

Development  
Trusts Association

# Our impact

2010



DEVELOPMENT  
TRUSTS  
ASSOCIATION

transforming communities for good

# Development Trusts Association

The Development Trusts Association is a network of community practitioners. We help people set up development trusts, and we help existing trusts learn from each other and work effectively. We also influence government and others at national and local level, to build support and investment for our movement.

We are aiming for a successful development trust in every community. There are now 492 development trusts in our membership, in both urban and rural areas. While many are still small, others are operating at scale: their combined turnover is £272m and development trusts have £590m of assets in community ownership.

## Our vision

### **Confident and prosperous communities**

The vision of the Development Trusts Association is that all communities will become places where people have a sense of common ownership and pride, places where everyone is allowed to achieve their potential, and places which are socially, economically and environmentally prosperous.

## About this report

In the Development Trusts Association manifesto, *Trust in Communities* (June 2009), we pledged to “Demonstrate community impact”, specifically to help development trusts understand and demonstrate the impact that they make. Our manifesto also pledged to help every community establish an effective development trust, promote community ownership of land and buildings, grow a culture of community enterprise, and build alliances with partners in all sectors. This report assesses the impact we made in all these areas, and covers the period from 1 April 2009 to 31 March 2010. We have also drawn on a sample member services survey, commissioned from an independent evaluator, in July 2010.

Further information about the work of the Development Trusts Association is available at [www.dta.org.uk](http://www.dta.org.uk) where you can also download an electronic copy of this report.

# Preface

This is the first time the Development Trusts Association has published an 'impact report' and we hope you will find it interesting.

We are proud of our achievements. In many respects we have made exceptionally strong progress over the year. But of course we aspire to achieve even more and this report indicates areas where we believe we have to refocus our efforts and develop new ways of operating to build a truly comprehensive and enduring community enterprise movement.

In telling the story of our achievements through the year, we have drawn on the evidence gathered from the work of our national, regional and programme support teams. We also tell the story from the viewpoint of our users, most importantly our member community organisations, who have provided direct testimonials, and informed us of their work through our membership surveys.

Looking ahead, we are entering a transitional time and of course there are many opportunities. Nevertheless, the operating environment is extraordinarily difficult. Many of our members and the communities they serve are under immense and increasing pressure, and the Development Trusts Association simply cannot stay still if we are to serve our movement well. But we believe that staying true to our values, remaining grounded in the experience of members, and embracing the positive problem-solving spirit that characterises our movement, is the surest way forward.

*Micheal Pyner, Chair*

*Steve Wylar, Director*

Photograph: Slaitwhaite Community Owned Village Shop, a participant on the Development Trusts Association's Cultivating Enterprise programme.



# Growing community enterprise

## Our manifesto pledge: to grow a culture of community enterprise

### What did we do?

▶ **Through Communitybuilders we provided investment readiness support to 89 community organisations.** As part of a delivery consortium for this £70m government investment fund, led by Social Investment Business, our job is to ensure that community organisations are investment ready, applying practical tools such as the Development Trusts Association HealthCheck, Balanced Scorecard, Early Warning Guide and a relationship review. We have also brokered 11 mentoring relationships, organised action learning sets for 10 organisations, delivered financial management support to 26 organisations, and developed a pool of 30 enterprise mentors.

▶ **Our Cultivating Enterprise programme gave intensive business support to 85 community organisations.** The programme, funded by the Big Lottery Fund, has contributed to the creation of 25 new community enterprises, including community cafes, eBay trading enterprises, business services and consultancies, performance and arts venues, a wood recycling business, a youth magazine, a recording studio, a pub, a food distribution business and a laundrette.

▶ **Our Knowledge and Skills Exchange small grants programme helped 59 development trusts inspire and inform each other.** This accounts for approximately 20% of members with 17 exchange visits taking place.

▶ **We ran an accredited course in Leadership and Management for 12 leaders and future leaders of the community enterprise sector.** Our course, supported by the Big Lottery Fund and RBS/NatWest, provided online learning, residential workshops and practitioner reviews, and three awards were made at our conference in September 2009. In January 2010 a further 13 participants joined the course.

▶ **We delivered a Community Sector Trading course in developing trading activity to 37 participants.** The course provides a mix of face-to-face and live online sessions. Real life case studies of community enterprises were used, ranging from childcare services, managed workspace, training and ebay trading, to help participants develop strategic plans for their own community enterprises.

▶ **We developed a network of 150 associate consultants through *the Pool*, the Development Trusts Association's consultancy service.** *Pool* associates are drawn from our UK membership and the wider community enterprise sector and hold a wealth of grassroots knowledge and expertise in community regeneration. *The Pool* has developed a broad client portfolio, earning £237k for members.

▶ **The Development Trusts Association's Survive and Thrive programme in the South West of England reached over 150 individuals.** The programme has helped rural community enterprises to build better businesses, make more money and achieve better social and environmental impacts. With an emphasis on the value of networking and peer support, the programme consists of learning journeys, learning events and action learning sets.

▶ **Our in-house financial expert directly supported 29 member organisations to improve their financial management.** Support has included advice on financial controls, costing, business viability, and emergency turnaround action.

▶ **The SETLL\* programme, a partnership involving the Development Trusts Association in London, supported 12 organisations with one-to-one advice and guidance.** The programme also held two events on 'Cultivating Social Enterprise' attracting 37 participants in total. The events were

jointly hosted by the Development Trusts Association and Social Enterprise London.

▶ **We provided one-to one and group support to seven rural development trusts** through a partnership arrangement with the Esmée Fairbairn Foundation.

### **What did people say about our work?**

Feedback to these programmes has been almost universally positive.

For example, Kate Henderson, manager at Cafe@1646 in Great Torrington, Devon, who participated in Cultivating Enterprise, described the programme as "worthwhile and tremendously helpful, the amount of backing from the Development Trusts Association was important". One participant on a knowledge and skills visit said it helped "to refocus on the reasons we started the trust and reinvigorated our emphasis on social impact." Another said "thank you for this immensely inspiring and useful opportunity."

### **Did we make an impact?**

The outcomes from many of these programmes have included successful funding applications, the launch of new enterprises, identification of successful income generation opportunities, and skills sharing to help make enterprises successful.

In our Cultivating Enterprise programme the early indicators are encouraging: over 90% of participants rated the Cultivating

\*Social Enterprise – Transforming the Lives of Londoners (SETLL) a partnership between the Development Trusts Association, Social Enterprise London, London Rebuilding Society, Training for Life and School for Social Entrepreneurs.

Enterprise programme as important or very important in the establishment and running of their community enterprise and we have noted a 30% growth in average earned income for this first sample.

The work with rural development trusts supported by the Esmée Fairbairn Foundation has highlighted the underlying vulnerability of many community enterprises. Although two of the programme participants have ceased to trade, with intensive support from the Development Trusts Association, others have overcome significant challenges and are now both sustainable and profitable.

Overall we are building a more enterprising movement. Our 2010 survey recorded a 15% increase from 2009 in earned income across our membership, to a total of £157m. This now represents 58% of combined income. Grant income has declined over the same period.

So our movement is reducing grant dependency and earning more money through its own efforts, an important achievement in these tough economic times. However there are dangers ahead, half of our member development trusts earn on average 44% of their income through public sector contracts, and these will be vulnerable in the coming months as local councils and others implement deep spending cuts.

Photograph: Elsie Whitley Innovation Centre, Halifax Opportunities Trust



# Supporting community asset ownership

## Our manifesto pledge: to promote community ownership of land and buildings

### What did we do?

▶ Since its launch in Spring 2009 the Asset Transfer Unit helpline has responded to over 430 enquiries from councils and communities. With funding from CLG and expert support from our partners, the Unit provides practical information, advice and guidance to help progress community asset transfer activity. To date, it has referred 85 enquiry cases to partners for more in-depth support, as well as developing specialist guidance concerning swimming pool management by communities and high quality design and retrofit for community assets.

▶ The Asset Transfer Unit is providing direct support to more than 200 community asset transfer projects. Through the CLG-funded Advancing Assets for Communities and the Big Lottery Fund-managed Community Assets Programmes, it is working with 110 local authorities and their third sector partners across England, and has supported more than half to develop dedicated asset transfer strategies.

▶ Working alongside 30 national stakeholders, the Asset Transfer Unit has successfully supported 27 community asset transfer projects to completion. We anticipate that this figure will rise to more than 60 transfers by the end of March 2011.

▶ The Asset Transfer Unit's Building Community programme supported 16 projects to document and promote their asset transfer journeys. The projects are demonstrating challenges and successes through an online video showcase. The Building Community website has helped a wide audience access learning from the programme, receiving over 4,000 unique visitor hits.

▶ The Meanwhile Project provided advice, guidance and networking to over 700 owners, local authorities, and potential occupiers. Led by the Development Trusts Association in partnership with Meanwhile Space CIC, the Meanwhile Project aims to expand the 'meanwhile use' of redundant land and buildings until they can be brought back into regular commercial or public use. In its first year, the programme supported 24 meanwhile projects to get off the ground and developed guides and tools to support meanwhile activity including the development of a Meanwhile Lease.

▶ The Development Trusts Association's Housing and Community Land Trust Officer provided direct one-to-one support to 20 community-based housing projects. Successes included the first Homes and Communities Agency grant for a community land trust, to the Holy Island

of Lindisfarne Community Development Trust. The Development Trusts Association also published an online guide to community-owned housing.

▶ **The Development Trusts Association and Co-operatives UK Community Shares programme identified over 100 schemes nationwide.** This pioneering programme provided intensive support to 10 schemes, as part of an OCS/CLG action learning initiative, and also developed new guidance, commended by the Financial Services Authority.

▶ **Through the Premises Project, the Development Trusts Association in London helped develop free tools, training and other services related to building management and ownership.** As part of the project the Development Trusts Association has delivered five Premises Roadshow events across London attended by 90 people.

### **What did people say about our work?**

It is clear that access to external support is important for both third sector groups and local authorities engaged in community asset transfer. Support and advice from the Development Trusts Association and our Asset Transfer Unit team has proved valuable. Surveys of 360 local authorities in England by SQW Consulting found that of the authorities that had engaged in asset transfer, over half (55%) had sought help and support, with the Development Trusts Association being cited as one of the most popular support providers.

Many third sector groups have also benefitted from support, helping them to gain confidence and build effective relationships with their local authority. Feedback included “thank you for all your support and information... It was amazing once I knew what to do how it opened doors for me, because of your advice I came across as knowing what I was doing and things are now starting to move on”. Carl Towner of The Lenton Centre in Nottingham said “they (the Development Trusts Association) helped us develop as an organisation, they helped us build our capability”.

### **Did we make an impact?**

The independent survey from SQW Consulting revealed at the end of 2009 that there were 350 asset transfer projects underway in 119 local authorities where the Asset Transfer Unit was working. The Asset Transfer Unit estimates that across England 1,000 transfers of local authority assets to third sector organisations were being attempted at the time.

There are now £590m of assets in community ownership across our movement, an increase of 5% on the previous year. While this increase is very welcome, it is not as high as in the previous two years. This may be in part explained by protracted delays in investment programmes, especially the Communitybuilders fund, and also because the fall in property prices is beginning to impact on the value of community assets.

Photograph: *Manningham Mills Community Association*



# Expanding our movement

## Our manifesto pledge: to help every community set up an effective development trust

### What did we do?

▶ **Almost 60% of full and emerging members in England have now completed the Development Trusts Association HealthCheck**, an organisational development tool that helps to maximise the potential of community enterprises, manage growth and benchmark effectiveness and impact.

▶ **We saw an overall net growth in membership of 6%**, bringing the total number of full and emerging members to 492 across, England, Scotland, Wales and Northern Ireland.

▶ **Our annual survey of members showed that development trusts generate a combined income of £272m**, of which £157m is earned income and there is a total of £590m of assets in community ownership.

▶ **Across England, the Development Trusts Association directly engaged and interacted with 95% of our members** through our programme of events, visits, one-to-one advice and other support.

▶ **We currently have over 220 associate member organisations which support the aims of our movement.** Within our associate membership the Development Trusts Association supports 16 Community of

Identity members that include BME, faith, disability, gender and other identity specific organisations who are tackling discrimination or exclusion and are setting up or supporting community enterprise activity.

▶ **We made progress in expanding the Development Trusts Association network in Northern Ireland.** The launch of Development Trusts Association Northern Ireland will take place in October 2010.

▶ **The Pool in Scotland was established in early 2009, modelled on the success of the Pool in England.** *The Pool* in Scotland has 14 associate consultants spread from the Borders to the Northern Isles.

▶ **The Development Trusts Association is beginning to grow an international movement.** Over the past year we have built active links with community practitioners in Japan, South Korea, Australia and New Zealand, and our national conference featured international speakers from Kerala in India and New York.

▶ **Our annual national conference: Communities Assets Enterprise 2009, held in London during September, attracted 487 delegates.** Participants included Development Trusts Association

members, partners, and other supporters of our movement from national and local government, academia and the private sector.

### **What did people say about our work?**

Our independent survey showed that for some people Development Trusts Association membership really does matter. “The Development Trusts Association is a movement that people aspire to join. High standards need to be achieved before you can become part of the Development Trusts Association. When you’re a member, it benchmarks you and shows you’ve achieved something. It’s like a badge of honour.” “I love the Development Trusts Association and am proud to be a member.”

Networking is very valued, but for some, lack of time or being based in a remote location is hampering participation.

“Whenever we get together as members, we get non-competitive, honest answers.” “The Development Trusts Association should be more proactive... link trusts who are relevant to each other and get them together.”

The Development Trusts Association conference was popular, with a 98% satisfaction rating. Comments included “the conference was a revelation to a first time attendee such as myself”, “the conference was inspiring, useful and confidence building”, “it has reinvigorated me personally and professionally”, “the whole event was very well run and presented and was a credit to the organisation”. There were lessons for the

future, with suggestions about food and venue, and requests for more on the environmental agenda.

### **Did we make an impact?**

Over the past year we have achieved a net growth of 6% in our membership. This growth is positive but is not as much as we wished. Our manifesto pledges to help every community establish an effective development trust and our membership now operates in communities that make up 30% of the population.

We believe that membership growth should not be at the expense of quality, and all new member development trusts now undertake the Development Trusts Association HealthCheck. We continue to find ways to make it easier for development trusts to learn from each other, unlocking skills and expertise, enhancing leadership, and building on success right across the country.

Our annual member survey showed that 70% of respondents believe that information and assistance accessed through Development Trusts Association membership has helped to improve how they run their organisation, strengthen their business and trading activities, and helped improve services to their community.

Photograph: Ashfield Community Radio and Media Training working with Ashfield District Council on the asset transfer of Acacia Avenue Community Centre.



# Influencing others to support our movement

## Our manifesto pledge: to build alliances with partners in all sectors

### What did we do?

▶ **We delivered ‘Change Exchange’ events in Newcastle, London, and Leicester.** The events were designed to engage our members and stakeholders more closely in our policy work. They informed our approach to the general election and the new coalition government, as well as to local authorities, and our partnerships with others.

▶ **In June 2009 we launched our manifesto *Trust in Communities*** at the annual Development Trusts Association policy symposium in London, to an audience of over 90 delegates including members, funders, partners, national and local government representatives and academics.

▶ **The Development Trusts Association acted as an advisor to three government departments**, as a strategic partner for the Office for Civil Society in the Cabinet Office, as a member of the CLG Third Sector Partnership Board, as a strategic partner for the Ministry of Justice (and a member of the Third Sector Reducing Reoffending Advisory Group for NOMS). The Development Trusts Association is also an advisor to the Cabinet Committee on third sector contracting. We have submitted evidence on community-based social enterprise and community assets and related topics,

in particular on community investment, on community right to buy, on ending clawback, on the Big Society Bank, on contracting with the community sector, on the design of the Future Jobs Fund, and on tackling extremism.

▶ **We held a successful national policy symposium in June 2009**, and participated in numerous national conferences and events organised by government or by third sector partners. For example, we helped the Ministry of Justice design a conference on social enterprise and reducing re-offending; worked with partners in the North West to deliver a major social enterprise conference; and with partners in Yorkshire to deliver the UKs largest social enterprise trade fair.

▶ **We worked across the political spectrum**, briefing ministers and shadow ministers on the themes outlined in our manifesto and attending the main party conferences. In the lead up to the 2010 general election we worked with our Community Alliance partners (bassac and Community Matters), ACEVO, and the Social Enterprise Coalition to publish a joint manifesto “The Time is Now”, The Development Trusts Association also contributed to the Social Enterprise Coalition manifesto and the Community Sector Coalition manifesto.

▶ **The Development Trusts Association ran an awards event** for ‘Local government community heroes’ in June 2009, the event was very well received and led to a similar follow up event for private sector supporters of our movement in June 2010.

▶ **The Development Trusts Association played a leading role** in the national campaign for a Community Reinvestment Act (helping to form the Better Banking Coalition for this purpose) and the national campaign for the Community Allowance (chairing the campaign and hosting the campaign co-ordinator). We also chaired the working group which established the national Social Enterprise Mark.

### **What did people say about our work?**

Government departments generally say they respect the Development Trusts Association, even though on occasion we feel the need to challenge and ‘speak truth to power’. For example the Office of the Third Sector (now Office for Civil Society) said that it “views the Development Trusts Association as a very active strategic partner, and values its collaborative and knowledgeable approach. We feel we have a positive and constructive working relationship, and welcome the Development Trusts Association’s proactive engagement with ourselves and other parts of government across a range of policy areas, as well as other strategic partners”.

Our independent sample survey of members highlighted the importance of our

national policy work and partnership building: “Having a national voice is the most significant element of the package” “The Development Trusts Association is No.1 for having a national voice.” “Even ‘little me’ needs a national voice.”

### **Did we make an impact?**

We have been very successful in translating several of our manifesto demands into political commitments across the political spectrum, in particular those relating to community assets, including community right to buy, and community-led social enterprise. There clearly is real momentum in all these areas. Also, despite delays, we were finally able to launch Communitybuilders, the much-needed investment programme we have been calling for, for over a decade.

However, in spite of our strenuous efforts, we were not successful in our attempts to persuade DWP that the Community Allowance pilots should go ahead, and although there is increasing support for our campaign, we do not yet have a Community Reinvestment Act or equivalent in this country.

We will need to work hard over the coming months to ensure that the positive aspirations of the Big Society are matched by a realism about the scale of the legislative and investment package needed to truly realise its objectives, and that the capability and resilience of our movement is not undermined in the challenging times ahead.

Photograph: *The Benjamin Foundation*, currently working with North Norfolk District Council as part of the *Advancing Assets for Communities* programme.



# Annex: People and money

▶ The Development Trusts Association's Board of Trustees comprised 17 trustees, of which 12 represent full development trust members in England, two represent associate Development Trusts Association members and three are co-opted. An additional five individuals also served as Independent Advisers to the Development Trusts Association Board. (A full list of trustees and independent advisers at 31 March 2010 is provided on page 19.)

▶ In March 2010 the Development Trusts Association's staff team was at 54, with 15 new staff members joining the team, over the course of the year.

▶ We are committed to developing the skills of our staff team and ensuring that they have the relevant business support skills to help members and other community enterprises. The Development Trusts Association supported 11 staff members to work towards a SFEDI\* qualification and seven staff members are working towards the Prince 2\*\* qualification.

▶ We have an active programme to promote diversity across the organisation and this year we awarded six diversity learning bursaries for up-and-coming leaders in our movement. We also introduced a more active programme of volunteering and work placements to give people from diverse backgrounds an opportunity to work at the Development Trusts Association.

▶ In 2009/10 the Development Trusts Association received a total income of £5,691,570, of which £3,855,481 was earned income including £67,054 generated from membership fees. There was a further £20,970 generated as a share in the surplus of the Community Hub joint venture with bassac.\*\*\*

The Development Trusts Association total expenditure during 2009/10 was £5,522,172 creating a total surplus of £190,368. The Development Trusts Association's expenditure includes £613,072 that was spent on services procured directly from our members. This equates to approximately 11% of the total turnover for the year being directly reinvested into members, for consultancy fees, event hosting, room hire, speaker fees, cultivating enterprise support services, Knowledge and Skills Exchange support services, catering, design and print services.\*\*\*

**We would like to take this opportunity to pay tribute to two inspiring individuals both of whom sadly passed away in 2010. Roger Matland, formerly chief executive of the Westway Development Trust and the first Chair of the Development Trusts Association, and also to Professor Yasuo Nishiyama from Tokyo University, pioneer of academic studies into community enterprise. Both Roger and Yasuo shared a commitment to community enterprise, Roger's passion for community-led action will continue to be an inspiration to our movement and Yasuo's dedication to his learning and sharing it with others truly embodies the ethos of our network.**

\* SFEDI is the government recognised UK Standards Setting Body for Business Support and Business Enterprise.

\*\* Prince 2 is a process-based approach for project management.

\*\*\* All financial figures taken from the Development Trust Association's audited accounts for the year ending 31 March 2010.

# Our trustees (March 2010)

## Full membership category

- ▶ Ann Bayley, North Ormesby Development Trust Ltd
- ▶ Chris Beety, Community Ventures
- ▶ Alan Bell, North Doncaster Development Trust
- ▶ Dave Clarson, Burton Street Project
- ▶ Barbara Harbinson, Halifax Opportunities Trust
- ▶ Margaret Lee, The Cresco Trust
- ▶ David Milburn, Amble Development Trust
- ▶ Sara Neuff, Coin Street Community Builders
- ▶ Micheal Pyner, Shoreditch Trust
- ▶ Mohammed Sharief, Jobs Education & Training
- ▶ Priya Thamotheram, Highfields Development Trust
- ▶ Judith Wildig, Braunstone Community Association

## Associate membership category

- ▶ Tracy Axten, Triodos Bank
- ▶ Chris Wade, Action for Market Towns

## Co-options:

- ▶ Paul Gibson, Mazars LLP
- ▶ Elwyn James, Development Trusts Association Wales
- ▶ Hazel Collier, Development Trusts Association Scotland

## Officers

The Board appoints its Chair and vice-Chair(s), Treasurer and Company Secretary. The postholders are:

**Chair:** Micheal Pyner

**Vice Chairs:** Barbara Harbinson, Mohammed Sharief, Judith Wildig

**Treasurer:** Paul Gibson

**Company Secretary:** Steve Wyler

## Independent Advisors

- ▶ Gurdev Dahele MBE
- ▶ Rachel Elliott
- ▶ Roger Matland
- ▶ George Nicholson
- ▶ Andrew Robinson MBE

## Our regional chairs

**East of England:** Neil Stott, Keystone Development Trust

**East Midlands:** Jaz Greer, CAST Trust

**London:** Chris Bailey, Westway Development Trust

**North East:** Ann Bayley, North Ormesby Neighbourhood Development Trust

**North West:** Karen Butigan, St Peters Partnership

**South West:** Roger Pipe, Millfields Development Trust

**West Midlands:** Andrew Sjurseth, North Smethwick Development Trust

**Yorkshire and Humber:** Pete McGurn, Goodwin Development Trust

# Our members

## Full and emerging development trusts (August 2010)

**East:** East: Bromham Millers CIC, Community Music East Ltd (CME), Dallow Development Trust, Fenland Area Community Enterprise Trust (FACET), The Ferry Project, Framlingham & District Development, Trust, Great Yarmouth Community Trust, Innova Development Trust, Keystone Development Trust, The Kings Hedges Neighbourhood Partnership, Lewsey Farm Learning Centre Trust, Marsh Farm Futures CIC, One Community Development Trust, Saxmundham and District Community Interest Company (SADCIC), Shrublands Youth & Adult Centre Charitable Trust, Straight Road Community Centre Ltd, Wayland Partnership Development Trust. **East Midlands:** The Ashbourne Partnership, B-Inspired (The Braunstone Foundation), Broxtowe Partnership Trust, CAST Trust, Castle Cavendish Foundation, Clowne Enterprise, Doddridge Centre, Eckington Development Company, Enterprise Sinfin, Hayfield Development Trust, Highfields Community Association, Ibstock Community Enterprises Ltd, Jobs Education & Training (JET), The Lenton Centre, Mackworth Estate Community Association (MECA), Mansfield Woodhouse Community Development Group, Market Rasen Development Trust, The Meadows Partnership Trust, Our Centre, Peak Park Trust, The Renewal Trust, Rockingham Forest Trust, Sherwood Coalfield Development Trust, Sherwood Energy Village, South Court Environmental Ltd, The Stanhope Hall, The Towcester Partnership. London: Action Acton, Bankside Open Spaces Trust (BOST), The Bootstrap Company, Cambridge House, Castlehaven Community Association, Coin Street Community Builders, Commonside Community Development Trust, Crystal Palace Community Development Trust, Custom House & Canning Town CRP, Dalgarno Neighbourhood Trust, East Dulwich Estate Tenants and Residents Association, Finchley Community Development Trust, Finfuture Ltd, The Fitzrovia Trust Ltd, Grand Union Village Community Development Trust, Hackney Co-operative Developments, Hammersmith Community Trust, The Heron Trinity Community Trust, High Trees Community Development Trust, Hoxton Trust, Manor House Development Trust, Old Lambeth Walk Development Trust, O-Regen (Orient Regeneration), Paddington Development Trust, Ponders End Community Development Trust, Quaggy Development Trust, Selby Trust, Shoreditch Trust, Stockwell Partnership, Theatro Technis, Trust Thamesmead, UXL, Westway Development Trust, The Wright Trust. **North East:** Acumen Community Enterprise Development Trust, The Allenheads Trust, Alnwick East Community Development Trust, Amble Development Trust, Area Training Activities Centre (ATAC), Ashington Community Development Trust, Berwick Community Trust, Building Futures East, The Byker Centre, Centre West, Community Ventures [Middlesbrough] Ltd, Cornforth Development Partnership, Craghead Development Trust, Dene Valley Community Partnership, East Durham Community Development Trust Ltd (East Durham Trust), ETEC Development Trust, Fawside, Future Regeneration of Grangetown (FROG), Glendale Gateway Trust, Greater Morpeth Development Trust, Haltwhistle Partnership, Haydon Bridge & Haydon Parish Development Trust, Hexham Community Partnership,

Holy Island of Lindisfarne Community Development Trust, The Lawnmowers Independent Theatre Co, Linskill & North Tyneside Development Trust, Loftus Development Trust, Lynemouth Community Trust, Middleton Plus Development Trust, North Ormesby Neighbourhood Development Trust, North Tyne & Redesdale Community Partnership, Ouseburn Trust, Owton Rossmere Community Enterprise Ltd, Pelton Fell Community Partnership, Pioneering Care Partnership (PCP), Prudhoe Community Partnership, Redcar Community Development Trust, Reviving the Heart of the West End, Seahouses Development Trust, Sedgefield Development Trust, Wearmouth Community Development Trust Ltd, West Harton Churches Action Station Limited, West Middlesbrough Neighbourhood Trust, Whitley Bay Development Trust. **North West:** Alt Valley Community Trust, Anfield Breckfield Community Partnership Ltd, Bacup Consortium Trust, Beechwood Community Trust Ltd, Berrys Lane Development Trust, Blacon Community Trust, Bollington Initiative Trust, Brampton Community Association, The Broughton Trust, CARP Ltd, Dingle 2000, Dingle Opportunities, East Liverpool Economic and Community Trust Limited (ELECT), Fazakerley Community Federation, Five Children and Families Trust Ltd, Four Estates Ltd, Granby Toxteth Development Trust, Great Ecclestone Village Centre Ltd, INTACT (Ingol and Tanterton Community Trust), Jinnah Community Development Trust, Lairdside Communities Together, The Lauries Centre, Leasowe Development Trust, Leasowe Play Youth & Community Association, Levenshulme Inspire Community Enterprises (CIC), Millom Network Centre, MoorEnd Development Trust, Moss Side & Hulme Community Development Trust, North Allerdale Development Trust, North Birkenhead Development Trust, North Pennines Heritage Trust, Northmoor Community Association, Penny Lane Development Trust, Sedbergh Book Town Ltd, The Seedley & Langworthy Trust, South Lakes Development Trust, South Sefton Development Trust, Spotlight on Falinge Ltd, St Peter's Partnerships, Stanlaw Abbey Development Trust, Ulverston Ford Park Community Group, Vauxhall Neighbourhood Council (VNC) Ltd. **South East:** Alton Town Partnership, Aylesham and District Community Workshop Trust, Aylesham Neighbourhood Project, Barton Community Association, Castle Connections, Caterham Barracks Community Trust, East Brighton Trust, Hastings Pier and White Rock Trust (HP&WRT), Hastings Trust, HOPE (Heart of Portsmouth Enterprise), Jericho Living Heritage Fund, Learning Links (Southern) Ltd, Lewes Community Land Trust, Newhaven Community Development Association, North Medina Community Development Trust, RISE Community Development Ltd, Riverside Community Resource Trust, Romney Resources 2000 Ltd (RR2K), Rother Voluntary Action, Stonesfield Community Trust, The Sunlight Development Trust, Thanet Community Development Trust, Thornhill Plus You NDC, West Itchen Community Trust Ltd, Worthing Community Partnership. **South West:** Barton & Tredworth Community Trust, Bradford on Avon CDT, Constantine Enterprises Company, Devon Heartlands Community Development Trust, East End Development Trust, Exeter Community Centre Trust, Glastonbury Community Development Trust, Gloucestershire Land for People Ltd, Great Torrington & District

Community Development Trust, High Moorland Community Action Ltd, Highcliffe Residents Association CIC, Honiton Development Trust, Ilfracombe & District Community Alliance CIC, Lockleaze Neighbourhood Trust, Lostwithiel Community Development Trust Limited, Lyme Regis Development Trust, Lyn Community Development Trust, Marlborough Area Development Trust, Millfields Community Economic Development Trust, Moretonhampstead Development Trust, Mutley Greenbank Trust, Newquay Regeneration Forum Ltd, Newton Abbot CIC, Penwith Community Development Trust, Pewsey Area Development Trust Ltd (PACT), Seaton Development Trust, South Kerrier Alliance CIC, St Werburghs Community Association, St. Werburghs City Farm, Swans Trust (Shaftesbury), Tamar View Community Complex Ltd, The Three Rivers Partnership, Totnes Development Trust, Upper Horfield Community Trust, Wareham and District Development Trust, Warminster and Villages Development Trust, Westbury & District Community Development Trust, Wolseley Community Economic Development Trust. **West Midlands:** All Saints Action Network Ltd, Bewdley Development Trust, Cittaslow Ludlow CIC, Colebridge Development Trust, Friar Park Millennium Centre, Greets Green Community Enterprises, Heartlands Older People's Forum, Ledbury and Area Development Trust, Moat House Community Trust, Moseley Community Development Trust, North Smethwick Housing Development Trust, Old Hall People's Partnership, South Wye Development Trust, Stour Community Interest Company, Stourport Forward, Teme Valley Youth Project, WATCH Ltd, Witton Lodge Community Association. **Yorkshire and Humber:** Acorn Centre Todmorden Ltd, Action for Business (Bradford) Ltd (ABL), Barca Leeds, Barnsley Black & Ethnic Minority Initiative (BBEMI) Ltd, Beighton Villages Development Trust, Bentham Development Trust, Bradford Trident, Burngreave New Deal for Communities, Burton Street Foundation, Chapeltown Development Trust, Cottingley Cornerstone Centre, Dinnington Area Regeneration Trust (DART), Doncaster Central Development Trust CIC, Doncaster West Development Trust, East Doncaster Development Trust, East Marsh Community Trust Ltd, Filey4Wards, Fresh Horizons, Goodwin Development Trust Ltd, Goole Development Trust, Halifax Opportunities Trust, Headingley Development Trust, Health for All (Leeds), Hebden Bridge Community Association, Heeley Development Trust, High Green Development Trust, Kilnhurst Action Group, Kiveton Park & Wales Community Development Trust, Leeds 14 Trust, Lonsdale Community Centre Limited, Maltby Community Development Trust, Manningham Mills Community Association, Manor & Castle Development Trust, Newlands Community Association, North Barnsley Partnership Limited, North Doncaster Development Trust, North East Windhill Community Association, Oblong, Penistone and District Community Partnership, Priors Campus, Probe (Hull) Ltd, Rossington Development Trust, Royds Community Association, Second Avenue Resource Centre Ltd, Sharrow Community Forum, St Clements Hall Preservation Trust, STEP Development Trust, Thorne Moored Regeneration Partnership, TIGER11, Unity in Community, West Marsh Development Trust,

Woodthorpe Development Trust, Zest. **Northern Ireland:** The Cresco Trust Ltd, Ford, Pallion and Millfield Community Development Project, Tidal Ltd. **Scotland:** Acharacle Community Company, Ardler Village Trust, Ardoch Development Trust, Ardrishaig Community Trust, Arrochar & Tarbet Community Development Trust, Assynt Foundation, Auchinleck Community Development Initiative, Balerno Village Trust, Ballater (RD) Ltd, Balornock East Residents Association, The Bambury Centre, Banchory & District Initiative Ltd, Banff & McDuff Community Trust, Birse Community Trust, Blantyre Miners Welfare Charitable Society, Bluemull Development Company Ltd, Boat of Garten Community Company, Borthwick Water Community Development Trust, The Boyndie Trust, Braemar Community Ltd, Callander Community Development Trust, Carluke Development Trust Ltd, Cassiltoun Housing Association, Catrine Community Trust, Colintrave and Glendaruel DT Steering Group, Collieston and Slains Community Trust, Colonsay Community Development Company, Community Central Hall, Comrie Development Trust, Craguish Community Company, Creetown Initiative Ltd, Croy Miners Welfare Charitable Society, Cumbrae Community Development Company, Development Coll, Dumbarton Road Corridor Environment Trust Ltd, Dunblane Development Trust, East Camp Trust, East Kilbride Development Trust, Eday Partnership, Eilean Eisdeal Trust, Ekopia Resource Exchange Ltd, The Environment Trust (West Dunbartonshire), Fauldhouse Community Development Trust Ltd, Ferguslie Park Housing Association, Fetlar Development Ltd, Fetterangus Community Association, Fintry Renewable Energy Enterprise, The Fisherrow Trust, Fraserburgh Development Trust Ltd, Gargunnoch Community Trust, Glenboig Neighbourhood House, Glenelg & Arnisdale Development Trust, Glenkens Community & Arts Trust, Glenuig Community Association, Gorebridge Community Development Trust, Govanhill Baths Community Trust Ltd, Govanhill Community Development Trust, Here We Are (Cairndow) Ltd, Huntly Development Trust, Inverclyde Community Development Trust, Iomairt Chille Chomain, Island of Hoy Development Trust, Island of Kerrera Development Trust, Isle Futures, The Isle of Jura Development Trust, Isle of Luing Community Trust, Kelty Development Trust, Killin and Ardeonaig Community Development Trust, Kilmadock Development Trust, King George V Community Project, Kinghorn Community Land Association, Kirkconnel Parish Heritage Society, Kirkhill & Bunchrew Community Trust, Kirkmaiden Initiative, Kirknewton Community Company, Ladybank Development Trust, Laggan Forest Trust, Lanark Community Development Trust, The Langholm Initiative, Lauderdale Development Trust, Lesmahagow Development Trust, Linthouse Housing Association, The Loft Youth Project, Machrihanish Airbase Community Company, Mayfield & Easthouses Development Trust, Mayfield & Easthouses Development Trust, Moffat Town Hall Re-development Trust, Morar Futures Trust, Morvern Community Development Company, Muirkirk Enterprise Group, Muirton Park Community Development Trust, Mull & Iona Community Trust, Neilston Development Trust, Newburgh Community Trust, Newlands

Community Development Trust, Nithsdale Council of Voluntary Service, North Edinburgh Trust, The North Ronaldsay Trust, North West Mull Community Woodland Co. Ltd, Northmavine Community Development Company (NCDC), Ore Valley Housing Association, Out of the Blue Arts and Education Trust, Paisley Development Trust, Papay Development Trust, Pedal - Portobello transition Town, Penicuik Community Development Trust, Peterhead Projects Ltd, Petersburn Development Trust, Point & Sandwick Development Trust, Port William Community Development Trust, Portree Area Community Company (PACC), Prestoungrange Arts Festival (2006) Ltd, Princess Royal Sports & Community Trust, Renton Community Development Trust, Rousay, Egilsay and Wyre Development Trust Ltd, Sanday Development Trust, Selkirk Regeneration Company, Shapinsay Development Trust, Sleat Community Trust, South Kintyre Development Trust, South Ronaldsay and Burray Development Trust, Stanley Development Trust, Stonehouse Development Trust, Stranraer Millennium Centre Community Trust, Strathblanefield Community Development Trust Ltd, Strathfillan Community Development Trust, Strathmore & the Glens, Stromness Community Development Trust, Stronsay Development Trust, Sustaining Dunbar, Tayport Community Trust, Thenew Housing Association Ltd, Tiree Community Development Trust, Twechar Community Action, Tweedsmuir Community Company, Uig Community Shop, Ullapool Community Trust Ltd, Unst Partnership Ltd, Upper Eskdale Development Group, Upper Nithsdale Arts & Crafts Community Initiative, Voluntary Action Lochaber, Walkerburn Community Development Trust, Wellhouse Community Trust, Westray Development Trust, Whalsay History Group - phase 2, Willow Wood (West Lothian) Community Company, Woodlands Community Development Trust. **Wales:** 3Gs Gurnos Development Trust, Arts Factory Ltd, Awel Aman Tawe, Blaenymaes, Portmead, Penplas Development Trust Limited, Bryncynon Strategy Ltd, Cefnpennar & District Welfare Association (CDWA), Clydach Development Trust, Cornelly and District Development Trust, Creation Community Development Limited, Cwmaman Institute Ltd, Cwmni Penllan Development Trust, Cynon Valley Crime Prevention Association Ltd, Datblygu Bangor Development CYF, Dee Valley Community Partnership, Dulais Valley Partnership, Ebbw Vale and District Development Trust, Eco Dyfi (DEVP) Ltd, Foothold Enterprises, Galeri Caernarfon Cyf, Gorseinon Development Trust Ltd, Haverfordwest Improvement Project, The Hill Community Development Trust Ltd, Holyhead Opportunities Trust, Llanharan Community Development Project Ltd, Mawr Development Trust, Mumbles Development Trust, Narberth and District Community and Sports Association, New Sandfields Aberavon Sustainable Regeneration LTD, Penywaun Enterprise Partnership, Pillgwenlly Development Trust Centre, PLANED, Pontypool Development Trust Ltd, Rounded Development Enterprises Ltd, South Riverside Community Development Centre Ltd, Taff Bargoed Development Trust, Trealaw Communities First, Tredegar Development Trust, Valleys Kids, Vision 21 - Cyfle Cymru, Wildmill Development Trust, Ynysybwll Regeneration Partnership, Ystalyfera Development Trust.

## Associate members (August 2010)

3rd Sector Business, 7 Waves Community Radio, 9 Macaulay Street, Abbey Croft Leisure Centre, Aberdeen Foyer, Action for Market Towns, Action with Communities in Cumbria – ACT, ADP-Projects, Adrian Ashton, African Caribbean Centre Development Group, African Women Trust, Alan Caldwell Associates, Alan Wallace, Andy Murphy Consultancy Ltd, Anthony Collins Solicitors, The Architectural Heritage Fund, Art Shape, Ash Sakula Architects, Ashfield District Council, Aviemore Sports Centre Project, B2B Somali Arts and Education, Barnsley Development Agency (BDA Ltd), Bellsbank Adventure Playground, Big Issue Invest, Big Lottery Fund for Scotland, Birmingham Settlement, Black South West Network, Bob Braddock (The People's Centre), Bolton YMCA, Bridgend County Borough Council, Bristol City Council, Bristol East Side Traders (BEST), Buchan Development Partnership, BURA, Burness Solicitors, Burnley and Padiham Community Alliance Ltd, Burslem School of Art Trust, Cadispa Project, Caledonia Centre for Social Development Land Prog, Capacity Buildings Ltd, Cardigan Centre, Carolyn Lambert (consultant), CASE-da (Leicester and County CDA), CENTEC, Charity Bank, Charter Housing Association, Chris Hart - Pulse Regeneration, Coalfields Community Transport Initiative, Common Strategy, Community Action Hampshire, Community Action Southwark (CAS), Community Economic Regeneration Team (CERT), Community Enterprise Consultancy & research, Community Enterprise in Scotland, Community Enterprise Ltd, Community First (Devizes), Community Links Scotland, Community Recycling Network for Scotland, Community Woodlands Association, Conwy County Borough Council, Co-operative Support Services for Ethnic Minority Entrepreneurs Ltd, Cornwall Neighbourhoods for Change, Council for Ethnic Minority Communities, Coupar Angus Regeneration Trust, Cunninghame Housing Associate Ltd, Dane Housing (Congleton) Limited, David Potts Associates, David Trevis-Smith, Deane Associates, Derby CVS, Dualchas Building Design, e:merge, East Oxford Community Association, Eastbourne Association of Voluntary Services (3VA), EC1 New Deal for Communities, The Ecology Building Society, Ecos Trust, Eden District Council, Emergency Exit Arts, The Ethical Property Foundation, Familia Consulting, Fife Council, Fife Harca LTD, Finance Wales, First Wessex Housing Group, Food Chain North East CIC, Formartine Partnership Ltd, Forth Sector, Foundation East, Gainsborough Development Trust, Gareth Kiddie Associates, George Baddeley, Glamorgan & Gwent Housing Association, Glyne Consulting, Gordon McCorkindale, Graham Waterhouse (of G&M Associates), Grampian Housing Association, Groundwork Bridgend & Neath Port Talbot, Groundwork Caerphilly, Groundwork Merthyr & Rhondda Cynon Taff, Gujarat Hindu Society (GHS Enterprise Ltd), Hands-on-Help for Communities, Hangar Arts Trust, Hartlepool NDC Trust, The Healthy Hub, HEATS, Heritage Trust North West, High Peak CVS, Homes and Communities Agency, HOSPA Cottingham Village Community Centre, Housing Initiatives, Hull Community Church,

Hungate Community Trust, The Hunslet Churches Together Initiative, Institute of Welsh Affairs, INTERLINK Community Voluntary Council (Rhondda Cynon Taff), The Interlink Foundation (North West Branch), Iona, J & H Mitchell, Jane Cotton, Jeffrey Gaskell, Jewish Community Council of Gateshead, John Creswell Associates, Kensington Regeneration CIC, Key Fund Yorkshire, Kintry Housing Partnership, Kirklees Metropolitan Borough Council, KPC Youth, Leicester Social Economy Consortium, Lewisham Ethnic Minority Partnership, Lincoln Community Development Project, Linkedown & Training Trust, Llwynypia Communities First, London Borough of Barking and Dagenham, London Community Recycling Network, Lorraine Hart, Luton Borough Council, Luton Women's Aid, Marilyn Taylor Associates, Martin Price Associates, MC Squared Consult Ltd, Meanwhile Space CIC, Mel Witherden (Community Projects Centre), Michael Atkinson, Michael Brackenbury, Conservation Consultant, Moray Royles, MP Consultancy Services, National Communities Resource Centre (NCRC), National Extension College, National Federation of City Farms & Community Gardens, Neath Port Talbot Community Voluntary Service (CVS), Neighbourhood Regeneration Agency, Neighbours LLP, Nelm Development Trust Ltd, Newport City Council, North Wales Housing Association Ltd, North West E.Net Ltd, Northamptonshire CDA Ltd, Northumberland Toy Library and Children's Resource Centre, The Osborne Partnership, Papworth Research and Consultancy, The Pearce Institute, Pentra Services Ltd, Philip Davies, Plaza Community Cinema, Pontygwaith Regeneration Partnership, Portsmouth City Council, Powys Association of Voluntary Organisations (PAVO), R99 Ltd, Rachel Elliott Associates, Re>build (Bury), Reading Borough Council, Red Ochre, Redesign Architecture, Rhondda Housing Association, Rich Regeneration, RISE, Robert Chapman and Company Ltd, Roland Pascoe, Romney Enterprise Gateway, Roseland Community Enterprise Trust Ltd, Rowan Farm and Management Consultants, Royal Bank of Scotland, Rural Action Yorkshire, Scottish Borders Social Enterprise Chamber, Sheffield Com. Ent. Dev. Unit (SCEDU), SKS Scotland CIC, Social Enterprise East Midlands, The Social Enterprise Loan Fund, Social Enterprise London (SEL), Social Enterprise Network, The Social Enterprise Support Centre Ltd, Social Entrepreneurs Network Scotland (SENSCOT), Social Firms UK, Social Investment Scotland, South Bank Employers' Group, South Craven Forward Ltd, St John's Housing Trust, St. Paul's Community Development Trust, Stable Trading Company CIC, Stephen Young - University of Manchester, Stephenie Linham, Swale Borough Council, Telecentre and Business School (TABS), Third Sector Support Services, Triodos Bank, United Welsh Housing Association Ltd, Unity Trust Bank, Urban Space Holdings Ltd, Valleys to Coast, The Vassall Centre Trust, Voluntary Action Cardiff, West End Women and Girls Centre, Wirral Council, Woodchurch Development Trust, Wrightchoice Community Sports Association, Wrigleys Solicitors

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