

## Local Trust Legacy Strategy

**Our vision is that as a result of Local Trust's work over fifteen years, and the effort and achievement of residents of 150 Big Local areas...**

- There is a wider understanding within the public debate of the central importance of robust and vibrant locally-led institutions and infrastructure as the foundation of powerful communities and successful neighbourhoods
- Public, private and civil society organisations increasingly seek to embed that insight in how they work, prioritising building and strengthening the social infrastructure of communities through all aspects of their work
- The principle of placing money and assets in the hands of local people, and providing them with long-term patient support to help initiate and build those institutions, in particular where they do not already exist, is well established in policy and practice across sectors
- The resources and institutions exist to support those working towards these goals and there is a clear evidence base to support this, expressed in terms that are relevant and accessible to key audiences

This evidence base is underpinned by the success of Big Local, which means that across the areas we have supported:

- Community-owned and led assets and organisations initiated by Big Local partnerships as part of their legacies continue to thrive beyond the end of the programme.
- Those institutions are equipped to maintain strong and balanced partnerships with statutory agencies, funders and other key local stakeholders.
- Big Local communities have greater confidence and ability in accessing a fairer share of funding.
- Where they choose to, people who were involved in Big Local remain active and able to create change, with a shared commitment to developing a new generation of people within their communities involved in leading and delivering change.

## Principles

We will aim for our legacy-focused work to be:

1. Long term and transformational
2. Focused where we can have most influence
3. Committed to inclusivity
4. Built on all of our assets
5. Both national and local
6. Evidence-based and transparent

### 1) Long term and transformational

We want the legacy of Local Trust's work to last well beyond the end of Big Local, and make a contribution to deep and sustained change in communities and beyond. We will:

- Continue to invest in our policy and advocacy work, building a compelling narrative of the importance of neighbourhood social capital and infrastructure, and taking opportunities to see this mainstreamed in the policy approaches of the main political parties.
- Support the establishment of institutions that will carry on beyond Local Trust and continue to share our insight and evidence to make the case for the change we are seeking.
- Continue to share inspiring stories of community-led change that provide exemplars and models of what is possible when people are given the time, resources, trust and support to lead change in their neighbourhoods.
- Work to ensure that any significant long-term funding to rebuild the social infrastructure of left behind communities builds on the approaches developed through Big Local.

### 2) Focused where we can have most influence

To have the greatest impact, we will focus our efforts where we have most influence, building on our track record of legacy-orientated work to date. We will:

- Commission scoping studies into different target sectors (such as health, local authorities, the private sector etc) to identify where there is opportunity for us to

have most impact, and use this to inform systematic packaging and promotion of our evidence and insight to those audiences.

- Continue to respond to shifts in the external context that may open up new opportunities to significantly strengthen our legacy, within budget and time constraints.
- Be open and enthusiastic about other organisations taking forward Local Trust initiatives and approaches where this can significantly add to and consolidate our legacy, and support them in doing so, wherever possible.

### **3) Committed to inclusivity**

Recognising that the Big Local programme represents a fundamental transfer of power at the local level, we will seek to ensure that learning about the relationship between place-based approaches and Equality, Diversity and Inclusion is embedded in how we tell our story, how we advocate for wider change and how we support people to continue their journeys into the future. We will:

- Ensure that all our legacy initiatives carry forward Big Local principles of inclusivity, equity and diversity.
- Ensure that legacy bodies in Big Local areas are supported to carry forward these principles, for example through the Make it Happen fundraising and community engagement support offers.
- Collate research into Big Local, including in the Learning from Big Local project, in relation to successes and challenges in how partnerships have promoted inclusion and tackled discrimination.

### **4) Built on all of our assets**

Our legacy strategy will draw on and leverage our whole staff team, our extensive stakeholder relationships, our financial resource and our large body of research, insight and experience. We will:

Establish a “staff alumni project” to ensure that as we scale down, our staff leave Local Trust with the skills and motivation to share our learning, insights and approaches throughout the rest of their careers.

- Explore ways in which those who have been involved in Big Local areas, including workers, partnership members and others can continue to have impact individually or collectively after the programme has finished (such as through Big Locals Together, if it proves sustainable).

- If resources are available, explore how we can create a continuing resource after the end of Big Local capable of promoting our insight and ambition, such as a communities convention, network, publication or research initiative.

## **5) Both national and local**

Sustainable positive change in Big Local areas is the bedrock of Local Trust's legacy. Alongside our national legacy, we will:

- Ensure that over the remaining years of the Big Local programme, local areas continue to deliver effectively, with funds spent for the benefit of the local community.
- Continue to support Big Local partnerships (where that is their ambition) to develop sustainable organisations and build social infrastructure that can enable community-led activity in their area after the programme has finished.
- Continue to invest in developing the potential and skills of those involved in Big Local through to the end of the programme, whilst also investing in connecting them into new networks capable of providing them with community and support into the future.
- Capture the achievements and challenges of every Big Local partnership and the programme as a whole through the Learning from Big Local project.

## **6) Evidence-based and transparent**

We will utilise the rich and extensive body of research and evidence developed over time to ensure that our legacy is rooted in a deep understanding of what works. We will:

- Clearly articulate and share our legacy ambitions and how we seek to achieve them.
- Continue to invest in research and evaluation, and ensure it is available and accessible as a freely available resource describing the achievements and challenges of delivering Big Local.
- Commission a review of how Local Trust has worked over time to deliver Big Local, paying particular attention to how this has changed in response to shifts in the external context and developments in the programme.