



**DEVELOPMENT TRUSTS ASSOCIATION SCOTLAND**

[www.dtascot.org.uk](http://www.dtascot.org.uk)

the community-led regeneration network



# Communities taking control...



It's happened without any great fanfare, but all of a sudden *they* are everywhere. Right across Scotland, local people have come together to set up development trusts: organisations which harness the energy, creativity and commitment within their communities to tackle the real problems they face. From Unst in Shetland to Creetown in Galloway, in urban and in rural areas, these community-owned and community-led organisations are quite literally seizing the initiative and doing it for themselves. Throughout the country, development trusts are enabling communities to make their own plans and aspirations a reality and with very impressive results...

## Community-led to unlock local creativity

This unique approach to building vibrant, sustainable communities recognises the importance of local people themselves establishing and prioritising their own objectives from the outset. A development trust can unlock what is often untapped potential within the community to progress a wide range of projects to meet these priorities. From developing renewable energy projects to creating community hubs/centres, and from running employment initiatives to managing local woodlands, communities are finding that a development trust provides the perfect vehicle to enable them to generate solutions to economic, social, cultural and environmental concerns.



'...the development trust movement has become one of the fastest growing networks of community-based organisations in Scotland.'

## Enterprise and ownership of assets creates resilience

The acquisition of assets and the development of enterprise activities are at the heart of this approach. Funding opportunities and legislative changes have enabled over 200 community organisations to gain control of land and buildings in the last few years. Development trusts use these assets and run enterprises to generate income and so increase self-sufficiency. This gives them a degree of control and independence, enabling them to meet the community's priorities and act as a representative

voice for their area. In this way they can become community anchor organisations which support local people through both good times and bad.

## DTA Scotland: a powerful voice for stronger communities

As a result of this groundswell within communities, and the 'can-do' attitude that goes with it, the development trust movement has become one of the fastest growing networks of community-based organisations in Scotland. Ian Cooke, Director of DTA Scotland, continues:

"We formed in 2003 and now have 129 members: with our sister organisations in England and Wales, we're a network of over 450. This depth of membership, our shared values and sense of mutuality, and our partnerships with other community networks, all give real credibility to our work at a national level. Increasingly, we're finding that politicians, policy-makers and other movers and shakers recognise the powerful role that development trusts play as community anchor organisations, and that they can contribute significantly to the wellbeing of our society."

## What are development trusts...?

These are independent local organisations which are community owned, led and managed. They aim to tackle a wide range of social, economic, environmental and cultural issues. As well as being actively involved in partnerships with the public, private and voluntary sectors, they aim to increase self-sufficiency by generating income through enterprise and the ownership of assets.

*"The formation, existence and development of democratic, inclusive and competent community groups is key to community empowerment. These are the groups who provide the focus for community led action. They are around for the long term and have strong ties into the wider community. They will take many forms: development trusts; community based housing associations; community councils; registered tenant organisations; community forums."*

Scottish Government and COSLA, Community Empowerment Action Plan, 2009



# Satisfying, exciting and worthwhile...

## An A to Z of what development trusts are doing

Here are just some of the activities undertaken and services provided by development trusts...

- Arts and crafts centres
- Business start-up/ managed workspaces
- Cafes and catering
- Camping and caravan sites
- Childcare
- Commercial forestry
- Community hubs/centres
- Consultancy
- Countryside ranger services
- Credit unions/ community finance
- Employment/ employability services
- Energy conservation
- Environmental improvements
- Events and festivals
- Furniture recycling
- Harbour management
- Heritage/conservation
- Housing
- IT services
- Learning programmes
- Local currency
- Local history
- Older people's services
- Play park & recreational facilities
- Post office services
- Printing and publishing
- Property development
- Pubs and hotels
- Renewable energy projects
- Shops/ retail
- Sports centres
- Tourist services
- Training programmes
- Transport
- Village petrol pumps
- Volunteering services
- Welfare advice
- Woodland management
- Youth services

▶ Alex Walker, Chair of DTA Scotland, looks at the journey the organisation has taken over the last five years to strengthen the development trust movement in Scotland, and outlines his hopes for greater recognition for development trusts as a successful model of community-led regeneration.



WHEN I FIRST HEARD OF development trusts, ten years or so ago, they felt

linked to our work here at Findhorn but geographically quite distant: we were up in North-East Scotland and they were largely down in London and North-West England. For many years, we'd been working up here in a bit of a bubble: we had many contacts internationally but few in Scotland. Out of the blue, Angus Hardie, who was beginning to develop DTA Scotland, rang to talk about development trusts. Then we got an invitation to the DTA UK conference in England which turned out to be inspirational.

Not long after this our development trust, Ekopia Resource Exchange Ltd, became a founding member of DTA Scotland. I didn't set out to be on the Board but I was asked to get involved ... and now I'm the Chair.

### Strengthening our movement

At DTA Scotland, we've been consolidating what we do to support new and existing members:

- meeting with interested community groups and helping them set up a development trust
- running a wide range of relevant training events and developing member services
- facilitating networking between members through events and visits.

We've started The Pool in Scotland, our own consultancy service, that uses the expertise of members and DTA Scotland staff to provide a high-quality advice service to government and other public bodies, the private sector, and the voluntary and community sectors. Through this innovative approach the income earned will be channelled into both member development trusts and DTA Scotland, so supporting the movement in becoming more financially independent.

### Working with Government to empower communities

The landscape in which we're operating is changing and creating greater opportunities for development trusts. Through our strong links with Local People Leading, we've had input into the Scottish Government and COSLA's community empowerment agenda. As Chair of DTA Scotland, I'm active on the Rural Development Council which works with the Scottish Government's Cabinet Secretary for Rural Affairs and the Environment.

We're contributing to policy discussions about the central role that community anchor organisations need to play in the creation of robust, resilient communities, and we're showing how our different way of 'doing business' can help, particularly in coping in hard times.



### Keeping it green and clean

We're very pleased that the Scottish Government's Climate Challenge Fund has awarded almost £1.5 million to the Community Powerdown consortium led by Community Energy Scotland and ourselves. 27 community organisations from Shetland to the Borders are conducting carbon audits and developing action plans. They will then look to taking forward low carbon community developments such as local allotments and markets, electric vehicles (pictured above), local renewable energy generation and home insulation programmes.



### Working with both urban and rural

Many of our member organisations are part of rural and remote communities. Often in such areas poverty is a very significant problem, though a less visible one than in parts of urban Scotland. The regeneration activities of development trusts can make a real difference here. Renewable energy presents a key opportunity for earning income that can then be invested in meeting a community's needs. Transport and affordable housing are also significant rural concerns, and here again development trusts are proving their worth.

Development trusts are equally relevant within urban communities. The number of trusts in urban Scotland is lower than in rural areas, but we're making steady progress in encouraging their growth through our Urban Development Worker. Increasing numbers of community-controlled

housing associations are joining DTA Scotland, as they widen the scope of their regeneration activities beyond housing alone, and in doing so, consolidate their role as community anchor organisations.

### Time for a double devolution

The change in the political landscape through Scottish devolution over the last 10 years has allowed us to strengthen our working relationships with politicians and civil servants. Our message to these decision-makers is of the huge potential of a double devolution. Scottish devolution is bringing benefits to our nation: a further devolution of power to our communities would bring benefits by building resilience, leadership and local democracy. This is satisfying, exciting and worthwhile work ... but there's a long way to go.



## local people leading...

...is an informal Scotland-wide alliance of national and regional networks and local groups that have come together to campaign for a strong, independent community sector in Scotland. It aims to promote the work of local people in their communities, give a strong voice to the community sector, and influence national policy. DTA Scotland played a key role in setting up LPL and continues to support this important initiative.

To find out more and sign-up for fortnightly e-briefings:

[www.localpeopleleading.co.uk](http://www.localpeopleleading.co.uk)

# Our members are our strength

▶ DTA Scotland draws on the expertise, experience and knowledge of its network of members to support other development trusts as well as the work of the Association itself. Without this mutual, combined strength the organisation could not be credible – because of it we can speak with authority.



"We've found membership of DTA Scotland incredibly useful, in particular the opportunity to network with and learn from others across Scotland. We want to help other communities benefit from this useful resource, and recently won a contract with DTA Scotland to deliver services on their behalf in the Northern Isles. This demonstrates the value that DTAS places on investing in the skills and experience of local communities."

Margaret Roberts, Northmavine Community Development Company, Shetland

**M**EMBERS PLAY many crucial roles, contributing through:

- sharing experience and expertise with other member organisations
- participating in our Annual Conference
- promoting the movement, and more generally community empowerment, in Scotland and the UK
- supporting and advising DTA Scotland as Board members and partners.

...and we strengthen our members...

▶ DTA Scotland's services and member benefits:

- support and advice from DTA Scotland staff
- free and discounted access to training, seminars and other events

- our Annual Conference – includes networking, speakers and member-led workshops
- access to a range of development resources
- participation and voting rights within DTA Scotland and DTA (UK)
- DTA Scotland e-bulletin, DTA (UK) in-house magazine, and briefing papers
- free subscriptions to New Start and Good Company magazines
- free (initial) professional advice on annual accounts, legal issues and VAT
- access to our members' insurance scheme and discounted HR advice/material
- free access to hot-desking and meeting facilities in Edinburgh.

▶ Creating exciting opportunities which include:

- **networking:** we share information about, and provide access to, other development trusts.

- **The Pool in Scotland:** we've created a consultancy service as a vehicle for development trusts to use their expertise in community-led regeneration to earn income.
- **the Community Powerdown consortium:** we've worked with Community Energy Scotland to support 27 community organisations to access a total of £1.5 million from the Scottish Government's Climate Challenge Fund.
- **supporting investment:** we work to influence the development and implementation of investment and funding relevant to development trusts, for example, the Big Lottery Fund's Growing Community Assets programme.
- **Commissioned members:** we pay other development trusts to provide an outreach DTA Scotland service in remoter parts of the country.

▶ A national voice for development trusts and communities

...raising the profile of development trusts, promoting the development trust approach and lobbying on behalf of our members, through...

- **working with Government and its partners:** including the Scottish Government, COSLA and Local Authorities.
- **working with key national and regional agencies:** including Scottish Enterprise, Highlands and Islands Enterprise and the Scottish Council for Voluntary Organisations.
- **working with national community networks:** through the development of Local People Leading, a national campaign for a strong and independent community sector.
- **working with key social enterprise networks and agencies:** including Senscot, the Scottish Social Enterprise Coalition and the Social Enterprise Academy.
- **working with our sister organisations in DTA (UK):** to give joint responses to relevant UK policy consultations and task groups.
- **speaking at national conferences and key regional events.**

Memberships now stands at **129 Full and Provisional Members** and **27 Associate Members** (May 2009).

## Full & Provisional Members

Acharacle Community Company  
Arden Chillout  
Ardler Village Trust  
Ardoch Development Trust  
Ardrisaig Community Trust  
Arrochar & Tarbet Community Development Trust  
Assynt Foundation  
Auchinleck Community Development Initiative Ltd  
Balerno Village conservation and Development Forum  
Ballfron Community Development Trust  
Ballater (RD) Ltd  
Banchory & District Initiative Ltd  
Birse Community Trust  
Boat of Garten Community Company  
Borthwick Water CDT  
Braemar Community Ltd  
Buchanan Community Partnership  
Callander Community Development Trust  
Carlisle Development Trust  
Cassiltoun Housing Association  
Catrine Community Trust  
Coalburn Miners Welfare Charitable Society  
Colintraive and Glendaruel Development Trust  
Collieston & Slains Community Trust  
Colonsay Community Development Company  
Community Central Hall  
Comrie Development Group  
Craignish Community Company  
Creetown Initiative  
Croy Miners Welfare Charitable Society  
Cumbrae Community Development Company  
Development Coll  
Dumbarton Road Corridor Environment Trust  
Dunblane Development Trust  
East Camp Trust  
Eday Partnership  
Eilean Eisdeal  
Ekopia Resource Exchange Ltd  
Fauldhouse Community Development Trust  
Ferguslie Park Housing Association  
Fetterangus Community Association  
Fintry Development Trust  
Fisherrow Community Centre  
Fraserburgh Development Trust Ltd  
Gargunnoch Community Trust  
Glenboig Neighbourhood House  
Glenelg & Arnisdale Development Trust  
Glenkens Community Arts Trust  
Glenug Community Association  
Gorebridge Community Development Trust  
Govanhill Community Development Trust  
Here We Are (Cairndow) Ltd  
Inverclyde Community Development Trust  
Iomairt Chille Chomain  
Island of Kerrera Residents Association  
Isle Futures  
Isle of Arran Community Dev Company  
Isle of Jura Development Trust  
Isle of Luing Community Trust  
JRD Development Trust  
Kelby Development Trust  
Killin & Ardeonaig Community DT  
Kilmadock Development Trust  
Kinghorn Community Land Association  
Kinlochbervie Community Development Partnership  
Kirkconnel Parish Heritage Society  
Kirkhill & Bunchrew Community Trust  
Kirkmaiden Initiative  
Kirknewton Community Development Trust Ltd  
Lauderdale Development Trust  
Linthouse Housing Association  
Local Communities Development Group  
Lochboisdale Amenity Trust  
Mayfield & Easthouses Development Trust  
Morvern Community Development Company  
Muirkirk Enterprise Company  
Mull & Iona Community Trust  
Neilston Development Trust  
Newlands Community Development Trust  
Nithsdale CVS  
North Edinburgh Trust

North Ronaldsay Trust  
North West Mull Community  
Woodland Company Ltd  
Northmavine Community Development Company (NCCDC)  
Ore Valley Housing Association  
Out of the Blue Arts & Education Trust  
Paisley Development Trust  
Papay Development Trust  
Penicuik Community Development Trust  
Petersburn Development Trust  
Port William Community Development Trust  
Portree Area Community Company  
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 Group  
Shapinsay Development Trust  
Sleat Community Trust  
South Kintyre Development Trust  
South Ronaldsay and Burray Development Group  
Stonehouse Development Trust  
Stranraer Millenium Centre Community Trust  
Strathfillan Community Development Trust  
Strathmore and the Glens  
Stromness Community Development Trust  
Stronsay Development Trust  
Sustaining Dunbar  
Tayport Community Trust  
The Bambury Centre  
The Boyndie Trust Ltd  
The Environment Trust (West Dunbartonshire)  
The Langholm Initiative  
The Loft Youth Project  
Tiree Community Development Company  
Twechar Community Action  
Uig Development Trust  
Ullapool Community Trust Ltd  
Unst Partnership Ltd  
Upper Eskdale Development Group  
Upper Nithsdale Arts & Crafts Community Initiative Ltd  
Voluntary Action Lochaber  
Walkerburn Community Development Trust  
Wellhouse Community Trust  
Westray Development Trust  
Willow Wood (West Lothian) Community Company  
Woodlands Community Development Trust

## Associate Members

Grampian Housing Association  
Senscot  
Forth Sector  
Burness Solicitors  
Royal Bank of Scotland  
CADISPA Project  
Dearle & Henderson  
CEIS  
Buchan Development Partnership  
Big Lottery Fund  
Fife Council, Regeneration & Partnership Team  
Community Enterprise Ltd  
Coupar Angus Regeneration Trust  
Common Strategy  
CRNS  
Triodos Bank  
Vivarium  
Community Woodlands Association  
Fife HARCA Ltd  
Bellsbank Adventure Playground Ltd  
Community Links Scotland  
Social Investment Scotland  
Scottish Borders Social Enterprise Chamber  
Pearce Institute  
Alan Caldwell Associates  
Formartine Partnership Ltd  
Edith Hamilton  
Alasdair Stephen  
Jeffrey Gaskell

▶ To find out more about our work and services, get in touch on tel. 0131 220 2456 or email: [info@dtascot.org.uk](mailto:info@dtascot.org.uk)

# An award winning strategy for generating 'community-wealth' ...

► Renton Community Development Trust

The village of Renton in the Vale of Leven near Loch Lomond, population 3000, has unemployment above the national average. Cordale Housing Association (CHA), and its sister organisations Renton Community Development Trust and the Carmen Social Inclusion Centre, have been at the heart of a 15 year community-led investment programme which has transformed Renton's fortunes ... and is getting them national recognition.

THE CHA NEVER intended to just build a better standard of housing for people to enjoy their poverty in. From the moment the organisation started, when it made the bold decision to replace its stock-transferred housing with new-build, CHA has always been committed to working with the community to make Renton a great village to live in. It recently completed 40 'extra care' flats for older people, and has built an integrated Healthy Living Centre



and a local supermarket – with free-to-use cash machine. Its current projects include building 282 new homes for sale and rent on a brownfield site and the re-development of local shops.

The Renton Community Development Trust has recently taken over the Council community centre and establishing the 'Ma Centre', a youth centre run by teenagers with a café and access to sports. Eventually, childcare, elderly day care, a restaurant, conferencing facilities, and a small theatre will be included. The Trust is becoming 'the glue' that binds local organisations and partnerships together, and is looking to work with neighbouring communities and to restore a community woodland.

Another key element of regeneration has been the development of the Carman

Centre, a social enterprise working with all ages and offering many activities including: drama, art and music classes, bingo and social events, a community café and a small fitness centre. It has become an accredited learning centre, has IT facilities, is starting to offer SVQs, and is looking to provide a business centre.

## Building on success

CHA, its partner organisations and West Dunbartonshire Council have been awarded the Chartered Institute of Housing Scotland's 'Excellence in Regeneration Award' (2009). A recent performance evaluation suggests that CHA and its local partners helped create more than 150 local jobs between 2001 and 2006. For instance, CHA's Employment Ladder initiative provides skills and opportunities in the Association for school leavers who might otherwise

struggle in the jobs market. The three organisations are now working to a Community Regeneration Strategy for the village, developed with local

**"Cordale Housing Association is receiving the Award today because it exemplifies how housing associations can provide a holistic approach to regeneration and help the Government in the drive to improve people's lives throughout Scotland."**

Cy Neil, Chair of the Chartered Institute of Housing Scotland ... announcing their Award for 'Excellence in Regeneration'. The Award was presented by the Scottish Government's Minister for Housing and Communities.

Community Partnership. Archie Thomson MBE, Chair of the Trust, sums up the ethos of the work across Renton: "We change people not just their environment. We don't just build houses, we build community and develop local assets. Poor architecture, inappropriate houses and services destroy community. By working with local people and using local knowledge we are re-populating this village. Local people can feel proud to live here: we might not be as affluent as some but we have a cultural wealth that is more valuable."

► To find out more about Renton Community Development Trust contact Archie Thomson at: [www.cordalehousing.org.uk/renton-community-development-trust.html](http://www.cordalehousing.org.uk/renton-community-development-trust.html)

people, and future plans include a partnership with the Council to build a new primary school on a single site through what would be Scotland's first Public

# Social enterprise, community enterprise

► Inverclyde Community Development Trust

Inverclyde Community Development Trust, known locally as 'the Trust', began life in 1987 as Greenock Employment Action Group with two workers and a target of seven jobs. It's come a long way since then, and Jim Bristow, one of those two original workers and now Chief Executive, considers the secret to its long and successful life.

SOMETIMES WE'RE accused of being too big. Social economy organisations shouldn't be this size - where does it say that? We are a significant local employer with a turnover of £3 million, assets of £1 million and 115 staff - almost all of whom live locally. We provide care services for older people, training for unemployed people



**"We're community-driven, here for the long-term, and we've got over 20 years of references that demonstrate our ability to deliver."**

and regeneration services for communities and business. Our income comes from: property rents – we own offices in Greenock and Port Glasgow; delivering contracts for the Local Authority; and European and Scottish Government funding programmes such as Fairer Scotland.

## Staying community-based

We've stayed rooted in the community. I live here; the Chair was my boss 25 years ago in the Local Authority; and our Board

is full of local people. This makes for a depth of local knowledge that delivers, and it's crucial for the future of the Trust that we do not lose this by moving to a 'quasi-business model'.

We've a reputation for working at the interface with the community, where other 'outside' organisations can't reach. Many local people have moved into work through our programmes. For instance, a couple of men from a chaotic, tough background started on our skills programme and have now been

here for a year gaining experience in painting and decorating. They are doing a great job and would be hard to replace – that's our business. We're community-driven, here for the long-term, and we've got over 20 years of references that demonstrates our ability to deliver.

## Fitter, sharper, stronger

That's not to say sustainability isn't an issue. We have to win contracts and deliver services: sometimes we've had to make the hard financial decisions about closing services. From 2010, with ring-fencing removed from local government funding, we'll have to compete with the Local Authority itself. We're looking to further develop our mixture of income sources to avoid funding gaps. We're also committed to continuity through a strong staff team. My depute and I have been here from the start, and soon all our managers will

have achieved SVQ level 4 in programme management, making us 'extra fit for purpose'. Whatever happens, we'll remain true to our mission: remove barriers, create jobs and provide services.

► You can learn more about the diversity of work undertaken and services provided by the Inverclyde Community Development Trust via its website: [www.icdt.org.uk](http://www.icdt.org.uk)



# The greenest village in Scotland?

An enterprising approach for a low-carbon future ▶ Fintry Development Trust

Fintry is a small rural community between the Campsie and Fintry Hills. Its Community Council was keen to explore ways for the village to become greener... the Fintry Development Trust has become the vehicle to meet this challenge.

A DEVELOPER, Falck Renewables, approached the Community Council about a 14-turbine windfarm they were proposing nearby. The Community Council saw the potential, both, for developing 'our own turbine' and for moving towards becoming a carbon-neutral village.

Four residents were asked to take the negotiations forward. They formed Fintry Renewable Energy Enterprise (FREE) and carried out extensive community consultation through leafleting, a series of meetings and a survey at the annual 'Fintry Fling'. Local people were very supportive and with this mandate the Community Council felt able to reject a community benefit payment in favour of pursuing ownership of a turbine and the significant income it would create.

Prolonged negotiations with the developer followed. Developers often sell on windfarms and having a 'sitting tenant' owning one turbine would have been commercially unacceptable. The solution was for the community to receive the equivalent of one fifteenth of the total income, while FREE agreed to

take out a loan to cover the cost of this extra turbine. Through patience and commitment, along with cross-party political support, the community effectively owns one of the 15 turbines within the now working windfarm.

**"Now almost half of all local homes (46%) have taken up the offer of free cavity wall and roof insulation ... People were happy for the fitters to turn up and get on with the job: if they'd had to apply for a grant there'd have been a much lower uptake."**

Gordon Cowtan from the Trust continues: Fintry Development Trust, the umbrella organisation, was set-up in 2007 and has charitable status: FREE is wholly owned by the Trust and is its commercial arm. The Trust receives upwards of £50,000 per year while the loan is repaid, and potentially over £400,000 once repaid.

We've used the first part of this income to complete a major project insulating local homes. Step one was an energy survey of the houses in the village including an infra-red

snapshot of the front of each house so that people could see where heat was escaping. This was on a winter evening when heat loss would be strongest, and we'd told people and the police that photographers would be going round. Of course, someone forgot and rang the police, who'd also forgotten ... fortunately the confusion was quickly sorted.

Now almost half of all local homes (46%) have taken up the offer of free cavity wall and roof insulation. A free, doorstep insulation service really works. People were happy for the fitters to turn up and get on with the job: if they'd had to apply for a grant there'd have been a much lower uptake. We're now looking at different types of insulation for the houses that weren't able to benefit from this approach. We've also funded energy-saving measures in the sports club and a new heating system in the village hall, and we've established a village database through the survey work - so we now know what individual households want and need.

▶ **The Fintry Development Trust website is extensive - carrying articles and images of their work: [www.free-energy.org.uk](http://www.free-energy.org.uk)**

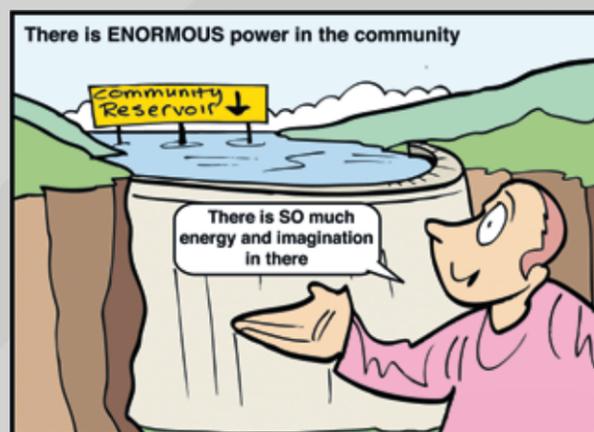


Photo by Michael Carr: Energy Agency

**"Local people were very supportive and with this mandate the Community Council felt able to reject a community benefit payment in favour of pursuing ownership of a turbine and the significant income it would create."**

**"THERE'S SO MUCH TO BE GAINED FROM DEVELOPMENT TRUSTS COMING TOGETHER, SHARING OUR KNOWLEDGE AND EXPERIENCE, AND WORKING TOGETHER FOR THE BENEFIT OF THE MOVEMENT. INDIVIDUALLY WE CAN BE ISOLATED COMMUNITY ORGANISATIONS; WORKING TOGETHER WE HAVE COLLECTIVE STRENGTH AND CAN PUNCH ABOVE OUR WEIGHT."**

Henry Mains, Sleat Community Trust



## Essential resources

### Start-up toolkit

DTA Scotland toolkit to help communities set up an effective legal structure for a development trust.

### So you want to set up a development trust

A DTA (UK) guide setting out the key steps in setting up a development trust.

### Cultivating enterprise

Covers all the elements needed to write a business plan.

### To have and to hold

DTA (UK) guide to asset development for enterprising community organisations.

### Setting up a trading subsidiary

For development trusts that are registered charities and are planning to become involved in significant trading activities.

### Demystifying the use of the term 'trust'

Explains the difference between a development trust and the legal form "trust".

### Community share and bond issues

DTA (UK) introductory guide on how community organisations can use share and bond issues to raise finance.

### The green asset guide

DTA (UK) guide on reducing the environmental impact of your community building.

**LOOK OUT FOR...** a new learning resource: to be launched in July 2009, this will follow the journey of one development trust as it becomes established, and signpost readers to further information, contacts and tools.

▶ For more information on these publications, contact DTA Scotland: 0131 220 2456 or [aileen@dtascot.org.uk](mailto:aileen@dtascot.org.uk)

# Securing an island's future

– asset building for the generations to come ▶ Eilean Eisdeal

**Easdale is the smallest permanently inhabited island in the Inner Hebrides. It has no cars or roads: a walk around it takes less than 30 minutes. There's only 70 people living there, including 18 children, but the Islanders have been busy with their own plans for the future. Sandra Melville, Chair of Eilean Eisdeal, the island's development trust, takes up their story.**

**O**UR LOCAL HALL is very important to our community life. It was originally built as a drill hall and is a listed-building. It's had many uses over the years, including time as a fish processing plant, but was in serious need of repair. We applied to the Community Fund and were awarded £667,000 to buy and

refurbish it – the Easdale Island Community Hall opened in 2003.

By keeping the original pyramid-shaped roof and the wooden central column, taken from the mast of a ship wrecked on a nearby island, but incorporating wood and glass in a modern-style conversion, we've a hall that is warm, light and fits in



with the local surroundings. There's room for a hundred-plus people and a stage, under-floor heating, a bar and a kitchen. It's used for social activities and for our successful arts programme for Islanders of all ages and visitors that includes live music, film and theatre.

## Restoring the harbour

We soon recognised there was more to be done. The Harbour provides the only safe access to and from the mainland. Its walls are B-listed and date back to the 18th Century, but were in need of restoration. In 2004, we secured funding from the Scottish Land Fund to buy it. A Harbour Users' Group is managing it while we address the long-term objective of restoring and developing it. In the short term, we've carried out temporary measures to prevent deterioration, some dredging work and installed a pontoon.

## Protecting our heritage

Then, in 2007, the Island's Folk Museum was put up for sale. We put other plans on hold to focus our resources on saving it. We applied successfully to the Big Lottery Fund and now run the Museum as a community enterprise. It houses, amongst many things, artefacts from the Island's renowned slate quarrying past. We are now



“... now we have a strong, vibrant community who support Eilean Eisdeal's work towards creating a sustainable island economy.”

developing it further to attract more visitors and safeguard our heritage.

## A rich, sustainable island life

By the 1950s there were only a handful of people left here. The island has recovered and now we have a strong, vibrant community who support Eilean Eisdeal's work towards creating a sustainable island economy. In addition to the Hall, the Harbour and the

Museum, we run fundraising events including a regatta in mid-summer and the World Stone Skimming Championships every September. Our next major project is looking at how we can provide quality accommodation for visitors and affordable houses for local families.

▶ **There's much more to learn about Eilean Eisdeal and their work ... take a look at their website at: [www.easdale.org](http://www.easdale.org)**

# Broadening horizons, challenging prejudices

**Wellhouse in the south of Easterhouse in Glasgow is considered to be one of the most deprived communities in Scotland. The Wellhouse Community Trust, as Manager Pauline Smith explains, works to unlock this community's tremendous potential.**

**W**E PROVIDE opportunities to make positive life changes and support this community to be in control of regeneration in their area. We encourage residents to look beyond their surroundings but also to take pride in what they now have locally. We've created a campus that caters for Wellhouse and surrounding areas, and we promote positive images of Easterhouse. The area has been given a negative image, but we see it as a place with talent and drive which just needs the opportunity to flourish – and when people get these opportunities, we know this is what happens.

We've seven staff and a Board of thirteen Directors, and we



“The area has been given a negative image, but we see it as a place with talent and drive which just needs the opportunity to flourish – and when people get these opportunities, we know this is what happens.”

operate three centres: the Hub, Innerzone and hubSports. We also manage allotments, walking clubs, community transport and youth drop-ins.

## The Hub & Innerzone

The Hub welcomes all ages and provides social activities, educational opportunities and employment activities, as well as a nursery, library, IT learning centre

and a very popular community café. The IT suite is part of the Greater Easterhouse Learning Network supported by John Wheatley College, and provides computers for use in classes, homework clubs and drop-ins. Many organisations, including the local credit union and Greater Easterhouse Money Advice, provide services here – there's also a free-to-use cash machine.



Nearby is Innerzone which works with children and young people offering groups and sessions within a relaxed space that includes a pool room, computer suite and music studio. A Music Coordinator supports young people to create and record music. There's also music industry training and mentoring, and the successful EastFEST music promotion and events project that showcases local talent and helps young people form bands which play throughout Glasgow.

## hubSports and our future

With our partner Wellhouse Housing Association, and with the support of the community, we have raised money from funders such

## ▶ Wellhouse Community Trust

as SportScotland and Scottish Government to re-open the flood-damaged sports centre – previously owned by the Council. The new facilities include a games hall and a football pitch. A geo-thermal system and wind turbine have been installed which will generate income for other services. With 20+ different sports activities per week, the first year has proven just how much the community has been crying out for activities now being provided by this resource.

Our work changes the lives of local people: volunteering, learning, training for employment and our young people's projects are making a real difference. Sustainability, however, remains a considerable challenge for us as most of our income comes from grants, the future of which are uncertain. We're looking to become more self-sufficient by delivering contracts for other organisations and through the income raised by hubSports.

▶ **You can contact Pauline Smith, the Wellhouse Community Trust Manager at [psmith@wellhousect.org.uk](mailto:psmith@wellhousect.org.uk) – to find out more about their projects, successes and plans.**

# Anchoring the community's plans ▶ Creetown Initiative

**Creetown, a small town of 700 people on the Dumfries and Galloway coast, has suffered over the years from the downturns in agriculture, forestry and quarrying. Andrew Ward of the Creetown Initiative explains how their work is now supporting a wide range of local endeavours.**

**M**ANY IN Creetown are concerned about the future, for instance our over-reliance on tourism. We've no issue with tourism, but you can't pin all your hopes on it. In response a small band of volunteers formed the Creetown Initiative, got funding from a local grant-making trust, and employed me to get things moving. Now we access grants, from the Local Authority and Lloyds TSB for instance, and fees from project work for other organisations, such as a community consultation on the Biosphere Project for the Southern Upland Partnership, to take our plans forward.

## A Building Preservation Trust

A £10,000 grant from the Scottish Community Action Research Fund allowed us to cost three options for a new community hall and present them to local people. Their preferred site, St Joseph's Church, is a B-listed building so we've created the Creetown Building Preservation Trust to help access funding from heritage funding bodies and the like. We're now talking with the community about the facilities they need, how to make the building accessible, and about using green energy within it.

## Cultural regeneration

Adamson Square in the heart of the town has been transformed through our work with a local sculptor, the late Hideo Furuta, and with local young people. It now reflects our heritage, using representations of stake nets and waves and a large granite globe carved with the town's history. We've also recently been awarded £50,000 from the Scottish Arts Council's 'Inspire' initiative to run arts events in the Square to get local people, well, inspired.



"Adamson Square in the heart of the town has been transformed through our work with a local sculptor, the late Hideo Furuta, and with local young people."

Meanwhile, our annual Creetown Country Music Festival, the largest in Scotland and a past runner-up in VisitScotland's Scottish Thistle Awards, goes from strength-to-strength: the Initiative works with the organisers to keep it financially sound. We've also worked with our sister organisation, the Balloch Wood Community Project, to develop a mixed woodland for local use which includes a newly-opened interpretation centre, built in green oak by local crafts people.

## We've got the expertise ... so let us do the job

There's great potential for earning more income through work for public sector bodies such as Local Authorities, Visit Scotland and the NHS. Unfortunately they tend to bring in consultants, yet experienced Initiatives like ourselves have deeper local knowledge and deliver better value for money.

I was talking with one Councillor recently who was amazed at what we do. If we could get more access to these contracts, we could be considerably more self-sufficient.

▶ **If you'd like to find out more about the range of projects the Creetown Initiative is working on contact Andrew Ward, their Project Manager, via [creetown@btconnect.com](mailto:creetown@btconnect.com)**

# The 'only' piece of history left in Castlemilk... ...now belongs to the community ▶ Cassiltoun Trust

**Castlemilk is one of the largest housing estates in Scotland and has suffered from unemployment and social problems following the decline of manufacturing industry in Glasgow. The renovation and transfer of a listed-building, Castlemilk Stables, into community ownership with the Cassiltoun Trust, is demonstrating how such an asset supports community-led regeneration.**

**T**HE BUILDING IS a Georgian stable block and the only surviving remnant of a historic country estate. Built around 1750 on high ground with an octagonal tower topped with a dome, the Stables is a B-listed building. By the 1990s, although much loved, it was standing empty and derelict. The people of Castlemilk mounted what turned into a 10-year campaign



to give it a future. Their vision of the role it should fulfil included:

- creating new work spaces to increase jobs
- providing leisure and learning facilities
- increasing the local provision of childcare.

## From aspirations to reality

A feasibility study organised by Cassiltoun Housing Association showed how the building could be used as offices, a children's nursery, and education and recreational facilities. These would in turn provide income for other community uses and



maintenance of the building. The study persuaded Glasgow City Council to sign over the Stables to community ownership.

Glasgow Building Preservation Trust, a charitable trust, entered into partnership with the Housing Association to oversee its renovation. On 3 July 2007, after almost 2 years of work on site, the Castlemilk Stables was completed and handed over to the Cassiltoun Trust, a subsidiary of Cassiltoun Housing Association. This once dilapidated building, the target for vandalism, had been returned to its former glory and given a valuable role in the community.

## Now a resource for all

The site includes a walled garden and orchard meadow for people to grow vegetables and flowers, and a courtyard for local activities. The building is accessible to all, even in the evenings and at weekends, and takes part in Doors Open Day. Its bold design, bringing together the old and the new, is inspiring an interest in architecture, and creating opportunities for learning about history, construction skills and art.

The Castlemilk Stables is meeting the community's original aspirations by providing a nursery, training space for schools and colleges, office space and affordable meeting space – and it has increased local people's pride in their area. The building also has a low carbon footprint and low energy costs through the use of ground source heat pumps and sun spaces. The Trust has created a sustainable resource for the whole community, one which is acting as a catalyst for further regeneration.



▶ **To know more about the work of Cassiltoun Trust and Housing Association contact Charlie Millar, Chief Executive, and/or colleagues Fiona McTaggart and Fiona McGovern, via the Trust's website: [www.cassiltountrust.org.uk](http://www.cassiltountrust.org.uk)**

# Creating energy for change

Neilston Development Trust

Neilston, a town of 6000 people near Paisley, is currently developing a vision for its future through the Scottish Renaissance Town initiative. Pauline Gallacher, Project Manager with the Neilston Development Trust, tells how their patience has paid off ... and how DTA Scotland can assist.

IT'S BEEN FIVE years between our original grassroots consultation, Space to Live, and the launch of our Renaissance Town programme: maybe that's the time needed to grow a good idea. Space to Live was an innovative public space consultation using community events, and included the now annual Neilston Live! music festival that helps us engage with people across the town.

We then hit the headlines when our Trust bought the redundant bank using the Land Reform Act. A community ballot involving 1052 people – 97% voting 'yes' – gave us a mandate to buy the building. We went on to receive £225,000 from the Big Lottery's Growing Community Assets. Now, our volunteer-run community café operates there, and the building provides space for local activities for all ages. We also coordinate a range of projects: for instance, an oral history project funded by Awards for All, and our volunteer programme through a Volunteering Scotland grant.

## Scotland's first Renaissance Town

We've not stopped there. We've lobbied decision-makers and movers and shakers to convince them that 'ordinary' places like Neilston deserve attention. Now, by becoming Scotland's first Renaissance Town, we are accessing the resources to empower our community, and



"It looks like development trusts are set to be at the heart of the Renaissance Town process in Scotland, placing communities in a central role in the shaping and delivery of local regeneration."

so release local people's skills, knowledge and commitment to invest in their own town.

As part of this process, our Trust has helped form the Neilston Town Team, which is made up of residents, business leaders, Local Authorities and other stakeholders, and is enabling the community's creativity to inform the plan-making. Over three months there's been a genuine grassroots collaboration, including work with young people and schools, as well as input from professionals. We've worked towards a Vision for the town for the next 20 years, the Town Charter, and this has been agreed by the wider community at the Big Weekend event.

The Charter now identifies five key themes: Young People; Economic Development; Open Space; Streets and Traffic; and Heritage and Appearance. From this Charter will flow starter projects to get things moving and the business plan. It looks like development trusts are set to be at the heart of the Renaissance Town process in Scotland, placing communities in a central role in the shaping and delivery of local regeneration.

## Working alongside DTA Scotland

We've also recently received funding for an officer from the Climate Challenge Fund, thanks to the Community Powerdown consortium led by Community

Energy Scotland and DTA Scotland. We are looking at projects such as warmer homes and local food and energy production, and we're weaving them into our Town Charter.

DTA Scotland has also been invaluable, supporting us to move from a community project to social enterprise, providing information on the Land Reform Act at a briefing session, and working with us on the Renaissance Town model.

► *The Neilston Development Trust's extensive website will bring you up-to-date on the development of their Scottish Renaissance Town initiative: [www.neilstontrust.co.uk](http://www.neilstontrust.co.uk)*

## Why not join us?

You can gain from DTA Scotland's full range of services & members' benefits and forge links & exchange know-how with other development trusts... and you can add your voice to the growing development trust movement.

**Full membership** is open to all community organisations who meet the criteria set out on page one – the list of our members' benefits and services is on page three.

**Provisional membership** is open to local community organisations that are in the process of becoming a development trust. Provisional membership lasts for up to three years, the first year of membership being free-of-charge.

**Associate membership** is open to individuals and organisations that support the aims of DTA Scotland – the membership fee depends on the type of organisation.

[www.dtascot.org.uk](http://www.dtascot.org.uk)



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