

King's Lynn Neighbourhood Board
22 May 2026

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**Report Title: KLNB Governance Workshop Summary held on Friday 24
April 2026**
Community Led Models, Governance and Next Steps

1. Governance Workshop

At its meeting on 24 April 2026, Board members took part in a workshop to discuss key lines of enquiry to baseline where the KLNB is in terms of its understanding of, and steps needed to move towards, the community led delivery model set out by Government in the Pride in Place programme guidance.

2. Feedback Overview

The following questions were considered:

- i. What is our understanding about the Government ask regarding setting up a community led model?
- ii. What do we think that looks like?
- iii. Do we need to gather more information to further our understanding? If so what and how.

KLNB is clear regarding the need to move towards a community-led governance model. Workshop feedback shows strong consensus on the need for grassroots involvement, creating a clear purpose, and establishing credible structures, but uncertainty remains around how this should look:

Current Position

- The overall set-up is not yet fully clear.
- Uncertainty remains around the final organisational form
- The model is emerging rather than fixed.
- Governance options remain open and require further definition.

Key Principles

- Need for an inclusive community-led approach.
- Belief, trust, and credibility will be critical to delivery.
- Must balance stability with change as the model develops.

Key structure considerations identified

- Independent charitable organisation rather than local authority led.
- A new, accountable, purpose-driven committee with strong community involvement including residents as members, trustees or advisors.
- KLNb can provide strategic support – what does this look like?

Key roles

- Some roles may not naturally align with a community-led structure but remain important.
- These roles should be driven by purpose and clarity of value.
- Further work is needed to identify and justify these roles.
- Need to understand skill sets needed to start.

Key questions to address:

- How does the community steering group operate effectively?
- How does the next iteration improve current arrangements?
- How do we encourage the community to get involved, delineate power and grow confidence for those to “Have a go”?
- Does the community have to actually lead it? Who else could do it?
- How is progress defined and measured?
- What is the balance between executive leadership and grassroots influence?
- How do we avoid governance becoming overly political?
- How will groups access funding?
- How / will KLNb provide an advisory role for this?

3. SWOT analysis of feedback

Strengths	Weaknesses
<ul style="list-style-type: none">• Understanding of the need for a community-led, grassroots, bottom-up approach.• Priority to hear, speak and engage communities.• There is strong consensus around a community-led, purpose-driven approach.• Community capacity building model (CAN/Clergy) will support the evolution of the community led delivery model.• Opportunity to involve community voices in the emerging model.• Existing KLNb has been strong at providing strategic support and lobbying government – need to determine how this continues in new model.	<ul style="list-style-type: none">• Uncertainty remains around the right organisational form.• Governance options remain open and require further definition.• Some roles may not naturally align with a community-led structure but remain important – need to identify and retain these.• Further work is needed to identify and justify required roles.• Understanding skill sets needed to start.• Broadening participation beyond the obvious and existing voices.• Challenges around data, reporting, and accountability.• Need to determine how progress is defined and measured.

	<ul style="list-style-type: none"> • Need to understand preferred methods of engagement to get community involved. • Unclear how groups will access funding.
<p>Opportunities</p> <ul style="list-style-type: none"> • The work must be driven by a clear understanding of purpose. • Establish criteria, values, and shared definition of success with the community. • Building trust, and credibility will be critical to delivery. • Roles must be driven by purpose, accountability and clarity of value. • Independent charitable organisation rather than local authority led. • Residents as members, trustees or advisors. • Learning from other Community Development Trusts such as Henderson or Keystone. • An introductory session on Asset Based Community Development to be offered to the Board. • Supporting transition without dictating outcomes. • Will KLNb provide an advisory role for this? • Work at speed to embed the process and achieve desired outcomes. 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of understanding or trust for the process. • Balancing stability with change as the model develops. • How to capture those quiet voices that have the biggest need. • Those that start might not be right to deliver the legacy. • Ensuring communities are comfortable and do not feel forced into this. • Ensure change is collaborative rather than imposed. • Avoiding tokenistic, forced or overly rigid governance structures. • Governance could become overly political or restrictive • Finding the right balance between executive leadership and community influence. • Tensions between public value and commercial considerations. • Balancing revenue generation with tradition and community expectations.

4. Putting it all together to enable the transition

- Ensuring we hear, speak to and engage communities inclusively.
- Understanding preferred and most effective methods of engagement.
- Identifying and engaging voices currently missing from the conversation.
- Creating an environment where communities choose to engage.
- Clarify values, criteria and measures of success with the community.
- Ensuring governance structures are adaptable and community driven.
- Introducing change collaboratively with the community.
- Allowing the community to shape the direction and final outcomes.
- Embedding the process quickly to maintain momentum and deliver outcomes.

5. Engagement and Inclusion

- Go to neighbourhoods (via community builders):
 - they tell us what they want/need,
 - determine with plan/execution method.
- Ensure communities are genuinely listened to.
- Capture those quiet voices that have the biggest need.
- Broaden participation beyond the obvious and existing voices.
- What does success look like in the community?
 - Clear criteria, values, and shared definition of success required.

6. Summary

- There is commitment to developing a community-led governance model.
- A shared understanding of purpose, values and measures of success is essential to guide the preferred structure.
- Further work is needed to identify optimal structure, clarify governance, and define practical next steps.
- The transition must balance programme parameters, community expectations, strategic support from KLNB and accountability for delivery.
- Clarify the core purpose and the balance between public and private value.
- Managing tensions between public value and commercial considerations
- Ensuring revenue activities align with community values.
- Address challenges around data, reporting, and accountability to ensure transparency.
- The new community capacity building model will play a key role in enabling the shift toward a community-led delivery approach

7. Next Steps & Decisions Required

- 1. ABCD introductory training to be offered to all KLNB members (further details to follow)**
- 2. Agreement to review Terms of Reference and membership**
- 3. KLNB Board Members to meet individually with the Chair**
- 4. Agree to focus future agenda items on work programme to gain learning and experiences from other places on community development models.**
- 5. Consider whether KLNB should act as an advisory body for a transition period or whether a hybrid model would be preferable with KLNB working in partnership with a community steering group.**