

# Locality



## Background information

Locality is a national organisation committed to a local approach. We support community organisations to be strong and successful, to meet local needs and to give people a purpose, good places to live and good health.

Building resilience in community organisations and creating lasting change is at the heart of what we do, fundamental to this is to support organisations to be sustainable, robust and able to meet the demands for their services.

We know from our day to day work that there are amazing ideas, skills, innovation, passion, local knowledge and long-term commitment within our neighbourhoods. By creating strong and successful community organisations, we can help to unlock this power and provide solutions to the big economic, social and environmental challenges community organisations face.

At Locality we have staff in every region of England enabling us to work in the heart of communities to help community organisations to be stronger and more robust. Effectively we represent the best of both worlds: having the influence and knowledge base which comes with being a national organisation, whilst prioritising the building of local relationships with community organisations. We have developed knowledge and experience of how to build resilience in a way that is practical and effective, addressing specific issues, and overcoming complex and technical problems. Our experienced staff will work alongside you, fulfilling the role of advisor, mentor, critical friend, and honest broker.

Above all we are friendly, approachable, and committed to strengthening the community sector.

Find out more at: [www.locality.org.uk](http://www.locality.org.uk)

## Offer Under Enhance

### Developing / managing assets (land and property)

Locality has a national reputation for expertise, and an excellent track record in supporting community organisations to rise to the community asset challenge – creating spaces where lives are transformed. We are strengthened by our access to a vibrant network of community organisations whose business models are underpinned by the ownership of community assets.

In relation to community organisations with aspirations to develop property and land, several disciplines area often brought to bear:

- Governance changes and establishing new governance arrangements
- Business planning
- Capital fundraising (grant, investment and increasingly community shares)
- Property development
- Understanding the implications of property management
- Negotiating Community Asset Transfer (CAT) with local authorities
- Issues related to leases

Developing community assets can therefore be highly complex, taking place over a long period of time.

Based upon our experience we envisage that support packages could be structured in the following ways:

- High capacity groups with clear plans (2 days critical friend and more technical support over a 2-month period)
- New or earlier stage groups an average of 6 days over 4 months (with governance, business planning and fundraising being common support areas)
- Post transfer support (2 days approximately but largely subject to specific needs and circumstance over a 2-month period)

The structure of the packages summarised above represent a guide and we envisage providing support according to need. Support could be provided as a combination of face to face meetings (one to one and one to many) as well as contact via email, telephone and online meetings enabling multiple participants.

## When might the Partner be the most appropriate solution for the charity?

At Locality we have led the agenda on community asset development for over a decade. We have experience of supporting hundreds of community organisations to fulfil their ambitions to own or manage buildings from Meanwhile use through to long term lease or freehold ownership.

We have a national team of staff experienced in supporting groups to develop and manage assets. For over a decade we have run a number of national programmes on Asset Management and Asset Transfer and have unparalleled experience in the process and in anticipating and tackling problems which may arise on the journey.

From years of campaigning and delivery we know that making assets viable, creating a strong business plan, mitigating risk factors, building resilience, supporting networks, evidencing need, exploring all funding options, and making sure that the plan for the building is realistic and fit for purpose is critical to having a successful assets project.

Our national team have worked closely with community organisations, local authorities, public and private sector owners to help to develop and enact the best plan of action for community assets. Over time we have worked with the widest range of community assets imaginable, from Grade One listed buildings, to car parks, Victorian schools, green spaces, community hubs, cinemas, community-owned launderettes, windmills, and an abattoir. The breadth of our national experience is unsurpassed.

So from community centres to cafes to windmills we have a wealth of experience to build on and look forward to working with you on to make your plans reality.

## Input Needed from the charity

We are flexible in the way that we provide support, designing support packages around the needs of our clients. Our experience shows us that the needs of organisations developing asset related projects are varied, depending on their stage of development and levels of experience.

Levels of time and input from our clients entirely depends on the needs of the organisation and what the focus of the work is. However, we generally advocate a high level of involvement of the client in the process and we adopt a facilitative style of working.

In terms of the typical time input needed from the charity, the development of a business plan for the asset, for example, may require the following:

- 1 day developing the vision, determining specific business activities, legal and governance structure
- 1 day focussing on social impact - developing an organisational theory of change mapping how specific activities create community impact
- 1 day on detailed financial projections including cash flow forecast incorporating the capital phase, and then mapping the transition into operational management
- 1 day on reviewing the final business planning document with the organization
- Plus a further 5 days of desk based research, writing up the session with the organisation and drafting the business plan