

# King's Lynn Pride in Place Programme Local Assurance Framework

March 2026

Borough Council of  
King's Lynn &  
West Norfolk



## 1. Introduction

- 1.1. The Pride in Place (PiP) programme is administered by the Ministry of Housing, Communities and Local Government (MHCLG) providing £19.5 million of funding and support from April 2026- March 2036 to tackle deprivation and boost growth as part of the Government's Plan for Change.
- 1.2. The King's Lynn Neighbourhood Board (KLNB) was established 28 March 2025 to work in partnership with the Borough Council of King's Lynn and West Norfolk (BCKLWN) to lead the development and delivery of a Regeneration Plan for King's Lynn, setting out a community led vision for change over a ten-year period in alignment with the objectives of the PiP. The KLNB is the decision making body which will direct investment of PiP capital and revenue funding for King's Lynn, guided by a list of intervention categories which are pre-approved by MHCLG. Intervention categories provide flexibility for investment to be aligned with local need and by creating thriving places, strengthening communities, and empowering people to take back control, areas are encouraged to drive forward local priorities.
- 1.3. In consultation with the community, KLNB has generated a vision for the future of King's Lynn and set out a pathway to deliver that over the course of the 10-year programme (and beyond), considering opportunities to align and maximise local service benefit, and attract new and existing private, public, and philanthropic funding streams. This is published within the [PiP Ten Year Vision](#).

## 2. Initial Governance Model

- 2.1. MHCLG guidance for PiP requires that delivery is led by community institutions and partnerships with the support of the local authority acting *initially* as the accountable body. All PiP places must transition towards a community led model of delivery by Year 3 of the programme (2028/29). At, or before, Year 3 the accountability for programme delivery will transfer to a future community organisation to manage and deliver PiP investment across King's Lynn. The local model of community led delivery has not yet been determined, therefore this document acts as an interim Local Assurance Framework until the accountable body responsibility is transferred across.

### 3. Programme Governance Structure and Roles

3.1. The infographic below illustrates the programme governance structure at programme and project management level. See section 4 for more detail.



### 3.2. Strategic Decisions and Assurance

- 3.2.1. **KLNB** is the **strategic body** responsible for the oversight of the development and delivery of a Regeneration Plan for King’s Lynn in alignment with the Pride in Place Programme and making identified strategic decisions and approvals as set out in this LAF. It sets the direction for the programme’s development and implementation in King’s Lynn and enters into funding agreements with external partners delivering PiP projects. Through this role, the KLNB ensures the King’s Lynn Regeneration Plan is delivered, driving long-term transformative change supported by PiP investment. The Board maintains overall strategic oversight of programme delivery ensuring that individual projects are aligned and contribute to the wider vision.
- 3.2.2. KLNB will approve PiP programme investment to ensure alignment with the priorities set out in the Regeneration Plan and from direct engagement with local communities. MHCLG provided supplementary [governance and boundary guidance](#) (3 December 2025) for the role and responsibilities of the KLNB during the delivery phase of the programme and further guidance on the expectation for all Boards to adopt a [community-led delivery model](#) by year three of PiP delivery (2028/29). Updates to this LAF will be undertaken in alignment with model development and changes to decision making processes.
- 3.2.3. The Terms of Reference of the KLNB (Appendix 1) will be annually reviewed to reflect latest government guidance and to reflect the KLNB’s long-term role to oversee the development and delivery of the Regeneration Plan from 1<sup>st</sup> April 2026.

3.2.4. The **BCKLWN is the accountable body and the S151 Officer**, with endorsement of Cabinet, is responsible for overseeing compliant delivery of the programme, ensuring accurate monitoring and evaluation, upholding compliance with the Memorandum of Understanding, confirming that public funds are distributed fairly and effectively, and that funds have been managed in line with the [Nolan Principles](#) and [Managing Public Money](#) principles, and compliant with legal responsibilities in relation to [subsidy control, state aid and procurement](#).

### 3.3. Programme Management and Oversight

3.3.1. The **KLNB Chairperson** is an independent person, appointed by the Board including the local MP. The chairperson acts as a champion for the place and provides leadership for the KLNB, ensuring it is community-led and embedded within the local area.

3.3.2. The **BCKLWN PiP Senior Responsible Officer** (Assistant Director for Housing, Regeneration & Place) has the overarching responsibility for steering and oversight of the King's Lynn PiP programme on behalf of the accountable body and will manage programme information and activity between the KLNB and the BCKLWN Cabinet.

3.3.3. The KLNB Chairperson and the BCKLWN PiP Senior Responsible Officer will work as **co-project sponsors** to oversee programme management functions and be accountable for ensuring the realisation of the King's Lynn Regeneration Plan in alignment with local priorities and MHCLG guidance.

3.3.4. The **BCKLWN Regeneration Programmes Manager** will have responsibility for coordinating the delivery, governance and stakeholder engagement of the PiP programme on behalf of the Borough Council and KLNB and to provide update reports to the relevant Council panels, portfolio holders and Cabinet on behalf of the Accountable Body.

3.3.5. The **BCKLWN Investment Programmes Officer** will have the day to day responsibility for monitoring, programme management, reporting, grants and service level agreements in relation to the programme delivery.

### 3.4. Delivery

3.4.1. The **Vision King's Lynn Operational Group** operates as a coordinating body which will oversee programme delivery for both the PiP 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, supporting implementation of its recommendations. The Operational Group brings 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 will facilitate PiP delivery, in line with the strategic direction set by the KLNB, and the other forementioned programmes to ensure the avoidance of duplication, opportunities to leverage against connecting objectives and identifying scaling up where possible to maximise resources and local impact. A KLNB representative on the Operational Group will provide updates back to the Board on delivery progress and key milestone, expenditure and any issues/risks identified during the development and delivery of the PiP programme projects. The Vision King's Lynn Operational Group Terms of Reference are attached as Appendix 2.

- 3.4.2. **Lead Community Organisations** are identified within each of the five key community areas based on their values, relationships and trust they have within the existing community and ability to engage a representative community voice. These organisations are tasked with bringing together and empowering community representatives to enable change. Training and resources will be provided as part of the PiP Capacity Funding investment to ensure effective development of inclusive community groups, partnerships and forums to develop and drive implementation of Neighbourhood Area Action Plans and the establishment of Living Asset Maps to drive forward targeted and impactful PiP investment. This approach will enable wider community collaboration to action change by applying the principles of [Asset Based Community Development \(ABCD\)](#).
- 3.4.3. **VCSE Support:** Community Action Norfolk (CAN) will provide the 'backbone' of specialist community infrastructure support through community level training, resources and guidance based on the ABCD model, with a long term goal of empowering community groups to deliver and develop impactful and self-sustaining community development work without support, within the timescales of the PiP programme.
- 3.4.4. **Community Forums and Youth Forums** are community led groups, which are guided in their establishment and development by the Lead Community Organisations, with learning and sharing at their core. The forums will enable each PiP area to receive and provide support within and between neighbourhoods through the coordination of aims, networking with King's Lynn wide organisations, sharing of ideas, accessing of support and pooling of resources.
- 3.4.5. 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.
- 3.4.6. The development of projects guided by Neighbourhood Area Action Plans, will include identification of a **Project Delivery Lead** who will work with a project team made up of relevant project stakeholders. Project Delivery Leads will be advised, where necessary, on the specialist expertise required to develop and deliver the project(s) in line with the approved Regeneration Plan and MHCLG guidance to ensure compliance. Appropriate project monitoring and reporting will be undertaken with the Investment Programmes Officer.
- 3.4.7. Periphery BCKLWN support will be provided through the finance team in receiving and accounting for the PiP funding allocation, associated investment, cashflow and reporting. Additionally, by continued agreement the communications team will maintain the [Vision King's Lynn website](#) and provide communications and engagement expertise and services to support programme delivery as required by the Borough Council. Legal and procurement support will be provided to ensure investment projects are compliant with the Procurement Act and manage the procurement process for those projects that are delivered by the Borough Council.

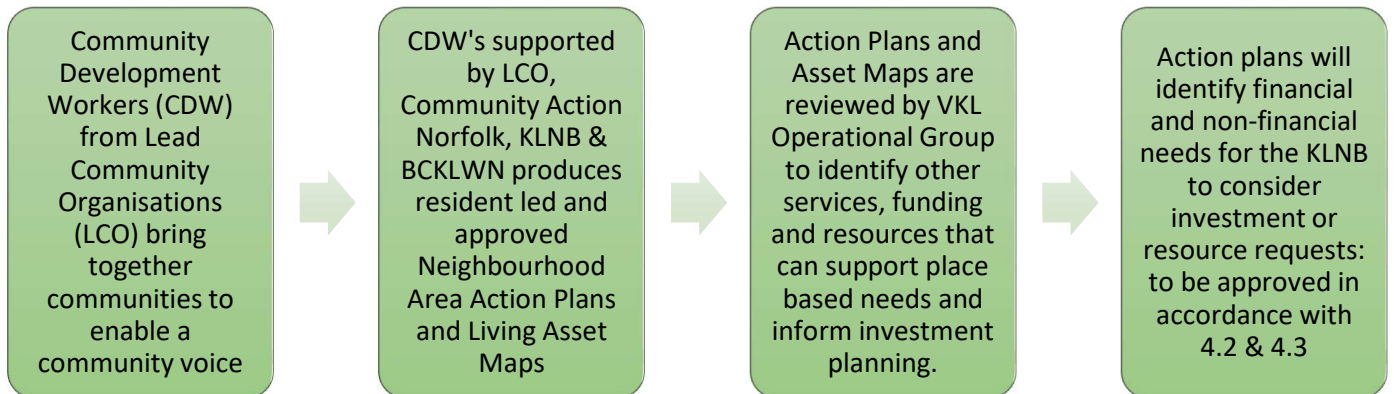
### 3.5 Project and Programme Enabling & Monitoring

- 3.5.1 The responsibilities of the **BCKLWN Regeneration Team and wider council support** will include managing and monitoring PiP funds for KLNB, producing the governance and legal documentation needed for programme delivery, and reporting progress to Council decision-makers. It includes leading day-to-day delivery of designated PiP projects, tracking outputs, outcomes and budgets, and coordinating all monitoring information. The work also supports communities by helping establish the infrastructure needed for local groups to develop Neighbourhood Area Action Plans, ensuring residents can influence investment decisions. In addition, the team will support the development of grant schemes aligned with the PiP Regeneration Plan, assessment of third-party projects, and will work with partners to drive system change. The team will support KLNB in evaluating project and programme performance, mitigating risks, and submitting required monitoring to MHCLG, while maintaining strong partnership working through the VKL Operational Group and internal BCKLWN PiP Steering Group.
- 3.5.2 The **BCKLWN PiP Steering Group** provides support and oversight of PiP delivery and to the individual project teams/lead. The Group is comprised of Borough Council officers relevant to programme delivery including the S151 Officer, the Assistant Director for Housing, Regeneration & Place, the Regeneration Team, Finance, Environmental Health, Community Health and Wellbeing, and Housing. The Steering Group will provide a scrutiny function for programme development to ensure compliance, assurance and strategic fit with PiP and facilitate alignment of wider/existing Council services and strategies (e.g. Marmot) to maximise the opportunity to align with the Neighbourhood Area Action Plans, driven by the Lead Community organisations. The Terms of Reference for the BCKLWN PiP Steering Group are attached as Appendix 3.
- 3.5.3 The **Programme Management Office (PMO)** is a team within BCKLWN which principally supports the major council capital projects/programmes and smaller projects within a governance structure to provide project oversight, alignment and control, and provides support for governance requirements for projects enabling standardisation in appropriate processes, procedures and tools to maintain an up-to-date view of progress. The PMO does not hold responsibility for providing the secretariat to the King's Lynn Neighbourhood Board, advising on appropriate project management processes, managing and providing project specific information (e.g. risks, issues progress). This lies with Project Sponsors and Project Delivery Leads.

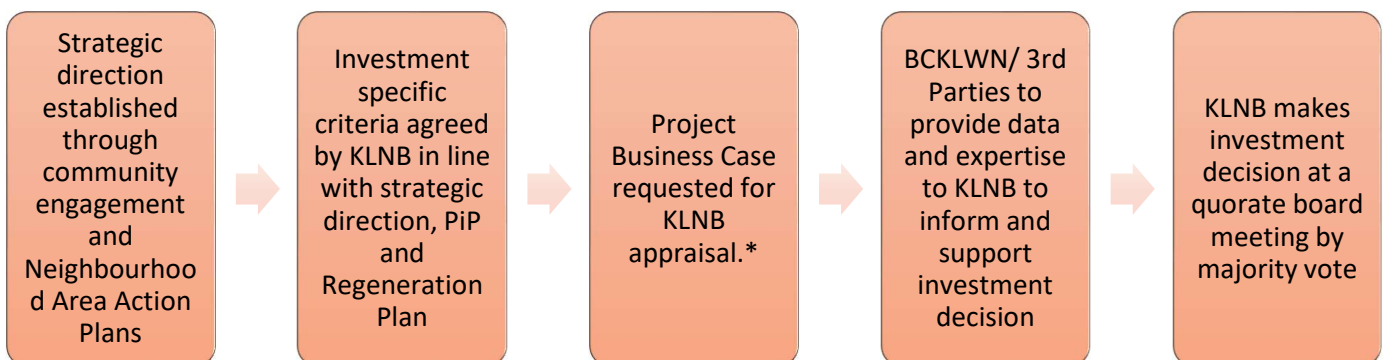
## 4. Decision Making Processes

The following processes will be applied in the agreement of programme specific decisions. Decisions must be in accordance with all conditions provided by MHLCG in PiP Grant Determination Agreements.

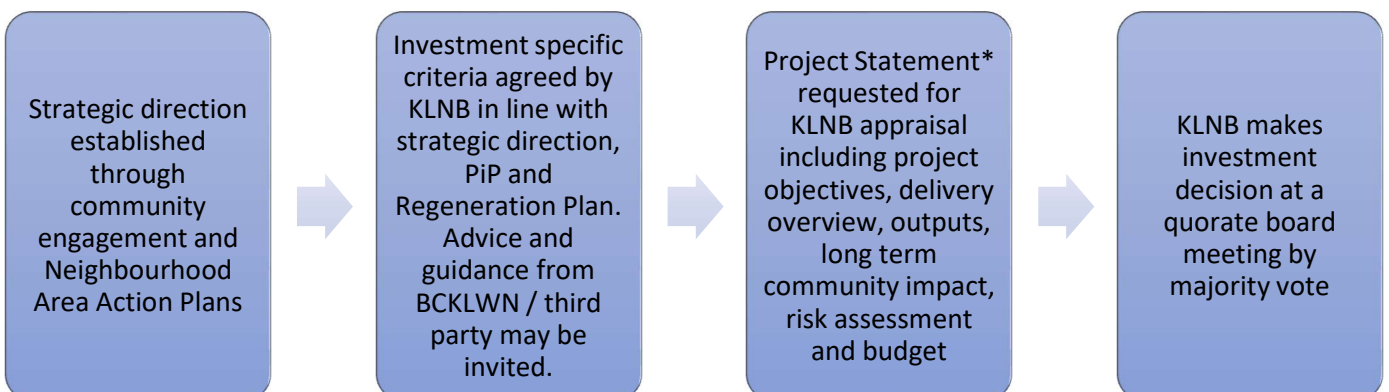
### 4.1. Neighbourhood Area Action Plans to guide investment decisions by KLNb.



### 4.2. Investment Decisions: PiP Capital / Revenue Schemes £25,000 total and above



### 4.3. Investment Decisions: PiP Capital / Revenue Schemes less than £25,000 total (excluding grant schemes – see 4.4)

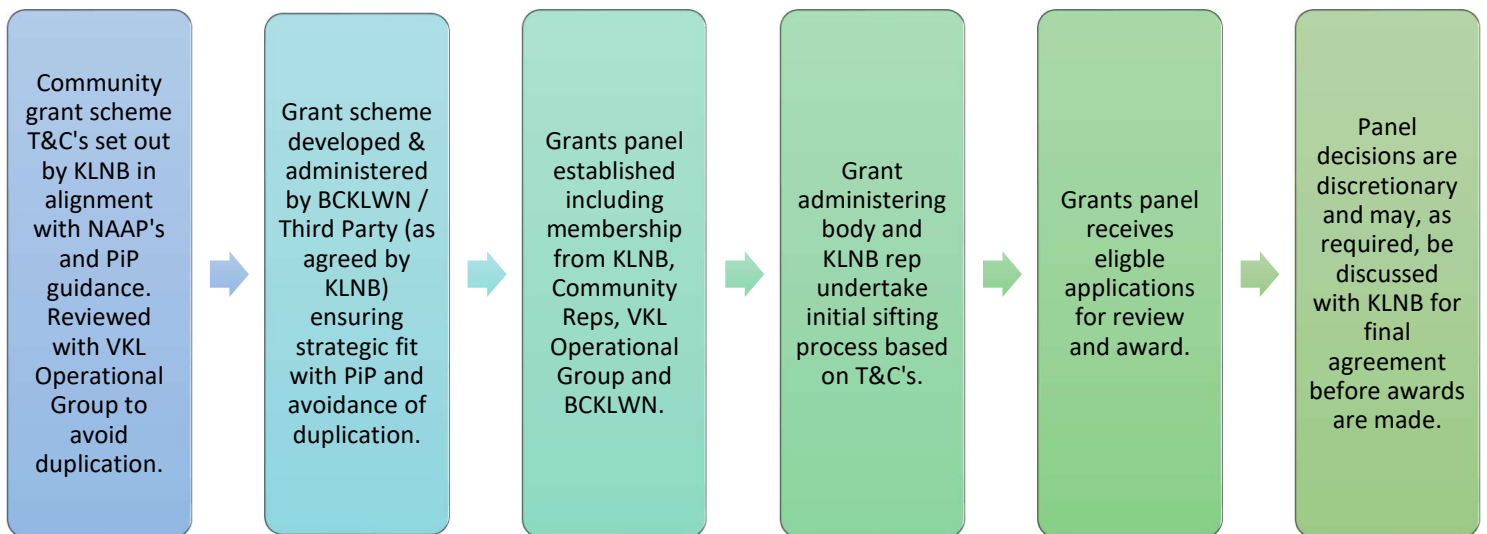


\* KLNb approved templates under development.

MHCLG: Ministry of Housing, Communities and Local Government  
 BCKLWN: Borough Council of King's Lynn and West Norfolk  
 ABCD: Asset Based Community Development

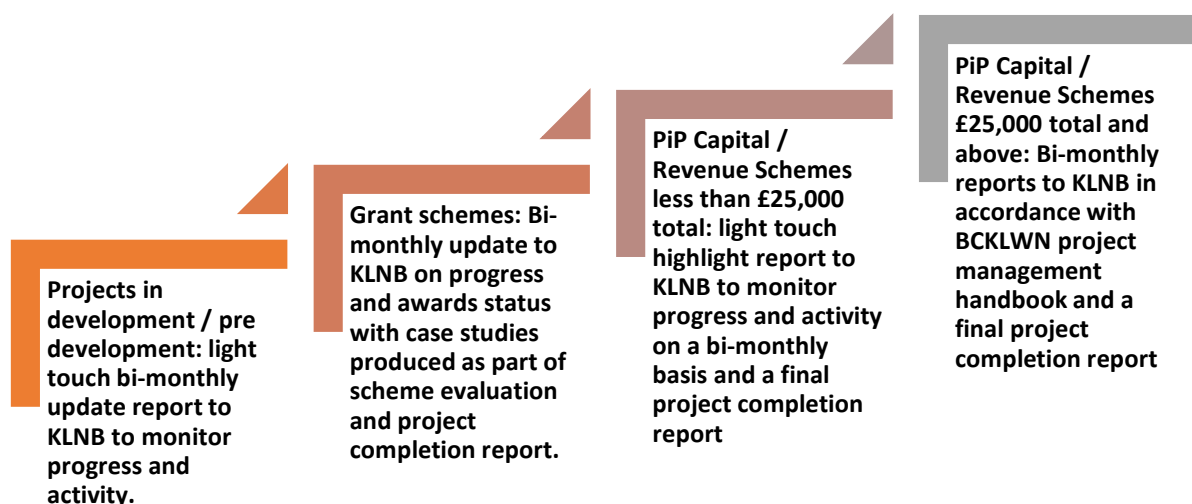
PiP: Pride in Place programme  
 KLNb: King's Lynn Neighbourhood Board  
 CAN: Community Action Norfolk

**4.4.** The parameters of **Community Grant schemes** will be determined by KLNb, supported and delivered by BCKLWN or another third-party grant management body, as may be agreed by KLNb majority vote.



**5. Project reporting processes to KLNb**

**5.1.** The processes outlined below will guide project reporting processes to enable KLNb to undertake strategic decisions on investment progress. Information collected will support the monitoring requirements for MHCLG as outlined in section 7. Project Delivery Leads will be responsible for supplying reports and this will be built into project delivery agreements and incorporated within programme funded grant scheme processes. All projects and grant schemes will be subject to a project completion report; this will ensure the programme follows best practice using recognised project and programme management techniques to ensure sound decisions have been made, lessons are identified for future schemes and investment impact can be fully evaluated.



MHCLG: Ministry of Housing, Communities and Local Government  
 BCKLWN: Borough Council of King’s Lynn and West Norfolk  
 ABCD: Asset Based Community Development

PiP: Pride in Place programme  
 KLNb: King’s Lynn Neighbourhood Board  
 CAN: Community Action Norfolk

## **6. Monitoring and Evaluation submissions to MHCLG**

**6.1.** Together the KLNБ and local authority must ensure that monitoring and evaluation is undertaken according to the MHCLG [PiP Monitoring and Evaluation Strategy](#). The accountable body must provide summary updates to MHCLG on a 6-monthly basis and make these publicly available. These must be approved by KLNБ. This will include information on the following:

- 6.1.1. each pre-delivery activity that has been completed to date (e.g. capacity building, engagement activities, professional services) and a high-level breakdown of cost
- 6.1.2. each new pre-delivery activity being undertaken in the next 6-month period (e.g. capacity building, engagement activities, professional services) and a high-level breakdown of cost
- 6.1.3. each programme project and activity completed to date, including a description, interventions targeted, start and end date, and projected cost broken down by CDEL/RDEL
- 6.1.4. each new programme project and activity being undertaken in the next 6-month period, including a description, interventions targeted, expected start and end date, and projected cost broken down by CDEL/RDEL
- 6.1.5. any changes to Neighbourhood Board membership

**6.2.** Additionally on a 12-monthly basis the accountable body must provide the following:

- 6.2.1. programme delivery and pre-delivery spend in financial year broken down by CDEL/RDEL
- 6.2.2. progress metrics (e.g. jobs created, green space created or improved)
- 6.2.3. The final list of progress metrics will be published within the further guidance providing technical information on monitoring.

**6.3.** These reports will be used by MHCLG to monitor progress of the programme but are not subject to MHCLG approval. Future funding will not be released if these documents are not submitted.

## **7. Project Adjustments**

**7.1.** The Project Delivery Leads will be responsible for operational decisions and delivery of the relevant project in line with the agreed Business Case or Project Statement (dependent on value as outlined in 4.2 & 4.3) and will be required to provide project updates to the Accountable Body and KLNБ on progress in alignment with sections 5 and 6.

**7.2.** The PiP Project Variation Guidance in Appendix 4 (under development – subject to KLNБ approval) must be adhered to should there be any changes to project scope that will impact on approved project delivery. This will include, but is not limited to:

- Changes to outputs/outcomes
- Change to a project's PiP programme funding amount
- Change to a project's agreed match funding amount
- Movement of funds between projects within the programme
- A change in project scope or activity
- Merging projects or splitting one project into multiple separate projects
- A change in location
- Cancelling a project

## 8. Dispute Resolution

- 8.1. When a formal objection is raised at a KLNB meeting or an operational issue is identified by a Board Member or the Accountable Body, the following process shall be followed to resolve the dispute:

<b>Stage 1:</b> Operational Review	Issues raised are discussed at the BCKLWN Steering Group for recommendation
<b>Stage 2:</b> Board Review	KLNB considers the issue and agrees or disagrees with the Steering Group recommendation.
<b>Stage 3:</b> Targeted Mediation	If the recommendation at Stage 2 is not agreed the KLNB Chairperson, the BCKLWN PiP Senior Responsible Officer and the S151 Officer of the Accountable Body will meet to narrow down the issues and achieve resolution of the outstanding areas of dispute. Where further information/expert input is required, this shall be gathered and the proposed resolution will be presented to the KLNB.
<b>Stage 4:</b> Expert Input	If the dispute cannot be resolved following Stage 3, the same meeting group will meet again along with the Chief Executive of the Accountable Body and where different, the Chief Executive of the Project Delivery Lead body to achieve resolution of the outstanding areas of dispute. The proposed resolution will be presented to the KLNB for agreement.
<b>Stage 5:</b> Removal of support	If no resolution is agreed the KLNB will make a decision regarding removal of support within the terms of legal agreements.

## 9. Scrutiny

- 9.1. The BCKLWN PiP Steering Group acts on behalf of the Accountable body and will scrutinise the performance of the King's Lynn PiP programme to ensure appropriate compliance to MHCLG, PiP and BCKLWN policies and processes.
- 9.2. The KLNB will monitor, question, and review strategic programme delivery as part of the decision making process to ensure adherence with the Regeneration Plan and PiP programme guidance.
- 9.3. BCKLWN policy and scrutiny panels will be updated during the project delivery at key stages of projects and when reports are brought to Cabinet.

## 10. Grant Conditions

PiP investment must be delivered in accordance with the conditions detailed within the grant funding agreements issued by MHCLG:

### 10.1. Capacity Funding

- 10.1.1. Grant funding must be used to build local capacity and capability in support of the delivery of the Pride in Place Programme.
- 10.1.2. Neighbourhood Boards should be consulted on their preference for using this money, which could include:

- running the Neighbourhood Board, including any process to establish the board as a charity, community interest company, or other bottom-up organisational model, to sustain long-term investment
- performing ongoing community engagement, which could include passporting money directly to voluntary and community sector groups to assist with engagement
- securing advice and expertise for Neighbourhood Boards for the technical elements of plan development and delivery, noting that support is available from the department and the guidance to curb public sector use of consultants

## **10.2. Programme Delivery Funding**

10.2.1. Terms of the Pride in Place programme Memorandum of Understanding to be adhered to. No area specific grant conditions applied for King's Lynn programme delivery.

## **11. Financial Regulations**

**11.1.** BCKLWN is the Accountable Body for the PiP programme. BCKLWN must conduct its business efficiently and ensure it has sound financial management policies in place, including arrangements to monitor compliance. BCKLWN's statutory Section 151 Officer is charged with ensuring that proper financial management processes are in place.

**11.2.** The financial management of the King's Lynn PiP will be in accordance with Borough Council of King's Lynn & West Norfolk's Contract Standing Orders and Financial Regulations. The Borough Council of King's Lynn & West Norfolk will account for financial resources granted or to be applied for in the name of the KLNB.

**11.3.** BCKLWN's Financial Regulations provide clarity about the financial accountability of individuals. The regulations identify responsibilities of individuals across all levels. Written records are a requirement where decision making has been delegated to members of staff, to give assurance that tasks or decisions have been performed in accordance with the Financial Regulations.

**11.4.** Delegations approved by Cabinet set out for approved BCKLWN project delivery will be put in place by the Accountable Body with specific reference to the delegation of authority for the PiP programme. This proposal will ensure the most efficient and timely management of the programme, in the context of the delivery timeframes.

## **12. Risk Management**

**12.1.** BCKLWN proactively manages its risks, enabling it to effectively manage current priorities and promptly identify future challenges. Risk management is noted as one of the key pillars of good decision making and therefore a crucial element of good governance. A PiP programme delivery risk assessment will be maintained identifying both strategic and operational risks to establish a comprehensive PiP Risk Register. Additionally a Fraud Risk Assessment will be maintained to identify and mitigate risks relating to fraudulent activity. Risk Managers will be identified to manage the risk and the controls or mitigation required will be detailed to enable ongoing risk management. The registers will be used for reporting and monitoring of risks at a variety of levels. The outcome of any audit review will be reflected in the risk register.

**12.2.** The PiP Risk Register and the PiP Fraud Risk Register will be reviewed and updated quarterly by the BCKLWN PiP Steering Group and exceptions reported to the KLNБ as part of the monitoring cycle. This will ensure that identified risks are minimised where possible and do not impact negatively on the achievement of PiP priorities, outputs and outcomes.

**12.3.** The PiP Risk Register and the PiP Fraud Risk Register are overseen by the BCKLWN who will also maintain evaluations of BCKLWN wide and confidential risks. Key risks are also recorded in BCKLWN’s Corporate Risk Register and are escalated to Management Team as chaired by the Chief Executive and to the Audit Committee if the risk reaches a defined level.

### **13. Procurement**

**13.1.** As a public sector body the BCKLWN applies rigorous procurement processes which fully comply with the Public Procurement regulations on tendering and procurement and are a ‘contracting authority’ under the Public Contracts Regulations. Procurement support will be provided to ensure investment projects that are subject to legislation under the Procurement Act are compliant and to manage the procurement process for PiP projects that are delivered by the Borough Council.

### **14. Legal**

**14.1.** The BCKLWN will provide governance and compliance oversight to ensure that decisions regarding the PiP funding allocation comply with legislation and the terms of the Pride in Place Memorandum of Understanding. If any proposal, decision or omission in delivery of the PiP programme is likely to lead to a contravention of legal responsibilities this will be addressed with the support of the BCKLWN Legal department.

### **15. Communications**

**15.1.** All project communications should be in accordance with the PiP programme guidance (awaited), the [UK Government Branding Manual](#) and the agreed [Communications Protocol](#) approved by the KLNБ. Project Delivery Leads will be responsible for ensuring a communications plan is established and agreed for each project with the Borough Council’s Communications Team.

## **Appendices**

Appendix 1 KL Neighbourhood Board Operational Group Terms of Reference.

Appendix 2 Vision King’s Lynn Operational Group Terms of Reference

Appendix 3 BCKLWN PiP Steering Group Terms of Reference

Appendix 4 PiP Project Variation Guidance (under development)