

THE NEWSLETTER FOR DEVELOPMENT TRUSTS

# networker

**asset development**



The Octagon, Goodwin Development Trust, Hull

**Winter**

# extraextra

## DTA member success at Judge Business School

The most recent crop of new graduates from the Masters degree in community enterprise from Judge Business School, University of Cambridge, includes several Chief Executives and senior personnel who are members of the DTA. Those who graduated in July 2005 were Gary Foreman (Penywaun Enterprise Partnership), Carolyn Lambert (Hailsham Trust), Peter McGurn (Goodwin Development Trust), Neil Stott (Keystone Development Trust) and Neil Berry (formerly Attercliffe and Darnell Community Enterprises and now Regional Development Officer, DTA in Yorkshire and Humber). Also graduating this summer were new DTA members Margaret Lee (Cresco Trust) and Joseph Main (Community Regeneration North East). Congratulations to everyone who completed this demanding two-year programme at one of the world's most prestigious universities.

The Masters degree was launched in 2002 after an initiative led by the DTA in association with the Monument Trust. Since its establishment at the Judge Business School, the programme has drawn support from many organisations, including the Esmée Fairbairn Foundation, the Small Business Service, the Phoenix Fund and several Regional Development Agencies. In total, a maximum of 20 students have enrolled on each of the programmes that commenced in 2002, 2003 and 2005. During the course, students have the opportunity to combine theory and practice in the classroom as well as in assessed written work. In the first year, most elect to orient their assessed work around the needs of their organisation. In 2004, Joseph Main, used work completed on the course as the basis for a successful bid for over £75,000 to various grant-makers to fund a community learning space and adjoining child care facility.

In the second year of the course, students undertake an individual research project in which they examine an issue of importance to community enterprise. In 2005, Neil Stott investigated the strategic tensions faced by development trusts between community engagement and financial sustainability. His research examined the barriers to achieving both social and financial goals, in particular achieving sustainability through trade, when a Trust is located in a deprived area. He found that the attempts to generate income from trading led to a number of strategic tensions within each trust which arose as

they strived to balance or blend voluntary/public styles of governance and management with the business imperative to be financially sustainable. The findings suggest that trusts that operate in an area of deprivation were unlikely to achieve sustainability without either the support of public funds or significant trading in the area of benefit - even with an asset base.

Neil Berry investigated cultural pressures experienced by three community enterprises that had undergone a period of rapid growth. His study identified that the particular values of these enterprises were perceived to be key to their initial success, but that in turn this success had threatened to undermine these values. Neil identified the effects of the dilution and fragmentation of values as well as the processes that had been successfully employed to limit and in some cases ameliorate these effects.

Research was also conducted into leadership, governance and trustee behaviour, historical analysis of community enterprise, faith-based community enterprises and the role of community enterprise in regenerating deprived areas. These studies contribute to the growing research base of the sector and executive summaries will be published in a forthcoming series from the DTA.

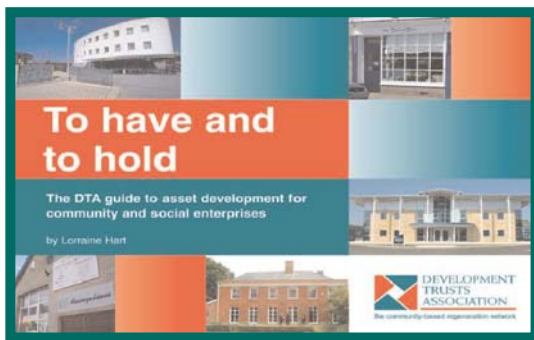
Helen Haugh  
Course Director



Joseph Main and Helen Haugh

# To have and to hold:

*The DTA guide to asset  
development for community  
and social enterprises*



If you haven't already, do be sure to purchase your copy of the most recent DTA publication, "To have and to hold: The DTA guide to asset development for community and social enterprises."

This Guide, written by Lorraine Hart, provides a broad range of information, resources and contacts that you can use to develop a land or building project that is an asset for your organisation and local community. The Guide can get you started, give you helpful pointers while you are planning, suggest ways that you can attract investment or other support, enable you to be more informed when dealing with professionals (lawyers, planners, funders and other consultants). It also provides a reference tool with contacts and other sources of information to help you argue your case, plan your project, secure support for it and make it happen.

Copies cost £10.00 for DTA members inc p&p (£20.00 non-members).

If you would like a copy, please send a cheque for the full amount, made payable to the Development Trusts Association to: DTA, 1st Floor, 3 - 9 Bondway, London SW8 1SJ.

Alternatively, please fax your order to 0845 458 8337, phone 0845 458 8336 or email [m.uddin@dta.org.uk](mailto:m.uddin@dta.org.uk) and we will invoice you for the full amount.

# welcome

Welcome to the Winter edition of the Networker.

First of all, we would like to thank everyone who came to our Annual Conference in Glasgow in September. The event was a great success and the feedback we have received has been extremely positive. We look forward to seeing everyone again next year.

One of the big successes of the conference was the launch of "To have and to hold" our guide to asset development. Subsequent sales and positive reviews show that there is a real interest in this subject and to highlight that, we have focused this issue on stories of asset development from our members.

Alongside this, we have our usual information updates and centrepiece article from one of our members. For the latest news on the DTA's work on asset development, Community Right to Buy and the end to 'clawback', please log on to our website at [www.dta.org.uk](http://www.dta.org.uk)

We hope you enjoy this issue of the Networker and would like to thank all those who have contributed.

Season's greetings from everyone at the DTA.

Charlotte Jackson  
Editor

[c.jackson@dta.org.uk](mailto:c.jackson@dta.org.uk)

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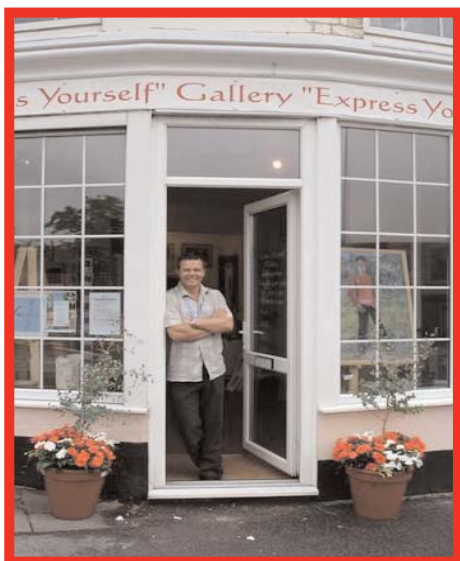
# membernews

## NEW ART GALLERY WILL CHALLENGE STIGMA

An art gallery with a difference opened in Hailsham on Thursday 28 July 2005.

The gallery, Express Yourself, showcases the work of local professional and amateur artists and will provide opportunities to people who may have experienced mental health problems to display their art and craft alongside other local artists.

The gallery shop is run by volunteers and the artists themselves.



Kenny Mackay, Work Opportunity Development Manager for East Sussex County Healthcare NHS Trust, explained, "The spin-offs from this could be huge. The idea is to raise awareness of mental health issues such as depression through the sharing of interests and experiences, which in this instance is art. I have been amazed by the standard of the art being produced and this is a great chance for that talent to be put on public show. This new shop provides opportunities for local artists to gain some income from their talents and hobbies as well as meeting up with each other. "

The building, previously Ellis Domestics, was purchased and refurbished by Hailsham Trust with funding from the SEEDA Market Towns Programme and Wealden District Council.

East Sussex County Healthcare Trust is renting the building for one year to get the enterprise up and run-

ning, made possible by funding from East Sussex County Council. Lorraine Reid, Deputy Chief Executive of East Sussex County Healthcare NHS Trust said, "Mental health has been in the shadows for too long. I am proud that the Trust is able to support this initiative to challenge stigma. It is so good to see art, mental health and the community come together in this way."



Kenny said, "This initiative is for a year and based on its success will continue, so we are hoping for public support to keep it going. We want this enterprise to be led, managed and run by you, the local community." Kenny can be contacted on 01323 846458 during office hours, or on his mobile 07785 721200.

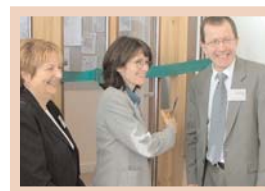
Hailsham Trust, as a member of the DTA, is an asset based development trust that acquires buildings for community use. Its main building, Prospects House, has been featured in the previous DTA publication, Taking Root.



## All under one roof: New 'Penwith Centre' helps organisations work together for the community

Anyone who passes the old Cornishman offices in Penzance's quiet Parade Street could be forgiven for not being aware of the hive of activity within. Yet the beautifully restored building - now renamed as the Penwith Centre - is now home to many, if not most, of West Cornwall's voluntary and community organisations.

before announcing the Centre's official opening. Within its comfortable, modern working environment, conditions are ideal for integration of the various voluntary and community sector activities. With all the key agencies and projects available on one site, right in the middle of Penzance, the Centre acts as a 'one-stop shop' for anyone seeking help.



facilities have delighted Director Sue Guard:

"This development has led to increased partnership working and more employment opportunities," she said. "It has also provided a greater capacity for the sharing of information, training and resources, thereby providing synergy to local organisations and agencies."

Richard Ludlow, Chairman of the West Cornwall Funding Group (a sub-group of West Cornwall Together), said: "This is a great facility and we are pleased that we were able to contribute significantly towards its funding. It provides a much needed resource for the numerous groups who do so much to keep our Penwith community thriving."

For details of the Penwith Centre and its resources, or to join the waiting list for accommodation, contact Anna Hopkins on 01736 330045.

For more on West Cornwall Together and the funding available for community projects, call 01209 614019, email [anne.nicholls@kerrier.gov.uk](mailto:anne.nicholls@kerrier.gov.uk), visit [www.wctogether.info](http://www.wctogether.info) or write to West Cornwall Together, Cowlin's Mill, Penhallick, Carn Brea, Redruth, TR15 3YR.



The Centre is run by the Penwith Community Development Trust and on October 13th it was officially opened by Bronwyn Hill, Regional Director of Government Office South West.

A large part of the funding for Phase Two of its development (some £231,629) came from the Neighbourhood Renewal Fund (NRF) and the Single Regeneration Budget (SRB), delivered through West Cornwall Together - the local strategic partnership. Additional funds were obtained from Objective One. Phase One had received support from the SRB and Penwith District Council.

Increasing the effectiveness of community and voluntary organisations in West Cornwall is one of the Penwith Community Development Trust's main aims. It also helps people to set up new projects, as well as providing training, capacity building, management support and expertise to projects that will benefit the community.

The many services offered by other organisations housed within the Centre include: advice and support on environmental issues, such as the sustainable use of resources in Cornwall; initiatives to improve the health and well-being of local people; links with other agencies and charities; practical support to elderly people; assistance with housing problems; and opportunities for jobless people to step back into work through voluntary activity, advice and training.

Although the building work and internal refurbishment were finished last year, the Trust decided to wait until all the office space had been filled

Funding from West Cornwall Together and Objective One allowed the project to create office accommodation, interview/counselling rooms and a resource centre. The new

## Cornforth Partnership to speak to the NLGN Conference in December

The annual NLGN Conference entitled Neighbourhood Governance and Management is due to take place Thursday 15th December in London. The conference will explore the structures of neighbourhood governance which promote sustained levels of community involvement and improve mainstream services.

The Keynote Speaker is Rt Hon Hazel Blears MP and the event will bring together local authorities, local strategic partnerships, Crime & Disorder Reduction Partnerships and the community and voluntary sector. Delegates will hear best practice to improve services through empowering neighbourhoods to tackle issues of crime, housing, regeneration, worklessness and the environment.

Further to research carried out by The Office of the Deputy Prime Minister. Karen Lynn, the Project Co-ordinator for Cornforth Partnership has been asked to lead a seminar and act as panellist at the event. She will provide an overview of the work of the Partnership and examine how to effect change across a range of local issues. This is an excellent opportunity to highlight the good work that has taken place and raise the profile of Cornforth Partnership.

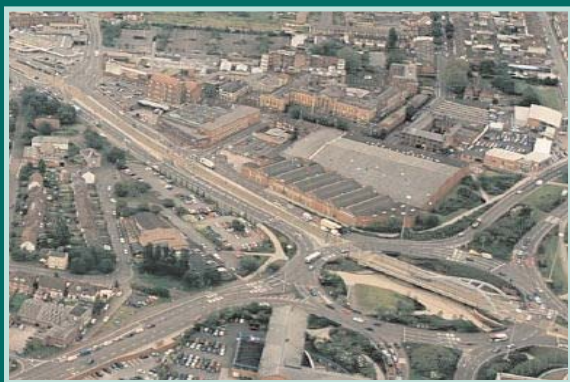
Anyone interested in further information on the conference contact [www.neilstewartassociates.com](http://www.neilstewartassociates.com)

Or contact Karen Lynn [karen@cornforthpartnership.org](mailto:karen@cornforthpartnership.org)  
Tel: 01740 652000

# focus on wolverhampton

## All Saints Action Network

One thing we are not short of in All Saints is empty and derelict buildings. Take a short drive around north of the area and have a look - the former West Midlands Bus Garage, the former All Saints School, the former Royal Hospital, the former James Baker Boot and Shoe Factory and so it goes on..... You might well leave with an image of an area that has simply been abandoned.



The North End of All Saints

Abandonment is however a good description of what has happened to All Saints. Its been a gradual process but slowly over the last 25 years public service and private sector alike have re-organised and re-structured. All Saints has bit by bit felt the force of organisational change. With the dereliction and emptiness, new problems have inevitably followed.

It was in 1995 however that a group of residents decided that they had had enough. Those residents argued for and managed to get some funds to enable them to organise themselves and to start considering ways of halting the decay that was quite literally happening all round them.



Local residents in discussion

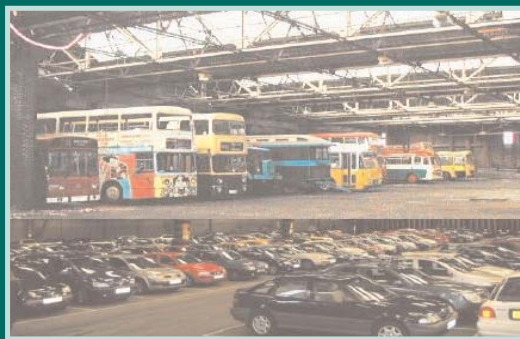
And what was the answer? Well it was decided to form All Saints Action Network now better known as ASAN. When ASAN started work in earnest, an early win was the development of Southside Sports which is now a very successful all weather sports facility. A traditional regeneration approach is to have a masterplan and in All Saints we were no different. However for many people at the organisations that approach got very frustrating very quickly. We wanted some action rather more quickly. So a rather more pragmatic way of working was adopted.



Kids in action at Southside Sports

We decided to approach the various owners of these derelict buildings with ways of making temporary use of their buildings. To our surprise, a number of owners were interested and really seemed like they wanted to help.

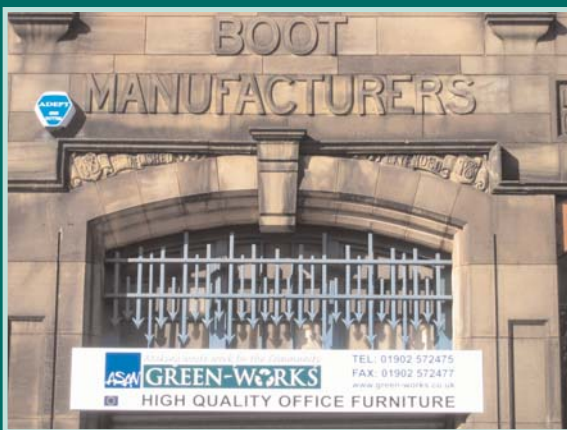
The bus company simply handed over the keys of their garage and told us to get on with it! And the Big Garage Storage and Long Stay Car Park was born. The Big Garage has proved to be an important focus for ASAN's business activities. Suddenly we were on the map right in the centre of the City.



The Big Garage

*We manage several social enterprises with the aim being to 'improve the quality of life for everyone living and working here.'*

The James Baker Boot Factory was rather more complicated. We told the owners of that beautiful Victorian courtyard factory that we wanted to use it as a centre for local artists to set up small workshops. Unfortunately we overloaded the electrical circuitry and almost burned the building to the ground one wintry evening in 2003. Two years and one insurance claim later, we are back in the Boot Factory this time with an office furniture recycling operation and very pleased with ourselves. This is an interesting example of a franchise with a national social enterprise, Greenworks.



The Boot Factory



Greenworks furniture at the Boot Factory

And perhaps the most exciting development - it has taken about four years to get to where we are now - the purchase and refurbishment of the former All Saints Primary School soon to be known as the Workspace. The owner of the building, Lord Barnard of Raby Castle, has not been quite so keen in handing the building over to us. We are currently in the process of paying him a tidy sum of money for a building, three years ago he didn't know he owned. This is a big project for ASAN and our first capital asset with a one and half million development programme attached to it.

But we don't plan to stop there - we have our eyes on the Royal Hospital next so watch this space .....



The School soon to be The Workspace



The Former Royal Hospital

For more information on ASAN's growing empire, visit [www.asan.org.uk](http://www.asan.org.uk)



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# membernews

## The Seedley and Langworthy Trust endeavours to make its mark on saving the environment!

The Seedley and Langworthy Trust have started a pilot scheme to recycle printer cartridges and mobile phones, initially in Salford and to be extended throughout the North West in the near future. The pilot scheme has been set up with help and support from Johnson Recycling, who operate a recycling scheme called 'Collect4' nationwide.

The Trust is looking into establishing a network of centres where collection boxes for printer cartridges and mobile phones will be placed, and there will be a collection service run by the Trust once a month. The scheme will be promoted to local communities through schools, churches and other faith centres, community & health centres and other voluntary and community organisations.

Local people and businesses, who would like to recycle their empty printer cartridges and unused mobile phones, will be offered the service by the Trust through the collection centres established throughout the region, thus pro-

moting the idea of recycling and raising awareness around environmental concerns.

The Seedley and Langworthy Trust appeals to all the DTA members to support its endeavour by becoming one of the collection centres in their area and promoting the scheme through their contacts and associates. As the member of a mutually supportive organisation, who encourages its members to assist and advise each other, the Trust is confident that they will receive all the support and co-operation they need from the members, who value the principles of the DTA.

The Seedley and Langworthy Trust collect all types of printer cartridges and mobile phones and needs all the support and help of all the other Trusts to promote the scheme region wide. Please contact Meral Mercan-Darby, the Trust's regeneration officer, on 0161-737-9918 should you require further information about the printer cartridge/mobile phones recycling scheme or recycling ideas in general. The Trust would welcome any suggestions and ideas from other Trusts as to how the scheme could be promoted region wide and any additional ways in which awareness around recycling could be raised.

## Asset development in the Ouseburn Valley, Newcastle

The Ouseburn Valley is a rapidly expanding regeneration area covering roughly 100 hectares in the east end of Newcastle, close to the city centre and quayside areas. The Ouseburn Trust is the development trust for the Valley, set up in 1996 to safeguard a sensitive regeneration process for this area of unique character and heritage, and still working under the direction of a strong, committed and forward-looking Board of Directors.

The Trust recently appointed a Business & Development manager, Peter Kay, to take a strategic view of the future for the Trust's £750,000 worth of fixed assets, including two important development sites with fantastic potential in the heart of the Valley. One of the clear and measurable objectives set by the Board for Peter to achieve is the financial sus-

tainability of the Trust as a social enterprise. Starting from a strong position of a 22% earned operating surplus for 2004-5 and the generation of almost 70% of its income from trading activities, the Trust is seeking to become 100% funded from its property portfolio within the next three years.

This ambitious vision takes its drive and clarity from a facilitated Board planning exercise undertaken over a weekend earlier in 2005, an exercise that has enabled the Board to give its working sub-group and Peter a uncompromised mandate to maximise returns from its existing assets, within a values framework that can be used to monitor choices of partners, tenants and contractors in terms of social and environmental benefit.

The current plans are to build approximately 24,000 sqft of mixed-use units, guided by local planning constraints towards a 50:50 balance between residential and commercial space. The build will be a combination of new construction and refurbishment, and will seek to incorporate

very high environmental standards throughout. In accordance with the Trust's aims of supporting diversity and culture in the Ouseburn, tenants are likely to be creative/media businesses and revised plans have increased residential units size to give the opportunity for both family living or live-work usage.

Current costs for the scheme are estimated at about £4 million, which will be financed through a mixture of loans, grants and possibly shared equity with partners who are compatible with the Trust's values. Strong interest has been shown already, with the backing in principle of the local authority and other residents.

The Trust hopes that this development, once completed will have long-term benefits not only in terms of the Trust's own financial sustainability, but in supporting the growth of a living, working community and in transforming a mostly derelict street side wilderness into an attractive 'high street' through the heart of the Ouseburn Valley.

## Redevelopment of The Wesley Centre - Maltby - Rotherham

The Wealey Centre was originally a redundant Wesleyan Chapel and its church hall built in various stages between 1868 and 1954. The Chapel itself was built of what is known locally as Roche Abbey stone (magnesium limestone), whereas the hall was traditional brick construction, fortunately neither were listed buildings.

It was acquired by the Trust in March 2003 at a cost of £120,000, the money coming from the local SRB6 pot that just so happened to have an appropriate under spend for the financial year. Then the fun really started, having got the building, what do we do with it?

Obviously after some significant market research plus the criteria of ultimate sustainability, "Managed & Service Offices with a multi events centre" became the objective. Architects were appointed, plans were drawn up, planning permission was received all based upon an estimated construction cost of £425,000 and the tenders were issued - help - the lowest tender was 49% above the estimate i.e. £622,000. Now came the begging bowl, sore knees and long nights came into fashion. Eventually the dosh was in place with building works starting in February 2005 i.e. nearly two years since we bought the site. However this money was only for a bare shell, no fixtures and fittings included.

At this point we decided to go for an "all inclusive concept" - "walk in and work" i.e. we would provide all the furniture, ICT equipment, stage sound & lighting, retractable seating and yes, even the kitchen sink. The white charger providing the £207,000 to achieve this concept was the Coalfields Regeneration Trust.

So here we are having just celebrated our opening on Friday 11th & Saturday 12th November with some 500 sq metres of renovated and remodelled 21st century facility ready for business (we already have three tenants in the offices).

Our opening was conducted by a 98 year old life long Maltby Wesleyan resident who laid a foundation stone on the vestry in 1912 when she was only five years old. She was the daughter of the then Vicar. Her other claim to fame was that she was the first bride to be wed in the Chapel without a registrar. Mrs Doris Stevenson was the star of the show and our choice went down very well with the whole community.

Ian Cruddas  
Programme Manager  
16th November 2005.

## All Aboard Batey's Bus!

The Saint Aidans Community Trust is based in the isolated village of Rookhope in upper Weardale and has already purchased, refurbished and opened the Rookhope Inn. The Inn operates as a social enterprise and is the hub of village life, as well as creating seven jobs.



The Trust now has a unique opportunity of acquiring the 1930s village bus which is stored at Beamish Open Air Museum, and has been partially restored. Village folk have fond memories of this bus, which connected little Rookhope to the outside world for over thirty years. 'Batey's Bus' will return to Rookhope and the Trust will undertake a programme of restoration, guided by Beamish and using local labour. Once completed and authorised by the Traffic Commission, Bateys Bus will run on the road, providing a community service in upper Weardale.



Meanwhile, the Rookhope Inn is flourishing and its newly opened accommodation is proving very popular, especially for small groups and outdoor enthusiasts.

Chris Jones

# Goodwin Development Trust

Founded in 1994 by local volunteers, Goodwin Development Trust is an entirely resident led organisation based in central Hull. Goodwin adopts an entrepreneurial approach to fully benefit from business opportunities and to create sustainable growth in order to deliver against its core mission of improving the quality of life for local residents.

## Asset Based Development

The Goodwin Board have been fully committed to both the principle and practice of asset led growth and to that end has acquired some 25 properties over the last six years. The process of acquisition has been varied and is assessed on a case by case basis. Some assets have been purchased as freeholds, some with grants and some with commercial mortgages, others with leases varying from 125 years at a peppercorn rent to 18 months at market rates.



## The Octagon Campus

Probably the most significant addition to Goodwin's asset base is our newly completed Octagon campus, which is at the centre of the Trust's long-term sustainability strategy. This state of the art campus development incorporates a Primary Care Trust GP surgery and a range of nurse led services, a 67-place Children's Centre, City Council Customer Service Centre, Yorkshire & Humber Warden Resource Centre, training facilities, lettable office space, conference facilities for up to 250 plus a gym and all weather outdoor sports facilities. The building also includes a 90 place car park, is close to public transport links, has a public broadband wi-fi network and is situated only five minutes from the city centre.

The project was a result of two years of extensive consultation with the Trust's local community and both the campus's function and use reflects that consultation. The building was designed by Goodwin's in-house architectural team and consists of seven linked octagonal pods over three floors. The building itself was designed and built to the highest architectural and construction indus-

try standards providing a powerful and positive physical symbol that reflects the achievements of its local community.



The total building and land acquisition costs were in the order of £5million. The building was funded through a combination of the European Regional Development Fund, Sure Start, Big Lottery Fund and the Children's Centre programme.



For more information on conference and meeting facilities at the Octagon, please contact Karen Lindley, Buildings Manager, on tel: 01482 387490 or email: [klindley@goodwin-centre.org](mailto:klindley@goodwin-centre.org) We are also able to provide quality on-site catering and crèche services. We offer complimentary on-site car parking, but a park and ride service is also available.

For more information on our architect team, Thornton Chartered Architects, please contact Kathryn Sowerby on tel: 01482 587550 or email: [ksowerby@goodwin-centre.org](mailto:ksowerby@goodwin-centre.org)

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# dtawalesupdate

## **\*BUILDING ON SUCCESS\***

*Development Trusts Association Wales Annual Conference - 6 & 7 October 2005, Galeri Caernarfon*

The Development Trusts Association Wales, with the support of the Welsh Assembly Government, held its first Annual Conference in October at the award winning, new-build Creative Enterprise Centre, Galeri Caernarfon, newly opened in Spring of this year.

The conference was a great success with an excellent turnout of delegates from the growing development trusts network in Wales and other community enterprises or organisations who are interested in the work of development trusts in Wales and other social enterprises. Other delegates included community regeneration organisations and practitioners, co-operatives, Communities First partnerships, Welsh Assembly and local authority officers, public bodies, funders and business support organisations and community enterprise consultants. DTA Wales has played a key role in assisting with the development of and the delivery plan for the recently launched Welsh Assembly Social Enterprise Strategy which provided a framework for the conference.

On the first day, delegates had an opportunity to attend accompanied study visits to two social enterprises - Antur Waunfawr and Cwmni Tref Caernarfon and the Galeri Creative Enterprise Centre.

### **CWMNI TREF CAERNARFON & GALERI**

As an increasing number of the town's buildings became neglected, run-down and empty, Cwmni Tref Caernarfon was set up as an independent town centre development trust in 1992 and was one of the first members of DTA. They began by taking on the challenging task of transforming and refurbishing some of Caernarfon's biggest eyesores. To date, Cwmni Tref Caernarfon has renovated and refurbished over 20 neglected and vacant properties in the town, which are now occupied by tenants.

Since it began, the company has grown from strength to strength and is now responsible for establishing and implementing numerous projects and schemes within the local community. Cwmni Tref's busy work programme includes property development, implementing Adwy Cyf schemes in the surrounding former slate mining valleys, setting up and managing the Caernarfon Arts Project and managing Galeri, the brand new £7.5 million Creative Enterprise Centre at the town's Victoria Dock.

The opening of Galeri, which was designed by award winning Edinburgh based architect Richard Murphy, will substantially contribute to the development of the arts and the creation industries in North Wales. The idea of creating a Creative Enterprise Centre was first presented to the company's Board in 1995. Galeri includes a 400-seat theatre, two large rehearsal studios, art space, café bar, rooms for hire and managed enterprise units for peo-

ple in the cultural industries. Details from: [www.galeri-caernarfon.com](http://www.galeri-caernarfon.com) [www.cwmnitref.caernarfon](http://www.cwmnitref.caernarfon).

### **ANTUR WAUNFAWR**

During the past 15 years, Antur Waunfawr has established itself not only as a ground-breaking company which offers training and employment opportunities to people with learning difficulties, but also as a venture which is recognised as a key player in the regeneration of the local community. The principles of Agenda 21 are fully accommodated in the company's development plan. The village of Waunfawr is situated in a beautiful spot on the slopes of Cefn Du mountain in the foothills of Snowdonia.

Gwynn Davies, a member of the local community and present chairperson of the company, had a vision of creating employment opportunities for people with learning difficulties. He believed that we all acquire dignity, whoever we are, though serving others. The workers at Antur Waunfawr are thus accepted and valued in their community in their own right and for their contribution to the common good.

The company was launched in 1984 with 300 shareholders from the village each having a £1 stake. The Board of Directors consists of 20 shareholders who contribute a broad range of skills to the company. Antur Waunfawr is the largest employer in the community with over 40 employees, including people with learning difficulties.

It has also developed a social housing project and a recycling service which can be divided into four main sections - community recycling sites, business services and recycling education and a furniture re-use and recycling scheme in a new workshop recently opened in Caernarfon. Details from [www.anturwaunfawr.org](http://www.anturwaunfawr.org).

The second day of the conference included speakers from DTA and DTA Wales and a wide variety of workshops on the theme of 'Building on Success'. There were workshops on community-owned asset development by Lorraine Hart, author of the new DTA Guide 'To Have and Hold'; Quality and Impact Tools - a survey of various tools for capturing and measuring the social, environmental and economic impact of your organisation by DTA and the New Economics Foundation; an introduction to Regen School; an explanation of community currencies and timebanks through a new interactive game by the Wales Institute for Community Currencies; an introduction to Full Cost Recovery - how to calculate and allocate and recover your full costs and overheads by Tina Winders, DTA Finance Director; a survey of good practice in Rural Community Enterprise and Sustainable Development by Joan Asby from PLANED and an introduction to Patient Capital and Investment Funding by DTA Wales and Finance Wales.

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