ABCD.

5.9 Risk Register

Risk	Likelihood	Impact	Mitigation Strategy	Owner
Perception of church led work as exclusive or proselytising	Medium	High	Clear non proselytising code; inclusive partnerships; resident led Forums; multiple non faith engagement routes	Lead Community Organisations / KLNB
Community engagement slower than anticipated	Medium	Medium	Phased relational approach; reflective practice; tracking both relational and structural progress	CDWs / CAN
Role overload or unrealistic expectations	Medium	High	Clear role boundaries; prioritisation via Marmot governance; CDWs as enablers not deliverers	Marmot VCFSE Lead
Safeguarding or conflict in forums/online spaces	Low	High	Safeguarding pathways; moderation policies; training; escalation routes	Admin & Comms / Lead Orgs
Fragmentation between neighbourhoods	Medium	Medium	CDW's and CYF Development Worker ensures cross neighbourhood alignment; shared learning networks	CDW's / CYF Worker
Duplication of services or poor coordination	Medium	Medium	VCFSE Hubs convene partners; shared asset maps; joint planning	CDWs / Hubs
Staff recruitment delays	Medium	Medium	Early preparation of job descriptions; joint interview panels; clear timelines	CAN HR
Funding uncertainty beyond 2030	Medium	High	Build sustainability through community leadership; diversify funding; demonstrate impact early	BCKLWN / KLNB / Partners
Volunteer burnout or turnover	Medium	Medium	Volunteer support budget; training; clear roles; peer support	Lead Orgs/CAN
Data quality or inconsistent monitoring	Low	Medium	Admin role ensures consistent systems; simple shared templates; CAN support	Admin / BCKLWN
Local Government Reorganisation	High	Medium	Impact on resource and support from local authorities to support programme delivery at all levels	BCKLWN/NCC

Table 3: Risk Register

List of Appendices

Appendix 1: PiP Community Capacity Building King's Lynn, Organisational structure

Appendix 1: Visual Organisational Structure

