



developing an asset-base

taking the brakes off

It is three years since the DTA published its first report on asset based development*. Since then we have embarked on a series of seminars and workshops around the country spreading the message. We are also working with a wide range of organisations, and steadily building up the case.

Funded by DETR, the seminars attracted a wide audience, many of whom were looking at new ways of supporting the long term viability of neighbourhood- and community based projects. Whereas initially there was a good deal of scepticism, now there is greater recognition across government, at national and local level, of the important role the transfer of assets can play in regeneration. Indeed sometimes, as in the housing field, it is suggested as the only way. With the creation of Regional Development Agencies and a sympathetic national policy framework, the scene is set for a quantitative leap forward.

We have in our membership a growing number of trusts that have demonstrated the uses to which assets once transferred can be put. In the Manifesto we launched last year, we set a preliminary target of £1 billion of assets to be transferred. This publication is a step in achieving that goal - no longer a case of if but when.

*George Nicholson,
Chair, DTA
March 2001*

an introduction to asset transfer

by Lorraine Hart

This introduction to asset transfer is aimed at those in the public sector at local, regional and national level and at their partners in the private, community and voluntary sectors actively involved in regeneration work in urban and rural areas.

It is a brief guide to policy and emerging practice in asset transfer projects and the practicalities of implementing them. This is supplemented by case studies illustrating how asset transfer has been achieved and the range of activities it can support. Some cover plans for asset transfer that have not yet been realised, providing lessons about the long-term work required to develop and transfer viable assets to community based organisations.

The asset transfer projects context we examine excludes the policy and regulatory framework for initiatives involving large scale transfers of housing like those of Housing Action Trusts and Large Scale Voluntary Transfer projects. A forthcoming detailed guide to be published by the LGA and DTA on asset transfer projects will set out the key elements of the legal and financial framework for these larger, more complex initiatives as well as those contained in this introduction.

Policy background

The national and local policy framework for asset transfer is related mainly to the areas of sustainable development, regeneration and neighbourhood renewal¹.

No universally agreed definition for sustainable development and regeneration has been adopted, but DETR good practice guidance (1998) outlines several principles which are underpinned by the Brundtland² definition. These principles include³:

- The pursuit of lasting economic benefit
- Resource use within “carrying capacity” (the identified limits to the exploitation and use of current resources)
- Belief in community empowerment and partnership as the means of mobilising, informing and encouraging changes in attitude and behaviour
- That social, economic and environmental sustainability are interrelated and are in turn linked to institutional and cultural sustainability

Based on these principles, local government and its partners in other statutory, private sector, community and voluntary agencies have been using their own resources and those available from Europe and central government to bring about “sustainable regeneration” in disadvantaged areas.

Development of programmes and projects that aim to secure sustainable regeneration in disadvantaged areas has seen the transfer of assets - mainly land and buildings - to community based organisations by stakeholder agencies involved in regeneration. The organisations who benefit - development

trusts, housing associations and other not for profit agencies established for asset transfer projects - have been promoting this approach as a way to avoid dependence on grant aid and sustain the delivery of services sensitive to the needs of their localities into the future.⁴

These projects, as indicated by the case studies, achieve a number of objectives that support the policy framework for sustainable regeneration:

- To deal with vacant land, dereliction or deteriorating property infrastructure in disadvantaged areas.
- To create foci for economic and community enterprise development supported by government special area based spending programmes (notably, Single Regeneration Budget, New Deal for Communities and European Structural Funds) and targeted local mainstream public spending programmes.
- To support strategies to build community capacity to manage assets and deliver services locally with the benefit of the revenue stream the asset creates.
- To provide opportunities for long term joint working and dialogue between statutory agencies and people who live and work in disadvantaged areas.
- To contribute to community governance and decision making at local level.

The case studies that form part of this introduction provide a glimpse of the wide variety of activities that are supported by asset transfer projects and the practicalities involved in their creation and development.

Policy and action: how is it done?

Identifying Assets: Strategic Approaches

Regeneration partnerships' activities at local level are very diverse and a strategic overview is required of the potential for asset development and transfer to secure regeneration objectives. As the case studies illustrate, most asset transfer projects are the results of systematic planning processes at local level. These involve forums supported to plan jointly⁵ with relevant stakeholders to address community needs (whether to preserve heritage sites or create managed workspace for enterprise development or health provision).

The processes of bidding for funding are used both to respond to community demands and secure resources to build community capacity to deliver asset transfer projects and manage them into the future (see case study: Lairdside Community Trust).

Some local authorities (Birmingham City Council, London Borough of Hackney) have taken a systematic approach to identifying potential for asset transfer projects through asset review either within a specific locality or for the benefit of a specific community based organisation. Public agencies' property holdings and disposal strategies are "audited" for opportunities to create viable asset transfer projects.

As the case studies show, the types of assets involved are very varied: libraries, community centres, shops, garages, workspaces, schools and vacant land.

Some localities, despite high levels of deprivation, may be under considerable commercial pressures for development and statutory agencies may need to use their own assets to address more pressing community needs such as for housing. In these cases it is often possible to use funding programmes to acquire and improve assets commercially which still meet policy objectives (see case study: Pinchin Street). These kinds of projects are not asset transfer projects, but the support of the local authority in particular facilitates asset acquisition and development for a community-based organisation in pursuit of commonly held objectives.

Our detailed guide to asset transfer will outline these and other processes used to identify available assets in successful asset transfer projects (see below).

Identify assets: viability

A key difficulty in asset transfer projects is viability - whether they can meet costs to run and maintain the asset with the income from rents or services.

Although identifying vacant and underused property and land in disadvantaged areas is straightforward, their transfer to community based organisations may not be sustainable because not all land and property is an asset, but may have considerable liabilities which cannot be offset by income. If a use for the asset that will generate revenue to exceed the costs of running and maintaining it cannot be identified, the liability will simply be transferred. Community centres in housing estates for example, or maintenance of historic sites (see case study: North Pennines Trust) are unlikely to generate sufficient revenue to do more than cover costs to maintain the buildings and bring them into productive use. In practice two strategies have been pursued to address these issues:

- Agreement between partners involved on the need for continuing revenue support. This may be to facilitate both the transfer of the assets and to develop viability. This can be achieved by supporting community enterprise development or targeted mainstream provision which can provide a core of activity and income (e.g. health authorities and other service providers renting space to provide a secure tenant base in the short and medium term).

- Viable 'balancing assets' (commercial leisure facilities, housing, retail) are also transferred which can offset the costs of the non-viable assets (for example running a community centre or maintaining a local park)⁶.

⁵ These forums may be cross sector partnerships established to deliver or oversee regeneration spending programmes such as SRB, ERDF, ESF etc or local forums based on local government decision making or advisory structures. ⁶ Milton Keynes Park Trust is an example of this kind of transfer.

Asset transfer: financial and legal requirements

Each asset transfer project will differ widely as to the financial and legal requirements it will have to fulfil. Key determinants will be:

■ The current owners of the asset

Some agencies are constrained more than others in relation to asset transfer. Local authorities will require specific special consents from central government and regional government offices for some transfers (see case study: Greatorex Street Workspace)

■ The proposed terms of transfer

Length of tenure and other conditions on the land or property will determine the extent of regulation of the transfer and the need for special consents as well as effects on the viability of the asset.

■ The organisation benefiting from the transfer

Charitable registration is often a requirement as is demonstration of competence and capability to manage the asset into the future.

■ Funding related to improvement or transfer of the asset

Many asset transfer projects involve use of funding programmes for development of new buildings or refurbishment of an existing one. The satisfactory delivery of a range of outputs and outcomes may be required before asset transfer can take place.

■ Protection of the asset into the future

Most funding programme guidance requires transfer arrangements that ensure the asset will continue to provide the benefits intended (for example workspace for small businesses or provision of specific services with the income from the asset) to the recipients intended (for example young people or residents in a particular neighbourhood).

■ Best Value

A key principle for local authorities planning to transfer assets is the application of Best Value. Asset transfer projects will need to demonstrate efficiency, economy and effectiveness in procurement and delivery, but can contribute to Best Value performance indicators⁷ relating to corporate health and performance, housing and related services, cultural services, education and environmental services. The new power conferred on local authorities by the Local Government Act 2000 to promote or improve the economic, social and environmental well-being of their area is likely to have a significant impact on this as it will also be subject to principles of best value, although indicators and detailed guidance are still in development.

Learning from practice

The Development Trusts Association and the Local Government Association are committed to learning from practice.

The case studies featured in this introduction are only some of the projects being used as the basis for a practical guide to Asset Transfer now being prepared. DETR and Treasury will be working with DTA and LGA on the content of the guide in order that it can be used with confidence by all those working in regeneration and neighbourhood renewal.

DTA and LGA would welcome contact from other organisations or projects concerned with asset transfer. Contact the DTA office or check the box and return the form on the inside back cover.

asset base development and asset transfer in practice

Case studies by Deborah Bell

North Pennines Heritage Trust

Background to the project

The North Pennines Heritage Trust was incorporated as a Company Limited by Guarantee in September 1987. Before that date it had been a loosely formed special interest group of people concerned about the rapid decline and disintegration of many of the archaeologically valuable and historically interesting features within the North Pennines landscape.

Following incorporation, and having gained Charitable Status, the Trust first rented premises and recruited a manager and administrator, to assist in the huge task of fund raising and conservation which lay ahead.

The Trust is administered by a board of 14 directors appointed from the membership of 400. The full board meets every two months, but there are committees dealing with specific issues that meet as regularly as necessary to take their projects forward.

The Trust manager is in overall charge of the Trust's work. A full time archaeologist, administrator, site foreman and a direct labour force of nine full time stonemasons and labourers assist him. The Nenthead Mines Heritage Centre, which is the main base for the Trust's office, is owned by Cumbria County Council but on a 99-year lease to the Trust. The Heritage Centre is run by a full time Heritage Centre Manager who has two seasonal part time information assistants and two seasonal part time guides to assist.

The North Pennines was once Britain's most productive lead ore field and many of the mining sites contain listed buildings and scheduled ancient monuments. There are numerous other listed or scheduled built features in the area

In collaboration with the nine local authorities in the area and with the owners, the Trust identifies important sites in need of conservation and interpretation. It assembles financial packages and carries out the work either by its own labour or by contract.

There is a policy of directing spending towards local firms to help the local economy. The Trust also publishes booklets on topics of interest and organises lectures and visits, guided by directors and members, in order to stimulate local interest in the underground workings of the North Pennines.

Last summer these coincided with the Trust's opening of a show mine at the Nenthead Heritage Site. Visitors to the Heritage Centre pay a small addition to the entrance fee to be guided through approximately a quarter mile of 18/19th Century lead-mining tunnels, passing through an original horse-drawn portal, and exiting from a cave beside a waterfall. This feature is proving very popular with visitors of all ages.

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Assets

The Trust owns **Lambley Viaduct**, a magnificent 13 arched Victorian viaduct, which is now incorporated into a long distance nature trail and public footpath.

Mill Cottage is a traditional three-bedroom miner's cottage, part of the heritage site at Nenthead. A small adjacent barn has been converted into a bunkhouse for group accommodation and sleeps nine visitors. A local family live in Mill Cottage and administer the bookings and visitors to the bunkhouse as part of their tenancy.

3 The Row, Nenthead is a traditional miner's cottage dating from the 18th Century and has an external stairway to the front door. The property has been completely refurbished and will, on completion, be rented to provide another income stream.

The Nenthead Mines site is being developed as the North Pennine's major tourist attraction. At present the Heritage Centre hosts a series of exhibitions, traditional buildings with interpretation, café, gift shop and information point. It is a fascinating site peppered with ancient lead mines and associated buildings, a reservoir, river and system of leats and launders for carrying water around the site, as well as the ruin of a magnificent lead-smelting mill.

Another Trust project is Augill smeltmill complex, a rare example of ruins encompassing the smeltmill, dam and pond, flue, chimney, and site of a Roman signal station and undefined earthworks. This site is also being prepared for conservation and interpretation to the public, and the Trust has a long lease on the entire site.

Funding

Since 1991 the Trust has raised well over £2.5 million, which has all gone directly or indirectly into the North Pennines economy, either through wages, the purchase of goods and services or the employment of many subcontractors.

The number of schemes the Trust has completed has grown substantially and it now has schemes completed, in progress or in negotiation in every North Pennines local authority area.

Future plans

Dilston Castle in Northumberland is the ancestral home of the Earl of Derwentwater and has a rare example of a recusant chapel within the grounds. The property has been on English Heritage's Register of Buildings at Risk for many years. The Trust is presently preparing to take on a long lease to enable a conservation plan to be put into practice. This will both save the Hall and Chapel, and provide a unique opportunity for Mencap students to be involved in the running of a fascinating visitor attraction while providing training opportunities for them.

Community Action Furness

Background to the project

Community Action Furness aims to improve the quality of life for young people of all backgrounds and abilities in the communities of Barrow and Furness, Cumbria. This aim is to be achieved by developing the skills and abilities of young people (16-30 years) towards employment, community based enterprise projects and self-management.

CAF is a joint church/community initiative set up to help young people based in Barrow in Furness - an isolated town whose prosperity was built upon heavy engineering and shipbuilding. VSEL (Vickers Shipbuilding & Engineering Ltd) was the major employer but in 1993 soaring youth unemployment was a serious cause for concern. Young people have been most seriously affected by recession, cutbacks in employment by VSEL and downsizing of other traditional employers in the area.

CAF was established in 1993 on the basis of two years funding to cover costs of a full-time project worker with support costs. When the original funding came to an end, the core project continued to operate on smaller amounts. This made long term planning difficult but in 1995 a grant of £150k from the Frances C Scott Trust provided the project with some security and assisted in a lottery application for funding.

CAF has a wide network of partnerships and associations spanning the community, voluntary, statutory and commercial sectors. These include Barrow Borough Council, Social Services, Barrow Council for Voluntary Services, Bradford & Northern Housing Association, Church Urban Fund, Youth Service, NACRO and Cumbria County Council. CAF work within the Community Regeneration Company (a round table organisation providing a forum for joint working). They actively link with other agencies working with young people in Barrow and the Furness Peninsula.

17 CAF projects have been established since 1993, many of which have become successful community enterprises. These have achieved different levels of self-management but are all members of the CAF Group, coming under the umbrella of the CAF board. A sample of CAF projects are:

■ **Project John '93** (1993) - a housing cooperative ■ **Eureka Catering** (1996) - a catering/training business for the Furness area
■ **First Foothold** (1997) - a business enterprise shop ■ **Designed to Please** (1998) - a DTP & colour copying business ■ **Furness Community Recycling** (1999) ■ **Brazil Community Enterprise Link** (2000) - assisting in community enterprise in Santa Maria
■ **Middletons Business Centre & Latitudes Cyber Café** (2001).
The sustainability of these projects is regarded by CAF as essential to ensure the long-term security of young people who CAF employ and work for. CAF works closely with the commercial sector to establish stable revenue returns from the sale of goods and services, as well as seeking ongoing funding from a wide range of sources.

To date, CAF have:- ■ Developed 20 different businesses
■ Created 67 jobs ■ Trained 200 young people working with over 50 volunteers ■ Bridged 150 people into work with local employers
■ Hosted 40 New Deal placements and employed eight people

Assets

CAF's main asset based development and income generation has been in the form of managed workspace for its wide range of projects:

- **Agnes McDowell House** A three-storey property leased by the Furness Homeless Support Group offering shelter and support seven days a week for those in need. It is also a Day Centre.
- **Buccleuch Street - Jibcraft** A commercial woodworking enterprise based on a manufacturing workshop providing training and the purchase of garden furniture, crafts and contracts for adaption of homes for disabled people. CAF expect to own a more suitable new building to accommodate Jibcraft during 2001.
- **16 Crellin Street** - home to: Furness Community Recycling, operating throughout the Barrow Borough area. Safe & Sound Hearts (SASH) - a safety and security project improving the lives of older people and providing training to young people. Growing Concerns - a garden landscaping co-operative offering a professional gardening service and training in gardening skills.
- **Custodian's Cottage** An interpretation site providing employment and training in Furness, thereby raising the profile of the area for tourism. Craft nights, educational packages to schools and an Eco-building are provided.
- **Furnart** An art workshop for furniture decoration/purchase, placements and training.
- **Hardy Street** A training and preparation area giving further workspace to allow more young people access to training at Eureka Catering.
- **Holker Street** houses Eureka Environmental Services, a horticultural project. Products are a vegetable bag scheme, selling organic produce and bedding plants.
- **209 Rawlinson Street** A venue for retailing of quality arts and crafts.

Funding

"We are multi-funded and multi-faithed. We work with whoever can help. We ask everyone who can get involved."

Funds are maximised by matching different types of source and CAF projects increasingly seeking support in kind as well as cash. CAF Group projects recognise the significant value of its core administrative functions, playing their part in drawing resources into the centre to cover the real costs involved.

CAF has drawn over £4.2m into the local economy since its inception, becoming one of Barrow's larger small employers.

The CAF Group received funding and material support from 158 sources during 1995-1998. Long term, key funders include:-

- Crisis ■ ESF ■ The Francis Scott Trust ■ The Headley Foundation
- The Rank Foundation

Future plans

Following a significant increase in income and expenditure in 1997-98, 1998-2003 is to be a period of measured growth, building on the achievements of the last three years. Commitment to bringing existing projects and businesses to their full potential will mean fewer new ventures, but will ensure sustainable expansion of opportunities for young people.

CAF aim to become 60% self-funding through revenue generation and the sale of training, products, goods and services and to extend their funding base needs to avoid dependence on particular programmes and sources of support.

St Werburghs Community Centre

Background to the project

The St Werburghs Community Association (St WCA) aims to provide meeting spaces and facilities for individuals, community groups and voluntary organisations. The Association manages St. Werburghs Community Centre. The site is well linked to St Werburghs and Easton, and could draw users from further afield.

The Association currently leases the building from Bristol City Council and is committed to improving and expanding the Centre's physical condition and capacity. St WCA wishes to obtain capital funding in order to remodel the Community Centre in order to provide

- A well designed building and site accessible to all
- A flexible variety of spaces with sound insulation
- A secure building
- An energy efficient building which uses alternative sustainable forms of energy eg: thermal store, solar collection

In January 2001, St WCA has 62 members and 41 user groups/individuals.

Assets

The building was built in 1902 as a mixed school for the Bristol School Board and converted to a community centre in the 1970s. It has two outbuildings to the rear, a workshop space in the basement and a 'playshed' which houses a large tank supporting the boiler. Car parking is provided at the rear with a hard landscaped zone around the perimeter. There are concrete ramps at each entrance/fire escape.

Management of the Centre is the responsibility of St WCA - a membership organisation of individuals who live or have an interest in the St Werburgh ward and neighbouring area. A lease from the Council for the building is dependent on securing its physical improvement.

The building was refurbished in the early 1980s and essential maintenance has since taken place but many of its fundamental problems remain, including subsidence. This causes disruption to the running of the Centre and makes a generally inadequate environment for both users (potential and actual) and staff.

At the start of 2001, the Community Association conducted a feasibility study to inform their decisions about the Centre and its future direction. One of the most significant findings has been the poor structural condition of the Centre.

St WCA has identified critical needs in the locality and wish to improve the Centre to accommodate them by providing the following:

- A new community café
- An improved office/reception area
- Incorporated accommodation for four residents groups
- New play areas and improved exterior landscaping
- A sports/relaxation facilities and associated showers and changing areas
- Additional flexible office/hot desk space/workshops

Community consultation is key to the Centre's future development and began in November 2000. Methodology included interviews, facilities mapping, users' consultations and the collection of information and statistics. At the 2000 AGM, the Community

Consultation Group presented its main findings - one of which was the need for a local community information facility and Internet/IT access point. Others include: -

- Art and craft facilities
- Large multifunctional rooms
- Office spaces for rent
- Bar/café
- A non-Christian place of worship

Funding

In April 2000, St WCA completed its first year as a registered charity and company limited by guarantee. The resulting independence from Bristol City Council has meant that they have financial responsibility for all running costs, staffing, fundraising and managing grant aid. However, this also means that as a voluntary organisation, they have the freedom to grow and develop independently as part of the community provision in St Werburghs.

During the latter part of 2000, the Community Association has raised funding from:

- The Greater Bristol Foundation Key Fund (£5k)
- The Sustainable Neighbourhood Fund (£5k)
- The Bristol Area Community Enterprise Network (BACEN) Voucher Fund (£2k)

In addition income is generated from a wide range of groups and individuals who use the Centre regularly. The Centre offers room space, mailbox service, office and desktop publishing services. The centre is developing a mixed economy of usage. Existing bookings and enquiries show that current facilities fall short of fulfilling local needs as the main facilities and rooms are generally always full.

44% of total projected income is generated by room hire, rental, sales and sundry income.

Future plans

The St Werburghs Centre has developed from limited facilities at first available, to become a successful community support centre. There is an opportunity to build on the success of the Centre and to ensure its economic sustainability by providing further space to generate revenue, support training and improve the physical condition and energy use of the building.

St WCA's expenditure budget for 2000/01 is £96,470. Core funding from Bristol City Council amounts to £43,000 and other project funding provides £10,000. They intend to apply for the EU-SE England Objective 2 funding with matched funding from the LLCB to support the proposed Capital Building works. Supplementary funding will be sought from Sustainable Neighbourhoods Fund to support the environmental approach. Funding will become a major issue as the Community Association looks for support for its activities and development of services.

The Centre has gone into partnership with the Soundwell College, another major city centre community centre, to bid for government funding to provide local IT facilities as part of a Network of UK Online Centres. A Community Information Access point will be developed by a group of IT students at the University of West England.

The Community Association plan to join the St Werburgh's City Farm to provide a community centre extension to their annual community festival.

Heeley Development Trust

Background to the project

Heeley is a typical inner city area of Sheffield with problems caused by high unemployment and poverty. With a population of 18,713 (1998), it lacks traditional focus centres such as a local library, housing office or community centre. Five per cent of the population is Asian, and a further 1% of other cultures. 28% of households are on income support and 23% of households with children are non-earners. There are 289 lone parent families.

Heeley Development Trust's key objectives are:

- To act as a management and development agency for new projects
- To co-ordinate socio-economic regeneration in the area
- To reduce local unemployment
- To create an information and resource agency
- To improve the environment of Heeley & Lowfield (Sheffield)

The aim is to create the capacity to obtain funding and develop and manage local regeneration projects, linked to the ability to directly involve the local community in its activities.

Heeley DT has 27 member organisations, is a registered charity and company limited by guarantee formed in 1996. Directors are elected annually from the membership. Heeley DT came out of a project to develop Heeley Millennium Park, supported by Heeley City Farm. Many members of the original project steering group were nominated as Directors of the Trust.

For Heeley Millennium Park the requirements of local users were established through community based "planning for real" studies as well as conventional questionnaires. A 1:500 scale model of the site for the Park, designed by a local resident and student, was taken out to the community via children's groups, adult groups, on the streets etc. (The consultation process was based on Arnstein's idea of moving the community up the 'five roles' ladder.)

Design objectives for Heeley Millennium Park included:

- The creation of a strong sense of place
- The creation of a variety of usable spaces
- Encouraging new wildlife habitats

It was hoped to retain and enhance:

- Pedestrian access and circulation
- Suitable sites for events eg: Heeley Festival
- a safer environment, providing cycle paths, lighting etc
- good quality play facilities including dog free zones

Assets

The major construction contracts were won by Sheffield City Council Direct Services. Smaller elements of the work were offered to local contractors or done by NVO students at a local conservation training centre or by the recently appointed Park staff. A good deal of planting was done by volunteers.

The Trust has now begun to raise its asset base in other ways:

- Land in the area
- Refurbishment of a derelict part of the local primary school for training, office space and childcare, known as the Hartley St Project
- Refurbishment of a grade 2 listed Wesleyan Chapel known as the Institute, for training, conferences, meetings, community activities etc

Funding

The project to build the Park was in three phases: Phase 1 - £150k (completed 1998): fundraising, design and preliminary works Phase 2 - £350k (completed 1999): the bulk of the work on site Phase 3 - £40k (completed 2000): work on the western edge of the site

Hidden costs included charges by the City Council for planning, legal and design fees, charges from the Estates Department and various add-on fees, which forced the Trust into additional fundraising. The Trust will also be liable for the cost of implementing car parking measures in the near future to make the area safe for local residents. It also has to pay the City over £600pa to get five dog bins emptied on a regular basis. (The City Council has also saved money by no longer having to mow 2.5 hectares up to ten times a year.)

Wherever possible Heeley DT aims to give contract work to firms within the area. However, the bigger the contract the harder it is to ensure that this happens.

Key funders for the capital works in the Park were:

- Yorkshire Forward (previously English Partnerships)
- SRB
- European Regional Development Fund
- Sheffield City Council for cycle paths

The Park project was also supported with revenue funding (wages, overheads, development etc) from SRB and ERDF and received £5k from the Sheffield Employment Bond to help employ a local, long term unemployed person in the Park.

Funding plans

The long term aim is to develop a "trading arm" of the Park to generate income. This is likely to go in two directions: 1. The setting up of a Community Landscape Consultancy business based on the skills and experience of the Park Manager 2. Undertaking landscape maintenance contracts using the Park staff

Objective 1 (EU) funds will be sought to help establish this work. One potential pitfall is the reduction of European funding on a pound for pound basis for earned income and the disincentive this creates. Obviously no public park is ever self-financing and means of supporting the Park through some kind of grant aid will also be necessary. Other employment options such as New Deal and ILM are also being looked at. The Park still has a commitment to involving the local community and events and activities are regularly organised.

Lairdside Community Trust

Background to the project

In 1995 a bid for Single Regeneration Budget funds was made by a partnership of Wirral Metropolitan Borough Council and other statutory, private and voluntary/community sector organisations including Wirral Health, John Moores University and Wirral Met College. The purpose was to fund a variety of projects that would kick-start the regeneration of the Lairdside area to enhance the quality of life and prospects of local residents. The area had been affected dramatically by the decline in the defence and ship building industries and was suffering from high unemployment and poor educational attainment.

A group was convened via the Wirral Council for Voluntary Service to manage this process. This group was made up of representatives of voluntary and community groups active in the area. A smaller working party was established to identify how to set up a Community Enterprise Development Agency that could manage funding and projects. It was this smaller group which became the Interim Board of Directors of the Trust when it was agreed through consultation that Company Ltd by Guarantee status would afford the greatest degree of autonomy and flexibility for growth.

The 1995 bid was successful and funding made available but subject to annual review from April 1996-2003. Lairdside Communities Trust (LCT) was constituted and registered in June 1996. In October 1997 LCT moved into newly refurbished premises at its current address.

The bid included the following areas of regeneration activity:

- Business Support Measures - job creation, start-up businesses
- Redevelopment and environmental improvement of areas surrounding the main Cammell Laird site
- Transport related environmental improvements
- Tranmere Urban Village - an employment and vocational training led initiative targeted at groups traditionally excluded from the labour market
- The Wirral Regional Environmental Network
- A Marine Technology Park and Centre for Marine & Coastal Technology supported by Liverpool University

Assets

LCT purchased a piece of land at the entrance to the Tranmere Urban Village to construct a purpose built Business Development Centre opened in September 2000. This houses workspaces and offices, a computer suite, meeting rooms, conference facility, central reception and administration unit. The philosophy is to target new small developing businesses providing a supportive environment in which they can thrive. Due to the significant proportion of European (pathways) funding, residents of Pathway areas are encouraged to make use of the Centre. It is fully accessible for people with disabilities, secured by CCTV and has ample parking.

LCT is exploring opportunities for establishing other community businesses, which would in turn generate an income for the Trust

Funding

Funding for the Centre was secured via ERDF, NW RDA (formerly English Partnerships), Wirral Borough Council and additional SRB funding from the Lairdside Initiative and the (NOW) New Opportunities Wirral - SRB 4.

The SRB was not the only source of funding needed to deliver projects. Other potential sources of funding were identified e.g.: European Funding (European Regional Development Fund & European Social Fund); Regional Challenge; English Partnerships; National Lottery; English Heritage; Merseyside Development Corporation; Metropolitan Borough of Wirral. Funding plus SRB was in excess of £75m.

LCT will be bidding for funds from many sources (excluding English Heritage, English Partnerships and MDC who have agreed to support the Lairdside Initiative subject to final agreement on details of schemes). It is partly for this reason that the Trust aimed to become income generating, thus ensuring some degree of stability and independence. Schemes like the Business Development Centre have been designed with this in mind, so that it remains as a resource for the area when the SRB funding ceases.

Future plans

LCT's immediate short to mid-term aim is to secure funding for its current operation. Any of the Business Development Centre's surplus income (after running costs) will be channelled to LCT to maintain its staff, premises and development work. In addition to this, LCT is exploring opportunities for establishing other community businesses, which would in turn generate an income for the Trust.

LCT considers it paramount that such businesses are sustainable and fulfil real needs in the same way that any private business would stand or fall on the demand for, and quality/competitiveness of its service.

High Trees Community Development Trust

Background to the project

High Trees CDT is an umbrella organisation helping individual residents and groups to set up projects and activities for the benefit and enjoyment of the community. The Trust helps to secure funding and provides support with administration and management of projects. The Trust works with other bodies to improve conditions on the St Martin's Estate, Lambeth.

St. Martin's Estate is home to approximately 3,200 residents in 1282 properties. 40% of households have a weekly income of less than £100, while less than 9% have more than £350.00 per week. 66% are not earning a wage (including unemployed and long term sick); 35% are under 18 and 9% of households consist of residents over the age of 65. St Martin's Community Partnership are now the landlords, replacing Lambeth Council.

Two members of High Trees Tenant & Residents Association (TRA) participated in the Housing Management Compulsory Competitive Tendering Panel for Central and South Lambeth in 1996/7.

Together with another member of the TRA they were instrumental in setting up the CDT (they are currently the Chair, Secretary and Treasurer on a Board of nine members). In July 1998 the TRA were invited by Lambeth to prepare a bid for Estate Renewal Challenge Fund grant to enable the Large Scale Voluntary Transfer of the estate to Housing Association partners. Metropolitan Housing Trust, Presentation Housing Association and the South London Family Housing Association formed a partnership for this bid. The business plan showed that with a grant of £7m from the government, and £28m invested by the Housing Associations, a five-year modernisation and development programme could be repaid out of rent in 30 years. The bid was successful, and the ERCF grant included about £1m for socio-economic regeneration, half for capital expenditure on community buildings and amenities.

Residents felt that it was essential to register the High Trees Development Trust as a Limited non-profit company so that important decisions about socio-economic regeneration were not made without tenant participation at an effective level.

Assets

This is a former public library that was closed by Lambeth Council in April 1995. It was transferred with housing stock (four flats for older people) and nursery buildings to St. Martin's Community Partnership in October 1999. The Trust has had management of the library since March 2000.

Groups from the statutory and voluntary sectors use the library. It accommodates training sessions, management meetings, tenant meetings and community and estate-based projects such as

- Parent's & Toddlers' Storytime group (PATS)
- Home & Away - help for children (13-17) who may be thinking of leaving home
- Silver Surfers Club - access to the internet for the over 50s
- Smarties Homework Club
- True Colours - music and IT sessions with friends
- Afruika Bantu Saturday School - supplementary education for schoolchildren of African & Caribbean descent
- St Martin's community television projects

The library is also regularly available for hire and any application for funding on behalf of a proposed new project must include management fees and rent. Income from such lettings amounted to £8,000 for the period March-December 2000.

High Trees employs one paid member of staff who manages the Library Centre and a dedicated volunteer (a pensioner on income support) who administers the Community Development Trust. She is also the Trust's Secretary. A team of 40 volunteers helps keep the various projects up and running. In 2001 the staff will expand to include a volunteer co-ordinator, a full-time receptionist and two outreach workers.

Funding

The CDT's approach to fund-raising is to 'find the fund that fits the project.' In this way, the needs of the residents determine the nature of initiatives established. Baring Arts Foundation, Lambeth Community Chest, St. Martin's Community Partnership and Esmee Fairbairn have been significant funders, with the latter providing unrestricted funding for core costs, especially salaries.

Other proposed sources of income generation are future community enterprises:

- Setting up a mobile sandwich round
- Setting up a food and vegetable van
- Setting up companies to grow into Intermediate Labour Markets whereby residents would become employees of the Trust
- Developing a programme of Training and Consultancy in estate-based community regeneration

Future plans

High Trees have no intentions to take on any more projects without money being available for paid staff. This is a small highly focused organisation unable to extend its efforts beyond the estate.

Residents felt that it was essential to register the High Trees Development Trust as a Limited non-profit company

Bootstrap Enterprises

Background to the project

Established in 1977, Bootstrap is a grass roots organisation based in Dalston, Hackney - the second most deprived council area in England. Poverty is a major problem with nearly one third of residents on incomes under £5,000 and nearly two thirds under £10,000, with poverty most concentrated in the rented sector.

Much of Bootstrap's work is with unemployed residents on four of Hackney Council's estates - Clapton Park, New Kingshold, Nightingale, and Kingsmead. They do similar work in Chalk Farm and Kings Cross (Camden) in partnership with the Community Housing Association and have recently begun work on the Angel Town Estate in Lambeth. They have also begun to offer a service to clients at the Job Centres near to the estates.

Their estate services offer residents advice and information about jobs and training opportunities as well as free use of stationery, stamps, photocopiers, telephones, newspapers and internet access. Each user receives tailor-made one to one support in job search and CV preparation. On two estates IT training up to NVQ Level 2 is offered.

Bootstrap offers training at the Print House, targeted at the unemployed. For 16-18 year olds Life Skills and Next Step training; and for over 25s, IT NVQ Level 2 and Basic Employability, Literacy Teaching and NVQ Level 3 Guidance.

Assets

The Print House was a fire damaged warehouse converted at a cost of £815,000 in 1980. The cost was met by the private sector, Urban Programme grant and Bootstrap's own funds. In 2000 they were able to purchase the Print House leasehold (99 years) with help from the ERDF and Haggerston SRB. It is hoped that this will give greater security, offering some protection against ever increasing rents and create surpluses which can be covenanted to charitable activities. Total project costs of over £1.4m (to purchase the Print House and to do works to the two top floors of a neighbouring building) are being met by the ERDF, Haggerston SRB, The Bridge House Trust and other trusts, plus a bank loan.

Bootstrap is embarking upon conversion of the semi-derelict Colourworks building next door. This will release some 600 sq. metres of managed workspace and provide 20 new offices for the voluntary sector and community groups.

The Print House is run by their trading subsidiary company Bootstrap Services Ltd. Any surplus is covenanted back to Bootstrap Enterprises, the charity.

The Print House currently has:

- An occupancy rate of 96.3%
- A £6.5 m annual total turnover of occupants
- 34 community and voluntary organisation tenants
- 208 employees and 125 volunteers

Whilst 93% of tenants are very satisfied with the service, maintenance costs are increasing.

Funding

Bootstrap has been supported in its work by

- Breaking Barriers SRB
- Community Housing Association
- Create SRB
- Esmee Fairbairn Charitable Trust
- ESF
- Focus Central London TEC
- Heart of Hackney SRB
- Glass-House Trust
- London Boroughs of Hackney & Lambeth
- The Monument Trust
- NLCB
- Newlon Housing Association
- NW London TEC
- World Class Cities SRB
- The P F Charitable Trust
- Laing's Charitable Trust
- Hackney's Housing Strategy 2001-2006.

Future plans

Each year Bootstrap plan to undertake major building works to maintain or improve the building. In the past this has involved purchasing a new lift and installing double-glazing on several floors. In 2000 they converted some ground floor offices into a training suite for Bootstrap's Training Department. This comprises three classrooms, an IT suite, resources room, counselling room and a new office for the training staff.

In preparation for reBoot (a computer recycling project linked to an NVQ course in computer maintenance which was over subscribed three fold), Bootstrap have managed to convert a derelict workshop into a new workshop/training space. The workshop is now fully fitted out for staff, trainees and volunteers to repair and recycle computers for community groups.

Each year Bootstrap plan to undertake major building works to maintain or improve the building

The Environment Trust

Pinchin Street Workshop

Background to the project

The Environment Trust was set up in 1979 to improve the environment and education about the environment particularly for young people in the London Borough of Tower Hamlets and its neighbouring boroughs.

In 1989 the Environment Trust was looking for suitable premises to convert and manage, providing safe serviceable workspace for emerging businesses particularly in the garment industry. Through its networks it identified a derelict warehouse and adjacent railway arches at Pinchin Street E1. The owner was British Railways Property Board. The Trust negotiated an agreement for a long lease at £1 per square foot on the property when renovated. The Trust put together a package of planning gain and Urban Programme funds to meet renovation costs of £750,000.

Assets

The workspace consists of 17,000 sq ft of lettable space in a warehouse and ten arches. The workspace is home to 12 businesses employing 72 people. The businesses range from garment manufacturers (embroiders, pleaters), a working-lunch making company and distributor.

The property is valued at £495,000 and has a revenue gross income of £95,000 per year. It has been used as security to borrow funds for development of other projects.

Funding

£450,000 was secured with the support of the local authority and £300,000 from planning gain funds to cover the costs of the building renovations.

More recently £50,000 has been invested in improvements to the car parking landscape and the warehouse, and a lift which enables full access.

Future plans

An extension of 12,000 sq. feet of workspace uses on adjacent land in Cable Street E1 will expand the availability of on site management. This will be supported by SRB funds aimed at ensuring preservation of mixed land uses in this area of the borough where office and industrial users are under pressure to convert to high value residential use.

Chicksand Citizens Forum Greatorex Street Workspace

Background to the project

Tower Hamlets Council and voluntary sector representatives designed the managed workspace programme of the SRB3 Cityside fund to provide assets and preserve workspace on London's city fringe.

A former multi-storey garage site had been partially developed as council offices and some workspace under a previous City Challenge programme. There had also been plans for community facilities on the rest of the site for which there was no funding.

One survey revealed that there were substantial underused community facilities in the area, but a shortage of affordable workspace for starter and small businesses. Another noted the pressure on workspace to convert to residential use.

The potential for 7,000 sq. ft of workspace and a larger multi purpose space was identified and the Environment Trust and the Chicksand Citizens Forum made joint bids to the ERDF's URBAN programme and the Cityside SRB programme.

Assets

A feasibility study by the Environment Trust and HTA Architects designed a scheme utilising the whole site for 10,000 sq. ft and a 1,200 sq. ft multi purpose space. Together with the existing workspace the scheme will generate net revenue of £55,000 per year.

The owners will be the Chicksand Citizens Forum, a registered charity with a resident elected committee drawn from East Spitalfields. The Forum currently provides a supplementary school for local mainly Bangladeshi children and women's groups. Some residents are micro credit borrowers and have started their own businesses.

Funding

A complex combination of funding sources - URBAN ERDF Planning Gain, SRB3 ERDF Objective 2 and a discounted land price (the local authority sought and obtained DETR consent for the sale of the land), will meet the entire £1.3 million costs of development. The development is being project managed for the Citizens Forum and Cityside Regeneration by the Environment Trust

Future plans

The Citizens Forum will use the revenue from the transfer of the asset to meet the costs of the supplementary school when its charitable funding runs out in 2002. It will also support micro credit development in the area. Once the project is complete the Forum will carry out further consultation with residents on the use of the remaining revenue.

Ashleyvale Action Group Ltd

Background to the project

Ashley Vale Action Group Ltd (AVAG) is a not-for-profit company set up by residents in Mina Road, Bristol in 2000, and a member of the Bristol development trusts network. Ashley Vale is a small neighbourhood in north-central Bristol dominated by allotments, woods and other green spaces, forming a distinctly "rural" cityscape. Though it is an area of high unemployment, the neighbourhood is well served with facilities, including a city farm, a pub, nearby shops and a children's play area.

'Nimbyism does not even come into it - we simply wanted something better.'

AVAG began as a campaign against commercial developers imposing an inappropriate housing development. 'Green' standards and practical, professional and technical support to everyone involved are key.

The Group are interested in community action and development, and are in the process of purchasing a former scaffolding site of two acres. They plan to divide this into plots to re-sell for self-build housing. They are also working with a housing association who plan to build six bungalows for elders. The plan includes mixed development and the refurbishment of a redundant office block into low cost workspaces.

At a 'Planning Day' involving 250 residents (based on the 'Planning for Real' technique and overseen by independent consultants the Neighbourhood Initiatives Foundation) 99% of attendants favoured a site developed by local people and 92% wanted mixed work/residential use of the site. This would include office, workshop and community space to foster sustainability.

Local MP Val Davey is supportive: 'This project is important, not only for its content but for the community activity it encourages,' she says. The Group's costings led them to think that no commercial developer could have made a profit from the site unless they paid far less than the owners were asking for the land.

Assets

When the original developers of the site (MacAlpine Housing and Modus Architects) withdrew, AVAG began to think about development in a more creative way. Residents set up a company to purchase the land from Scaffolding GB plc and made an offer in May 2000. The offer took into consideration developmental constraints and issues surrounding affordable housing, drainage, demolition costs and foundations. The offer also took into consideration the views and needs of the local community.

Funding

Two grants were obtained from the Sustainable Neighbourhood Fund of Bristol City Council and the Urban Key Fund (Greater Bristol Foundation). Capital funding has come from the self-builders and the housing association, who will own the plots. Shared spaces and the office block will remain in the ownership of AVAG who will act as 'agents'.

Future plans

AVAG successfully exchanged contracts for the site on 22 December 2000. Acquiring capital funding and planning consent are the next major challenges. AVAG will own office blocks which will be rented out for workspaces. AVAG are currently producing a business plan for the site.

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Everton Development Trust

Background to the project

Everton Development Trust was formed by members of West Everton Community Council in 1991, and incorporated in April 1992, with the aim of 'helping people to help themselves'.

The first phase of the Trust's development, between 1992 and 1997, saw the Joblink and Business Advice services established with funding from Liverpool City Challenge. Throughout this initial five year period turnover remained at around £90,000 per annum and almost wholly from a single source - Liverpool City Challenge.

1997 saw the end of City Challenge revenue funding and the beginning of the Trust's second phase of development. Although North Liverpool's Single Regeneration Budget and Merseyside Objective One provided alternative sources of funding, the Trust's Board resolved that diversification of revenue streams was an absolute priority if future crises were to be avoided.

Assets

In 1995 a ten-year lease at a peppercorn rent was agreed with the Nat West bank for premises in Liverpool City Centre and a five-year agreement was made with Liverpool City Council for a nearby derelict site. With City Challenge support the Nat West premises were transformed into an 18 unit business centre and the derelict site still houses a five unit 'design village'.

Through the development of the managed workspace into a viable commercial proposition and securing contracts and tenders from sources such as Employment Zone and Business Link Merseyside, turnover increased to £278,000 by March 1999, and no single source accounted for more than 40% of income

1999 also saw the acquisition of the Trust's first capital asset, the Lamplighter public house.

Funding

The Lamplighter had been on the market for some time and SRB funding was earmarked under the North Liverpool Partnership's Jobs, Education and Training strategy for its purchase and conversion into a 'Pathways' advice and guidance centre. This funding was matched with finance from the Liverpool Central URBAN initiative to pay for the purchase of the premises and its conversion to provide premises for Joblink and the Community Survey Team, together with community meeting and social facilities. The URBAN and SRB funding also contributed to the refurbishment of the Trust's extended premises at 96-98 Great Homer Street, held on a 20-year lease.

Future plans

As the Trust enters its third phase, the transition to self-financing, with a diverse turnover of over £500,000 and more than 30 staff, the acquisition of a bankable asset base is paramount to the ongoing development of the organisation as a social business. The Trust's future is increasingly seen as competing for contracts and tenders. An asset base enables easier access to the working capital necessary for the establishment of social enterprises: funders and banks have greater confidence in asset rich organisations.

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Southmead Development Trust

Background to the project

Southmead Development Trust (SDT) was formed in 1996 to improve the quality of life for residents of the Southmead Estate. The Trust's Board comprises locally elected residents supported by local councillors and paid workers.

The main work of the Trust is to maximise employment opportunities for residents by identifying and providing facilities and support and attracting funding. This is currently achieved through education and training, leisure, environmental improvements and the promotion of community safety and voluntary activities on the estate.

The Trust has a turnover approaching £1.5m and employs 30 staff - the majority local residents. The Trust makes most of its money by offering training courses leading to IT qualifications, and by letting business units. In the summer of 2000 a further five business units were opened at the Greenway Centre bringing the total to 18.

The training department (GTEC) is expanding its range of courses beyond computer training. In partnership with the City of Bristol College, GTEC are set to offer catering training at a refurbished contact centre and to provide an on-site cafe for users. Other courses include forklift truck training through the government's URBAN scheme and offer Internet training.

A wide range of Sports and Leisure activities are offered with a good number of game fields used for football and rugby. The Greenway Centre boasts a large hall and a gym (currently looking for funding for re-refurbishment) which are in constant use.

During school holidays the Trust supports and runs a playscheme for school age children, with Southmead children getting subsidised places. During term-time a breakfast and an after-school club are offered on-site.

Assets

SDT is currently run from a formerly secondary school on the outskirts of the estate. Known as the Greenway Centre, the Trust lease the main school building from Bristol City Council on long-term lease. Corporate sponsors such as SWEB have donated fixtures and fittings, and current insurance value for replacement is around £200,000.

Funding

New capital projects are funded from a mixture of sources including English Partnerships, KONVER and ESF. In addition, the Trust is in the process of benefiting from the capital receipt from the sale of some land. The Trust will be able to spend the money on various capital projects around the estate following the completion of a Business Plan to be approved by Bristol City Council as part of the transfer of the asset.

Future plans

SDT has gone from a small community venture to a substantial local employer and venue for community activities. Expansion is ongoing, both at the Greenway Centre and at another site on the old part of the estate. The Trust are currently involved in acquiring two derelict shops from Bristol City Council Housing Department. The aim is to convert and expand the shops to create a local community venue for young mums. Currently there are no community facilities here and young mothers often feel isolated and depressed.

The case studies provide a glimpse of the wide variety of activities that are supported by asset transfer projects and the practicalities involved in their creation and development

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Asset Base Development

Case studies conducted by the DTA

1999-2000

Please contact the DTA national office for single copies

(see back cover for details) or send £5.00 for complete sets of case studies (free to DTA members)

1999

Amble Development Trust, Northumberland A rural development trust whose main asset base is a converted public house bought for the nominal sum of £1. It houses the Trust itself, a resource centre and meeting rooms amongst a host of other facilities and services.

Arts Factory Ltd, Rhondda, Wales A trust led by a group of local people who came together to increase the range of work opportunities for people with learning difficulties in a depressed former coalmining valley, by "making real estate work for us."

Bentham Development Trust, N Yorkshire A rural trust formed in 1995, with premises now housing local tourist facilities.

Colne Valley Trust, W. Yorkshire A rural trust which was one of the first to establish a trading subsidiary in 1993 delivering IT training, office services and consultancy.

Eldonian Development Trust, Liverpool Profiles a new-built sports centre designed to help regenerate the Vauxhall area which has one of the highest rates of unemployment in Liverpool.

Environment Trust, London Based in East London, this Trust has developed "green" homes and community gardens/playgrounds. Its work includes both charitable and profit-generating schemes.

Great Torrington & District Community Development Trust, Devon The Castle Hill Hotel in Torrington is this Trust's asset in a tourist area of Devon. It will house a creche, library, tourist information centre, Torrington 1646 exhibition and a telematics office.

Hastings Trust, Hastings Their asset is a town centre four-storey Victorian building, formerly a restaurant, which houses a community resource, seminar and training rooms.

Ibstock Community Enterprises Ltd, Leicestershire A development trust famous for refurbishing a local redundant bank building as an asset and installing an ATM which has proved profitable.

Loftus Development Trust, Cleveland The decline of manufacturing industry in neighbouring Teeside prompted the regeneration strategy for Loftus, a coastal town. Key projects include the redesign of the market place and the refurbishment of the Council House.

Manor Training & Resource Centre, Sheffield MaTReC provides an example of community led asset base development over 12. As a training organisation, it has had a catalytic effect on neighbouring shops which are its assets.

Wolseley Community Economic Development Trust, Plymouth Located in inner city Plymouth, Wolseley EDT manages a Business Park and community resource building on a 25 year lease from the City Council. The DT was created as a result of a "top down" initiative.

2000

Burslem Community Development Trust, Stoke on Trent This Trust restores buildings. One of their most ambitious initiatives is Ceramica, an exhibition developed in consultation with local pottery manufacturers. Its assets also include shops and flats purchased to generate income and ensure local ownership for community benefit.

Carn Brea, Cornwall The Carn Brea recreation centre was closed by the local authority in 1999. Due to public protest this development trust was formed to keep the centre open.

Cwmni Tref Caernarfon, Wales Established in 1992 on the recommendations of consultants commissioned by the District Council to conduct a retail survey in Caernarfon and Bangor, the Trust has refurbished more than 20 properties for commercial and residential use within the old walled town.

LSE Consortium, Leicester Consortium members initially comprised a community building organisation and community architect with a plan to redevelop three former textile mills in Leicester city

Manningham Mills Development Trust, Bradford A fairly new development trust in a neighbourhood with a significant ethnic minority population who aim to acquire part of Manningham Mill.

Manor & Castle Development Trust, Sheffield Just two of the Trust's assets are highlighted in this study: the Bellway Homes project and the Business Innovation Centre.

O-Regen, London Established as a successor body to the Waltham Forest Housing Action Trust, its development programme included construction of new community resource centres on four housing estates in the borough.

Renewal Trust, Nottingham Aims to improve the quality of life for the communities of St Ann and Sneinton. Their main asset base is the Sycamore Centre which houses the Millennium Youth & Community Centre and the Business Centre.

Royds Community Association, Bradford Royds is a resident-led organisation concerned with the regeneration of three housing estates including the building of new housing, shops, healthy living centre and BMX track.

The Development Trusts Association is a practitioner-driven network of independent community-led enterprise agencies. Our aim is to bring about a successful development trust in every community that wants one.

Our membership of 200 development trusts and 130 associates is growing rapidly, with a regional structure and specialist rural, coalfield and other forums. The experience of practitioners informs our work in supporting the formation of new trusts, helping existing trusts operate well and working with others to help the growth of community-led enterprise.

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