



# Our impact

A **powerful**  
national network  
driving **positive**  
change in local  
**communities**



[locality.org.uk](http://locality.org.uk)

Locality is the national network of ambitious and enterprising community organisations, working together to help neighbourhoods thrive



We are a membership organisation, and we support and inspire community anchor organisations\* across England to develop and thrive in every neighbourhood. As 'anchors' in their community, our members are uniquely placed to help reduce inequalities, grow the local economy and build a sustainable future for our towns and communities.

We support community anchor organisations to:

- Grow their income, access funding and win contracts worth millions
- Grow and adapt through expert advice and hands-on support
- Take on ownership and management of community assets
- Learn from each other and collaborate.

And we use the collective voice of our members to influence policy, practice and funding both nationally and locally.

\*Community anchor organisations are independent local organisations, working with the public and private sector for positive change. They run diverse activities depending on what their community needs, created by and for local people, and share a determination to see their community thrive. They play an important part in regenerating neighbourhoods, creating local employment and generating investment that's retained locally.

Community anchor organisations do five main things:

- Run local services
- Give local people a voice in shaping policy
- Get local people involved in their community
- Attract investment and income into the community to retain wealth locally
- Support other community organisations.

**Our vision** is a fair and diverse society where every neighbourhood thrives and where local people determine their future together

**Our mission** is to develop a network of ambitious and enterprising local community organisations with a strong, collective voice and to inspire community action so that every neighbourhood thrives



I enjoy the support, the challenge, the networking, the support of peers developed through the membership, and the ideas and resources Locality brings. I value the membership more each year.

**Royds Community Association**



Locality is the best value membership organisation for the sector by quite some margin. We have made relationships with other social enterprises as a result of the Locality network and its staff that have resulted in thousands of pounds of business.

**Sunlight Development Trust**



Being part of a family we've been able to tap into learning from other organisations and look at how we can use that to address our issues. Support at a national level also gives us more backbone – we are part of a wider picture through the Locality network.

**Birmingham Settlement**



# The **Locality** Network

Locality members can be found in neighbourhoods right across England, in urban and coastal areas, in traditional housing estates and small market towns. Some members are large, others are small. Some members have been around for more than one hundred years, others are newly formed. They all work with different people and do different things, depending on what their local community needs.

What unites the Locality network is a commitment to driving positive change for a local area, building local resilience.

We are also part of a bigger network, working closely with our sister organisations in Wales, Scotland and Northern Ireland as well as playing an important role in the International Federation of Settlements and networks such as the Global Social Economy Forum.

## Our network has huge strength, reach and influence

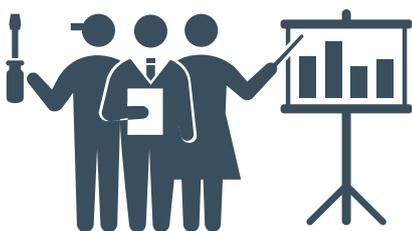


More than  
**600**  
community  
members



**7,000**  
supporters have  
signed up to join  
our movement

Combined  
income of  
**£372**  
million



More than **150**  
associate members  
including local authorities,  
housing associations, private  
businesses, academic  
institutions and individuals

Combined  
earned  
income of  
**£261**  
million

The network  
owns  
**£779**  
million  
worth of assets



**Our network mobilises the talents and passions of thousands of local people, building community pride and self-determination**

Our network employs **10,900** staff

Our network has mobilised **33,500** volunteers who work **340,000** hours a week – that's a total value of **£196m** per year

Our network runs many different activities, depending on what their community needs



**406,300**  
people benefit from our  
**members' services**  
each week



Our members deliver  
**15** different  
**activities**  
on average



Our members support  
more than **11,000**  
**community groups**  
and **10,000**  
**small businesses**

## Main users of services and activities

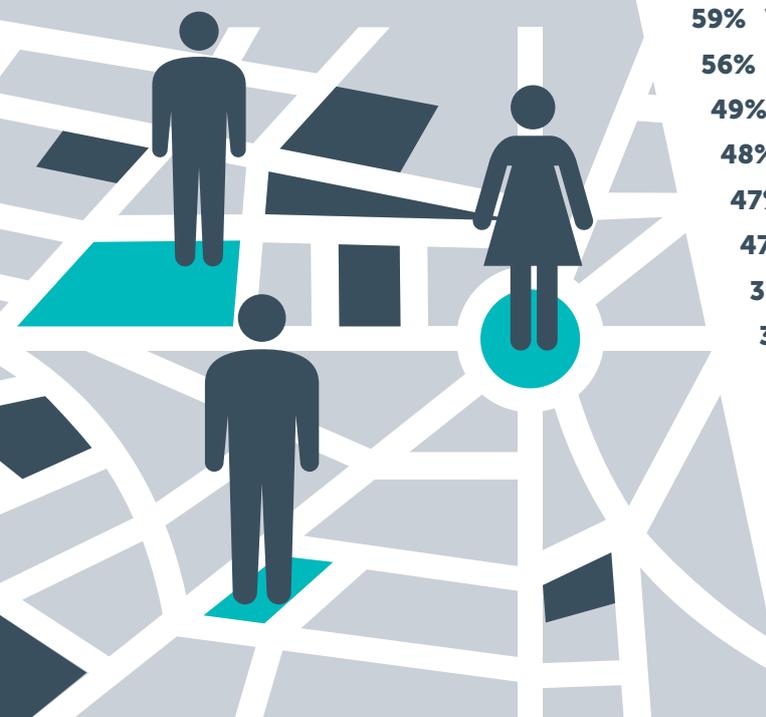
Older people	<b>68%</b>
Unemployed people	<b>65%</b>
Young people (16 to 24)	<b>58%</b>
Children (15 or under)	<b>56%</b>
Other third sector organisations	<b>53%</b>
People with mental health needs	<b>48%</b>
People in financial difficulty	<b>45%</b>
People from BME communities	<b>38%</b>
People with complex or multiple needs	<b>36%</b>
People with learning disabilities	<b>36%</b>
People with physical disabilities	<b>30%</b>
Faith communities	<b>23%</b>
People with addiction problems	<b>20%</b>
Asylum seekers, refugees and migrants	<b>19%</b>
Offenders, ex-offenders & their families	<b>16%</b>
Homeless people	<b>16%</b>
Lesbian, gay, bisexual or transgender people	<b>10%</b>
Victims of crime & their families	<b>9%</b>





## Activities and services of our network

- 80%** Community development
- 71%** Community facilities, room hire
- 60%** Advice & information services
- 59%** Volunteer training & placement
- 56%** Employment
- 49%** Capacity building & business development
- 48%** Training
- 47%** Arts & cultural activities
- 47%** Education
- 39%** Youth Work
- 36%** Managed workspace
- 33%** Property management & development
- 33%** Sports & recreation
- 28%** Catering
- 26%** Health care
- 25%** Consultancy
- 23%** Built environment & heritage
- 22%** Exclusion & financial advice
- 19%** Childcare
- 19%** Food Bank
- 18%** Community safety / crime prevention
- 18%** Leadership development
- 17%** Grant giving
- 17%** ICT services
- 17%** Natural environment
- 16%** Community housing
- 16%** Open space management
- 15%** Disability services
- 15%** Recycling & renewable energy
- 14%** Retail
- 13%** Homelessness
- 13%** Drugs / alcohol
- 12%** Offender & ex-offender support
- 12%** Tourism
- 11%** Credit union / community finance
- 7%** Forestry / woodland management
- 7%** Publishing / printing
- 6%** Transport



**Our network is spread across the country, mainly in deprived areas**

**80%** of our members work in the **50%** most **deprived wards** in the country

**63%** of members work in **urban communities**

**18%** of members work in **rural communities**

**19%** of members work in mixed **urban and rural communities**



The good feeling that comes from being with the tribe all together at the annual Convention is restorative.

**Goodwin Development Trust**



Locality is the only membership we have continued over the last nine years. Locality staff are the best and the support we've received is second to none.

**Vintage Worx  
Community  
Development Trust**



## Our **network** includes **members** like...

### **The Selby Trust**

The Selby Trust and Centre in Tottenham, London, is a community anchor organisation set up by local people who wanted a multi-purpose centre led by the community. The centre includes meeting rooms for hire, training courses, sports facilities and a community garden. The aim is to improve the lives of local communities – bringing together a rich mix of individuals and organisations, primarily from BME, refugee and other historically excluded communities in Tottenham, North London and beyond.

### **Goodwin Development Trust**

Goodwin Development Trust is a community anchor organisation based in the heart of Hull. It was set up as a charitable organisation by a handful of residents from the Thornton Estate in Hull who wanted to improve their quality of life. The Trust has invested in local assets and is operating 20 services from 15 different sites throughout Hull. Services include children's centres, a conference centre, a community college and disability care facilities. Further investment is planned for the coming year around the construction of social eco-housing.

# How we support the network

Locality helps community anchor organisations to survive, develop and thrive. We work directly with member organisations, local authorities, public bodies and any other organisations who support our vision using a support model we call 'SOAR':

## START



**START** – this is the most important stage as it puts the foundations of a sound organisation in place. Locality shows people how and where to start. We organise group visits to established enterprises for tips and ideas to show what's possible. We also help groups set up a legal structure, write policies and procedures, develop key skills and create a business plan, and work with local authorities to identify and build community activity.

## ORGANISE



**ORGANISE** – the early years of trading are often the most exciting but also the most turbulent. Managing early growth and taking on new services is not always easy. We support organisations to plan for success by developing the systems and future business opportunities that will allow them to thrive. We also support local networks of organisations as well as providing support nationally through exchange programmes.



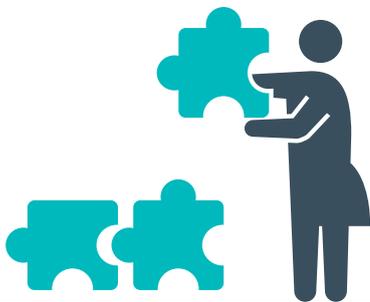
From the very outset the professionalism shown by Locality was exemplary. As a group we are in a far better place and that is due to the work Locality has undertaken with us.

**Community Involvement Co-ordinator,  
Mirehouse Residents Group**





## ACHIEVE



**ACHIEVE** – this stage is for established organisations that have high levels of local engagement, are making ends meet and generating income, and are looking to the future. Here Locality is a critical friend, carrying out systems analysis, strategic planning and investment readiness preparation, encouraging organisations to push boundaries.

## BECOME RESILIENT



**BECOME RESILIENT** – high achieving organisations cannot rest on their laurels. A truly resilient organisation needs an adaptive strategy. Locality supports organisations to win new investment and contracts, manage partnerships, address risks and, when things have become too difficult, provides business turnaround support.



Locality have been a key partner for our Council for four years. They have particularly added value with community asset transfers and supporting our strategic work on the Localism agenda. They are highly regarded by local statutory and third sector organisations in terms of their expertise and professionalism.

**Calderdale Council**



# How we help local people to...

**START**

## Advising on governance structures

### Chilmington Green housing development

Ashford Borough Council and key stakeholders are setting up a new Community Management Organisation (CMO). They are delivering a new housing development of 5,000 homes over the next 15-20 years, and the new CMO will manage £20m of assets including community facilities, open public and green spaces, and will also be responsible for community development.

As a critical friend, we have so far appraised their proposals for creating the CMO and produced a 'manual' as a guide for its future development. We helped set up a shadow board of community stakeholders and will continue to support Ashford Council and the board as the CMO moves into its operational phase.

## Creating a neighbourhood plan

### Lynton and Lynmouth

The dramatic coastal towns of Lynton and Lynmouth, within Exmoor National Park, receive thousands of visitors a year. However low wages within the tourist industry and high house prices mean that there's a lack of affordable housing. The community wanted to develop a neighbourhood plan to regenerate these seaside towns.

As part of neighbourhood planning support funded by the government, we helped them appoint a steering group of 10-20 representatives from local businesses, clubs and residential areas. They gathered local people's opinions and ideas, engaging people at the farmers' market and knocking on doors. This led to the mapping of proposed sites for an affordable housing development.



# How we help local people to...

## ORGANISE



## Securing new funding

### Service delivery organisation, Merseyside (anonymous)

We were approached by Lankelly Chase to support a Merseyside based alcohol detoxification service. The organisation was only raising a small amount of public sector income (from the spot purchasing of beds through GPs and housing associations), and two major sources of grant funding were about to end. It also had no business plan.

We supported them to strengthen their governance, develop a business plan, map out potential capital and grant funding sources, claim housing benefit for their units of accommodation, and improve their contract readiness. As a result, they were awarded £75k from the Tudor Trust and are in a strong position for both Big Lottery and Lankelly Chase funding. They're also now in the running for a local authority rehab and detox programme.

## Taking on a local community asset

### Shropshire Community Hubs: Pontesbury Library

Pontesbury residents were upset about the prospect of their local library closing. Shropshire Council was keen to transfer libraries to communities but the community wasn't sure how to run it.

We worked with the council and the Friends of Pontesbury Library to generate income for the library. We used the Locality Cultivating Enterprise Toolkit to help develop partnerships with parish councils and the police. The library is now not just going to remain open but has a vision and plans to develop.



Although this is a challenging time for public services, Locality have helped to show that it can also be an opportunity for creative thinking at the community and street level.

**Shropshire Council**



# How we help local people to...

**ACHIEVE**

## Improving services to increase impact

### Mary's Charity

Mary's Charity in Islington serves the local community, in particular children and young people. They wanted to review their impact so they could improve key service areas.

We used our HealthCheck tool and interviewed senior staff to analyse their position. This provided insights into the economic and social benefits of their activities in their community. The next step was to analyse the key service areas, the costs of delivering these, and to help them design and deliver more cost effective and impactful services. Mary's Charity now has a good understanding of its 'health' and which services to develop and grow for a sustainable future.

## Winning new contracts

### Community Anchors Calderdale

A group of community anchor organisations and Locality members were identified by Calderdale Council as being key to delivering their strategic priorities and managing demand for public services.

We supported the organisations with their business plans, and supported the network to build partnerships. This has helped them win and deliver contracts such as Staying Well to reduce social isolation. Calderdale Council also recently adopted a 'Community Anchors policy', possibly the first in the country.



The return on investment from the contract has been considerable, with a track record of securing match funding and inward investment. During 2015/16 alone Locality has helped organisations in Calderdale secure over £1.3m investment in return for the £20k grant awarded by the Council.

**Calderdale Council**



# How we help local people to...

**BECOME  
RESILIENT**

## Building collaborative networks for multiple asset transfer

### Leeds Locality Consortium

A consortium of our members in Leeds had ambitions to take on the management of nine community centres from the local authority, bringing them into community ownership. We supported the members – all different sizes and in different neighbourhoods – to come together to share their skills, including financial and legal. This included community consultation, coordinating the partnership with the local authority and producing a business plan. The group is now more confident and is building an open partnership with the local authority.

## Reviewing finances and business structures for long-term sustainability

### Community hub (anonymous)

We worked with a community hub whose children's nursery had been losing money for three years due to falling numbers and increasing costs. Like many community buildings, the main income was from room hire and events. The nursery was an important part of their social mission but was threatening the hub's future.

Through our Lifeboat Service we looked at options with the Board. We helped the organisation to develop cash-flow forecasts, secure loan finance and revise the business model. While the nursery had to close, room hire income has increased as there is now more space to let, improving long-term sustainability.



# Influencing the wider context

## Creating a climate for community anchors to prosper

We unite and amplify the voice of our network to shape the policies that affect their work.

Politicians might once have thought deep-rooted social problems could be tackled by pulling levers in Whitehall. Now there is a recognition across the political spectrum that real and lasting change can only be achieved if it starts with communities working together in their local area.

Locality has been at the heart of this shift in political thinking. We influence decision-makers through our policy and campaigning work, which is rooted in the innovative practice of our members and our programme and consultancy experience.

### Continued devolution of power

#### We believe

Devolution should strengthen community involvement in local decision making.

#### We want

To drive power down to the most local level to give more communities control.

#### What we've done:

- Shaped the Localism Act and supported communities to use community rights and develop neighbourhood plans
- Established the Localism Commission to review progress in this policy area
- Created a set of principles – in partnership with NAVCA and co-designed with our members – to ensure devolution is something that truly works for communities, leading to a cross-sector 'Devolution Summit'.



A terrific organisation that really helps put the work we do and the issues we face on the map.

**New Wortley Community Association**



### A fair deal for local organisations involved in public services

#### We believe

Big contracts and large scale outsourcing deals are harming local economies, local charities and small businesses. Commissioning local organisations is the best way to keep our public services at a human scale and sustainable in the face of huge pressures.

#### We want

An end to the exclusion of local community providers like our members from commissioning, and a stop to public bodies outsourcing to giant multinational organisations.

#### What we've done:

- Provided practical support to councillors and commissioners to improve their commissioning policy and practice
- Created the Keep it Local campaign to make the case for locally commissioned and delivered public services. Over 1,000 people have been involved in our work to change policy and practice locally.

## Greater community ownership of assets

### We believe

Owning assets provides a sustainable income base for community organisations, builds community strength and reduces the burden on overstretched local authorities.

### We want

More community organisations to own and manage local assets.

### What we've done:

- Called for a £1bn Community Asset Investment Plan to inject capital into community organisations and secure the future of our most important community buildings
- Supported community organisations to take on hundreds of assets by removing barriers and creating the conditions that make it easier.

## More housing owned or managed by community groups

### We believe

Enabling communities to manage and build the homes they want will go a long way towards tackling the country's growing housing crisis. It will reduce both the number of families forced to move in search of lower prices and the number of older people pressured to relocate when they downsize.

### We want

A new wave of housing owned or managed by community groups, with the government taking responsibility by providing capital funding and support to get started.

### What we've done:

- Empowered our members to lead the way in developing affordable housing solutions that are designed for and by local people
- Led the nationwide community-led housing funding programme.



The contact with other organisations and potential to influence nationally remain the strongest reasons to be a member.

**Barton Hill Settlement**



## A fair and inclusive society for all

### We believe

Growing inequality and poverty are not inevitable. The 2016 EU referendum highlighted that many communities have been excluded from the benefits of economic growth for decades, and efforts to decentralise power have not gone far enough to give people a greater sense of control over their own lives.

### We want

A fair and diverse society where every neighbourhood thrives and where local people determine their future together.

### What we've done:

- Supported our members with the tools they need to tackle disadvantage and help people living in poverty
- Delivered the Community Organisers programme, mobilising people to take action to improve their neighbourhoods
- Provided a strong voice on social justice issues to ensure that policy tackles inequalities
- Made sure our members are at the forefront of practical and innovative work to enable communities to come together to change their neighbourhoods for the better.

# Join the **national network** of **ambitious** and **enterprising** community **organisations**

You'll benefit through:

- Expert advice and hands-on support
- Connection to the people, knowledge and funding you need to be successful
- Being part of an alliance that's a powerful voice for our sector
- Offers that will save you money.

Together we'll make life better for your community.

**Join our network at**  
[www.locality.org.uk/members/join/](http://www.locality.org.uk/members/join/)  
or email [joinus@locality.org.uk](mailto:joinus@locality.org.uk)

## Access **expert advice**

If you're a community enterprise or local authority, we want to help you thrive. We can support you with everything from community assets to investment readiness.

Contact us at and get a no strings attached quote:  
[www.locality.org.uk/locality-consultancy/](http://www.locality.org.uk/locality-consultancy/)

**locality**

**Locality central office,**  
33 Corsham Street, London N1 6DR  
☎ **0345 458 8336** ✉ [info@locality.org.uk](mailto:info@locality.org.uk)

Find us on:   

Locality is the trading name of Locality (UK) a company limited by guarantee, registered in England no. 2787912 and a registered charity no. 1036460.  
©Locality October 2016