



Community-led Delivery

Function before Form

September 11, 2026





About Place Matters

**We care about
community-led change,
done well.**

We connect - Communities, funders, public services and government, building the relationships that make everything else possible.

We build people and organisations' capacity and confidence to design, fund, invest in and deliver place-based change that shifts the needle

We amplify - We relentlessly champion the people doing the work at every level of the system. We measure our success by what they achieve.





PiPP and Community-Led Delivery

Workshop Aims:

By year three, every Pride in Place area is expected to transition towards a community-led model of delivery. This session will explore what a community-led delivery model will need to do in your place, who is best placed to do it, and how are those capabilities built. It will also set out some of the models emerging across the UK.

From PiPP Prospectus:

- Overarching aims: Stronger Communities, Thriving Place, Taking Back Control
- 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.
- Community-led delivery will look different from place to place, and the pathway to get there will vary too.
- It might mean an established local community organisation acting as an anchor institution, or the Neighbourhood Board transitioning to become a Co-operative, Community Interest Company or charity.



Join us on Slido!

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**Enter code:
1217060**



Journey Map of Community-led Change - *Phases*

Phases

1

Build Foundations

Listen, learn, and build trust across the community. Develop a shared understanding of the challenges and assets

2

Co>Create Shared Ambition and Plan

Build a shared ambition that is 'our vision,' co-create a roadmap for change, and ways of measuring what good looks like

3

Scale Delivery

Work together to make change happen and transition to community-led delivery models

4

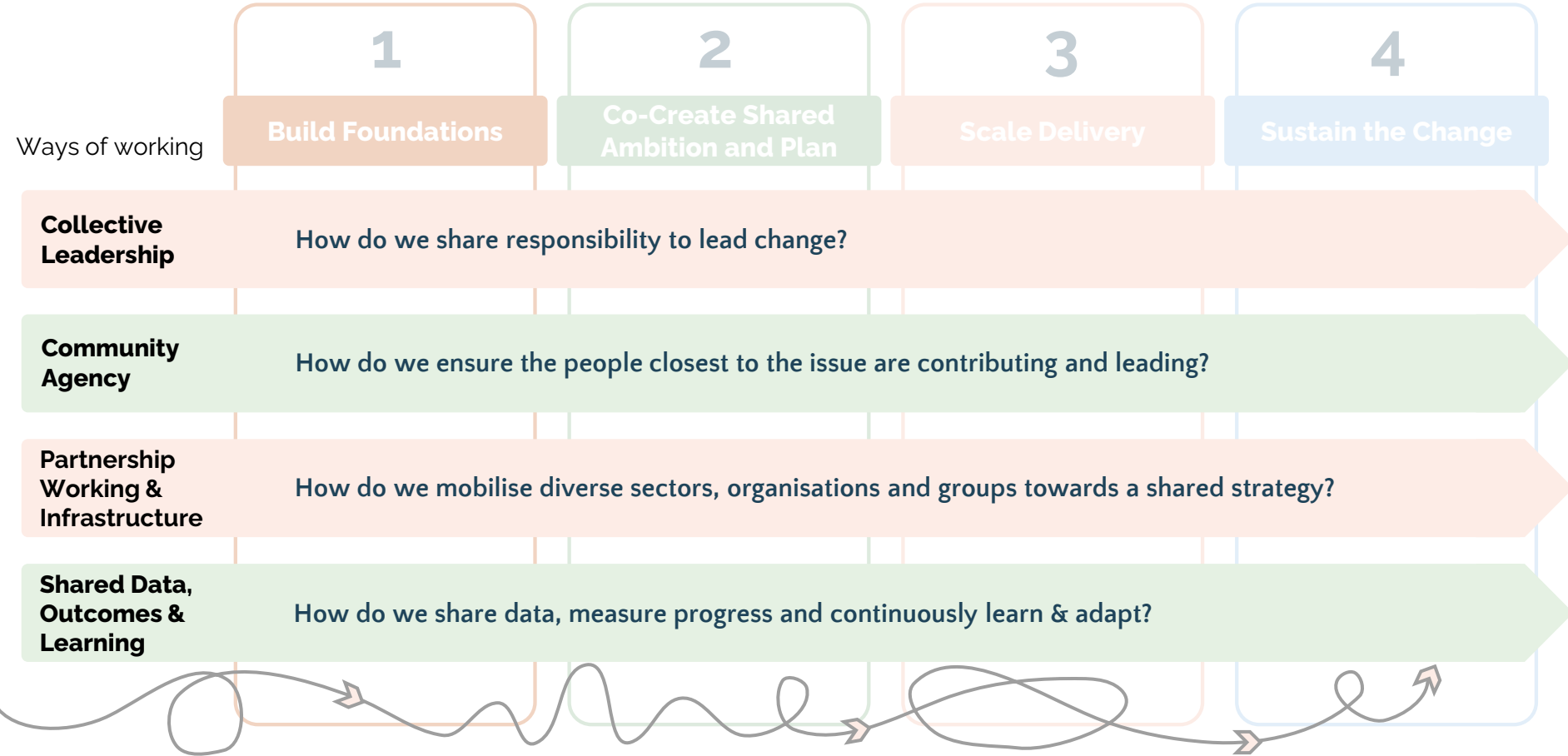
Sustain the Change

Make the change last by embedding new ways of working and building a stronger community sector



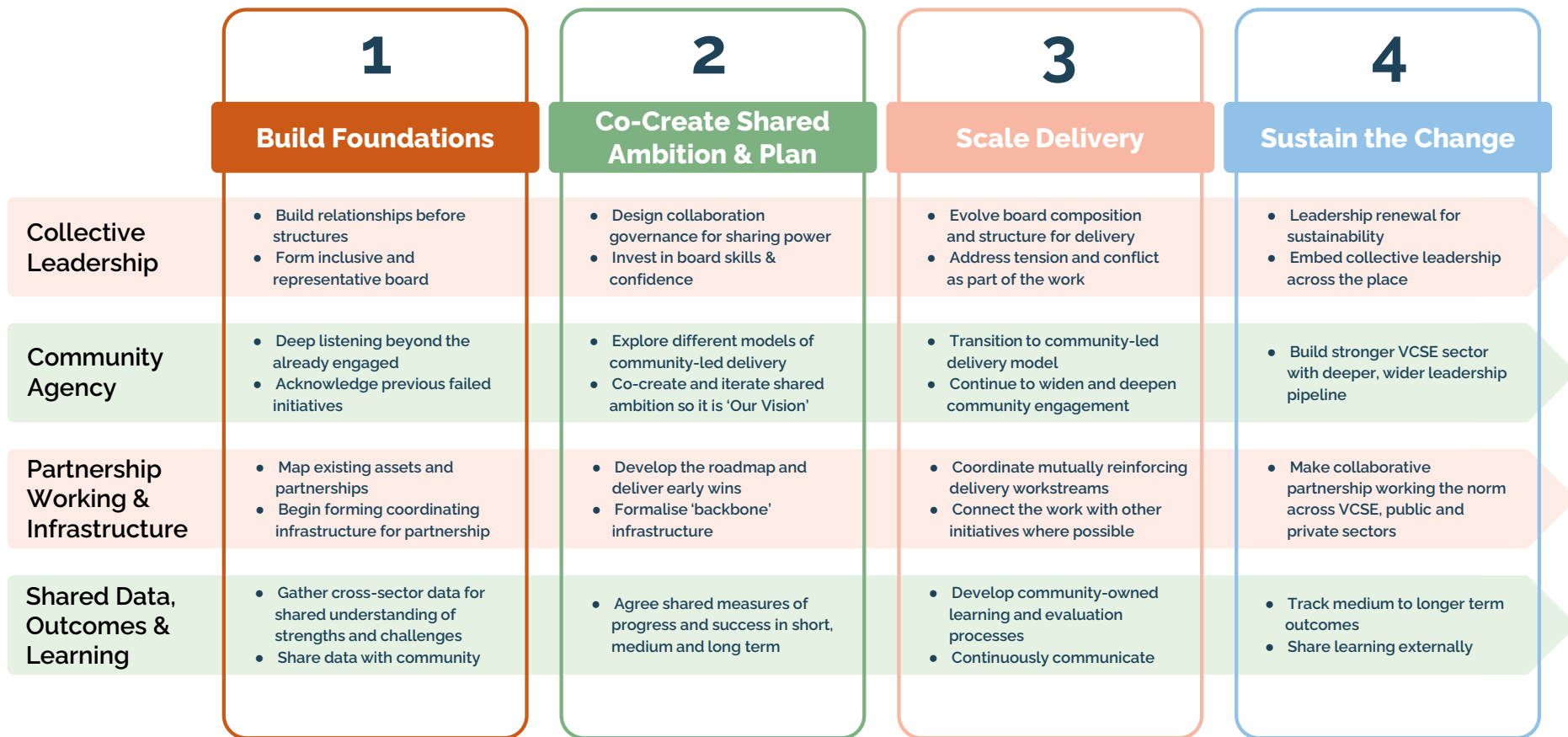


Community-led Change Journey Map



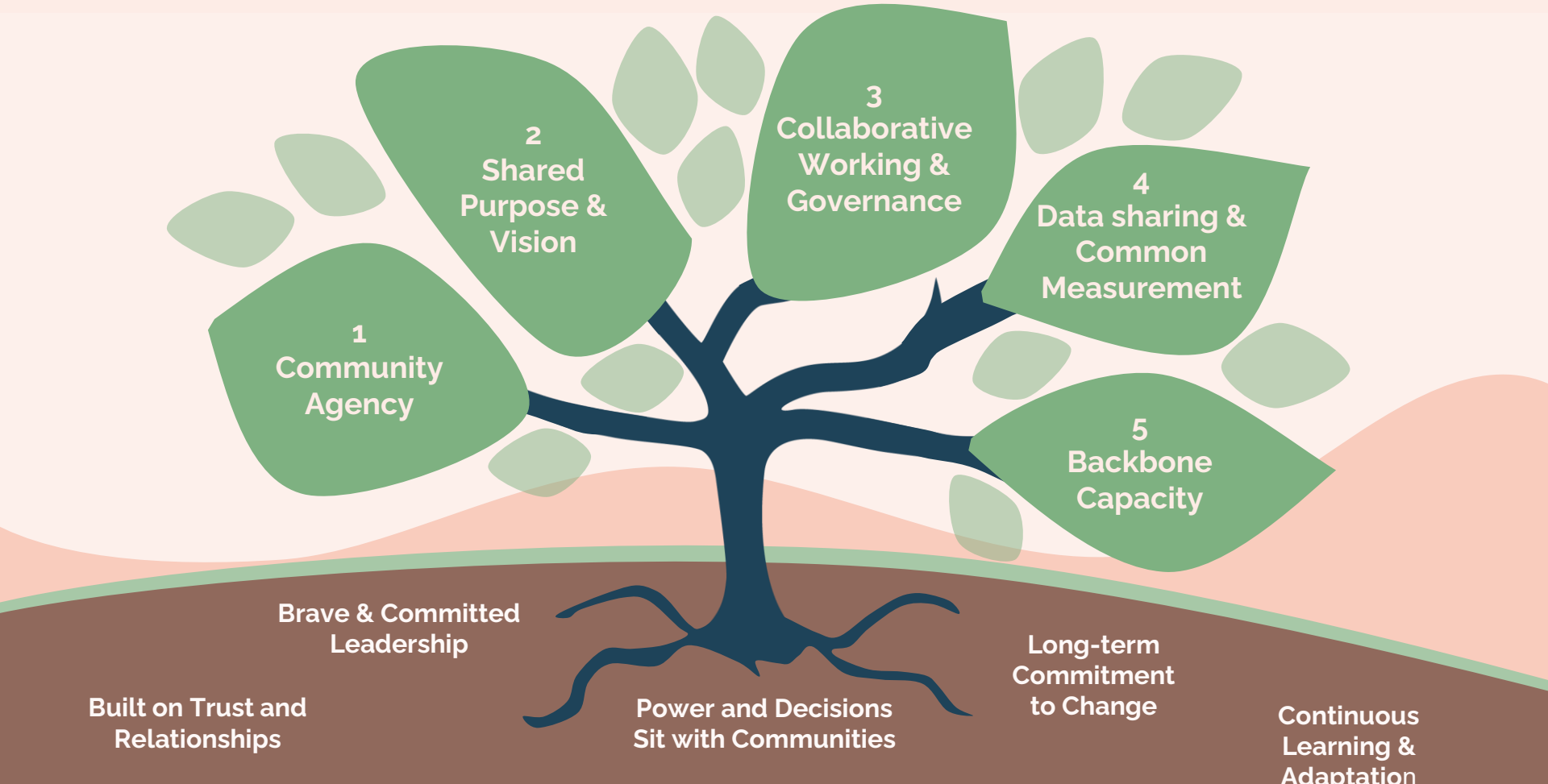


Community-led Change Journey Map



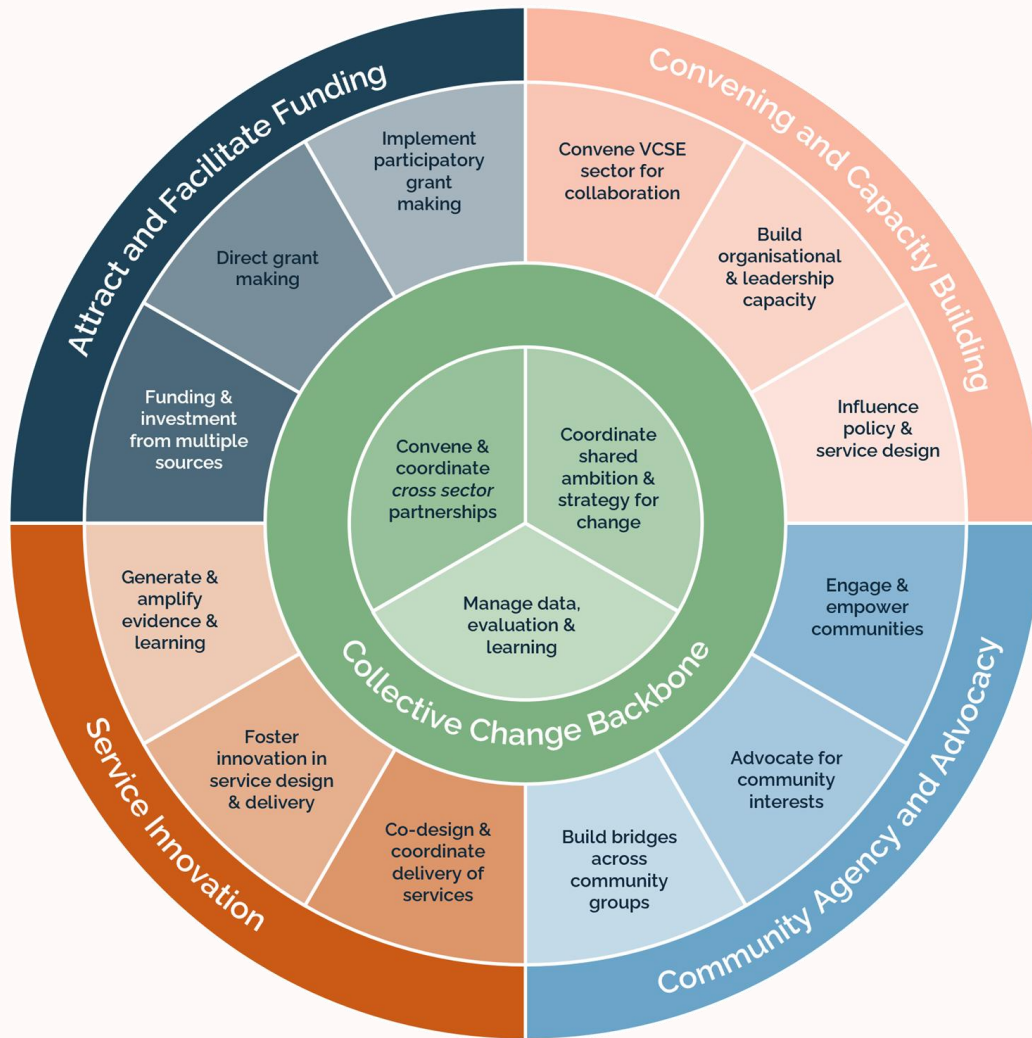


Key features & conditions of place-based change work





What roles are necessary for community-led delivery?





What roles are necessary for community-led delivery?

- **Convening and capacity building:** Connecting local partners to collaborate around priorities, creating leadership skills and mindsets across partners to enable collaboration, and creating spaces and opportunities for partners and the community to influence policy and service design.
- **Community agency, advocacy and cohesion:** Creating a positive narrative around the potential of the place, building community capacity to participate as partners in change, and enabling communities to influence the change they want to see.
- **Attracting and facilitating funding:** Building business cases and grant applications to bring in funding and investment to back shared ambitions for change, potentially including distributing funding directly.
- **Service innovation, evidence and learning:** Co-designing and commissioning evidence-backed interventions, testing and learning new ideas, generating and sharing evidence and learning to enable adaptation and improvement.
- **Collective change backbone:** A coordinating capability that connects and enables collective action around a shared ambition for change.



Types of organisations that provide the 'backbone' role



Dedicated Backbone Organisation

A constituted charity or CIC with expertise in place-based collective impact including:
convening partners, establishing shared ambition, common measurement, coordinating delivery partners, mobilising funding.

Anchor Organisations

Independent organisations deeply rooted in place, providing a variety of services for the community including funding, convening, volunteering, service delivery and community representation

Regional or National Backbone

A specialist regional or national backbone that provides backbone support and expertise to local teams across several places, providing an efficient way to build sustainable local capacity for collective change

Public Sector Backbone

Some local authorities or regional combined authorities may act as the co-ordinating infrastructure bringing different sectors together, particularly where there aren't local organisations able to take that role on.

Partnership Model

A partnership of local organisations, organised to share backbone responsibility may suit places where a single community anchor may not be the best way to bring together the work of local partners, or where the capability and expertise to tackle the ambition for change sits across different organisations.

Description



Life within a community-led backbone

The backbone is responsible for creating an effective '**container for change**,' nurturing the conditions in which **trust, collaboration, and learning** can take root.

It's about **building relationships, supporting boards and partnerships, enabling meaningful participation** through working groups, citizen assemblies, and youth forums, and holding the long-term focus when others are pulled toward short-term pressures.

This role requires a **rare blend of skills:**

- technical and relational
- analytical and human
- independent of vested interests
- comfortable with conflict
- committed to learning



Q&A on Slido

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