Uniting for more effective regeneration:

Report on a conference held to discuss establishing a National Association of Development Trusts.

6 - 7th February 1992
Apollo Hotel, Birmingham

Organised by the Steering Group of the National Association of Development Trusts
Sponsored by the Department of the Environment, Calouste Gulbenkian Foundation, Wellcome Foundation and Baring Foundation
Co-ordinators: Dr Paul Fitzpatrick and Margaret Jackson
Chairpersons: Dame Jennifer Jenkins and Roger Matland
Speakers: Johnie Beverley, Louise Da Cocodia, Patrick Doherty, John McManus and David Wilcox
Workshop facilitators: Jon Aldenton, Lorraine Hart, Iain Tuckett, Martin Hilland, Lesley Williams
Conference report edited by Nick Wates

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"Never before in the history of the community action movement has there been such an opportunity for people to become involved in shaping the future of their own communities. Standing in the vacuum between private enterprise unwilling to become involved because of the lack of profit on the one hand and Government on the other, and harnessing help from both sides, we can fill that vacuum. We can put the unemployed to work. We can house the homeless. We can rebuild the inner cities and rural communities. And by getting people involved in all three we can put a stop to the escalating crime figures. The best vehicle to fill the gap is the development trust movement. But it will require grit, determination, creativity, risk and more than a little madness."
Patrick Doherty, Director, Derry Inner City Trust, 6.2.1992

Published by:
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February 1992

Introduction

On 4th July 1991, the North Kensington Amenity Trust hosted a meeting of leading development trust practitioners and representatives of national agencies in the community regeneration field to discuss how best to advance the development trust movement. It was felt strongly by the 18 participants that an organisation devoted solely to supporting and promoting development trusts was long overdue. A Steering Group was formed to pursue the possibility of establishing a national association.

Seed funding was secured from the DoE, the Gulbenkian Foundation, Wellcome Foundation and Baring Foundation for feasibility work. This included undertaking research into the nature and needs of existing trusts, liasing with relevent national organisations and preparing a draft proposal with draft constitution and business plan. Preliminary feedback was very positive. Results from 130 survey forms returned from local organisations concerned with community regeneration showed that 90% were keen to see the launch of a National Association of Development Trusts.

The national conference in Birmingham was organised to allow all those concerned and affected to debate the proposal and decide how to proceed. The event attracted considerable interest. 125 individuals representing 71 organisations participated following a mailing to 500 organisations thought likely to be interested. Of the organisations represented, 84% were local community development initiatives, 11% were local and national government and 5% were national associations and pressure groups.

Unanimous support for the Steering Group's proposal to set up a National Association was not initially forthcoming. Many delegates argued on the first day that more time was needed to explore the whole community-based regeneration field and analyse other options. But on the second day - following a presentation by the Steering Group on the background, and an apology for not having made one earlier - the conference agreed to proceed with only one participant voting against. Several delegates who had argued against setting up an association the day before stated that they now supported the idea. It was agreed that a strengthened Steering Group should refine the proposals and establish the association as fast as possible, taking on board a number of amendments and suggestions arising from the conference.

This report sets out the main conclusions of the conference and summarises the issues raised by participants during workshop and plenary sessions.

2. Main conclusions

Broad agreement was reached at the conference on the following:

2.1 New organisation.

- A new organisation is needed urgently, both to enable the growth and development of local development trusts and to advocate on their behalf at national and even international level.
- Many existing organisations provide services to development trusts but none represent them fully or deliver what is required.

2.2 Launch procedure.

- The Steering Group should firm up the details of the new organisation and arrange for its launch as soon as possible. The Group should be expanded to include additional members who volunteered their services at the conference (see Appendix 3).

2.3 Scope.

- Development trusts can be defined as organisations which are: independent; not for personal profit; concerned with economic, social and environmental improvement of an area; community led; aiming to be financially self-sufficient.

  The title of the new organisation should be rethought to allow for the possibility of covering Europe and other areas in due course. The term 'national' was felt to be too limiting.

2.4 Representation.

- To ensure that the new organisation has a mandate to act it is vital to ensure that it is controlled by practitioners and that there is adequate representation from the regions, from both new and mature trusts and from trusts in both urban and rural areas.

- A regional structure is a priority from the outset.

2.5 Integration.

- It is important that the services provided by the new organisation are carefully integrated with those of existing organisations to avoid duplication of effort.

2.6 Priorities.

- Top priorities for the new organisation are fundraising for local trusts and the provision of a telephone helpline and referral service.

2.7 Networking

- There is an urgent need for more networking to share experience and understanding within the diverse field of community-based regeneration as a whole.
- A Standing Conference for all those involved, perhaps organised by the new organisation, would be one way of proceeding.
- The need for further networking does not conflict with the immediate need for an organisation for development trusts.

3. Issues raised

The following points, suggestions and criticisms were made by conference participants during workshop or plenary sessions or on the 'conference feedback' forms. It should be stressed that their inclusion here does not imply endorsement by the conference and indeed some points contradict others. For clarity they have been grouped under headings but the order of listing has no significance.

3.1 Objectives.

- A national organistion is needed "to provide muscle to create space for its members to do their work" and/or "to create a climate for trusts and similar organisations to develop and thrive".
- It is important for people to get out of their communities sometimes, otherwise they fossilise. The national association should be a two-way process; helping people to look at themselves and look outwards.

3.2 Concepts and definitions.

- The concept of development trusts is not clear in the minds of the public, policy makers, politicians, funding bodies and even those engaged in related activities. There is a need to demystify the jargon and develop a common language.
- Defining precisely what is meant by a 'development trust' is difficult. There is as yet no general consensus on set models or approaches or on essential common elements.
- For some purposes, for instance lobbying, a narrow and more precise definition would be useful. In other respects a more vague definition may be more helpful since the diversity of approaches is part of the movement's strength.
- The concept of 'not for profit' in the definition provided by the Steering Group should be changed to 'not for distribution to private shareholders' or 'for community profit' ie 'We pay social dividends'. The concept of 'community control' needs more elaboration. (See Appendix 4 for Steering Group definition): 'Development trusts are usually independent, not-for-profit, neighbourhood-wide local partnerships which are community led. They are distinctly a "bottom-up" response to economic and physical renewal problems and are not limited to single issues (though some may have sprung from that basis). Community benefit is at the heart of their concern. In the longer term most aim to be financially self-sufficient by generating income. Development trusts are very varied in their constitutional make-up, their legal status and the degree of control exercised by the local community. Many are not called Development Trusts as such but nonetheless undertake similar work.'

3.3 Local needs.

Needs of local trusts (not in order of priority) include:

- Money (top priority)
- Business skills
- Specialist (cheap) advice
- Legal structures (model constitutions)
- Skills register
- Money for visits
- Information on what information exists
- Definition of what development trusts are
- Good practice guides (good and bad examples)
- Rural and small town examples
- Community aspirations interpreter
- Legislative support
- Interface with private sector to package financial resources
- Credibility and advocacy
- Recommendations on relevent consultancies
- Training for self-help
- Networking assistance

- Library database
- Bulletin digest
- Legal and financial advice

3.4 **Enabling functions.**

A national organisation's functions (not in order of priority) should include:

- Assisting with raising finance, particularly low interest loans
- Providing information on financial packaging
- Providing signposting to sources of finance
- Collation and provision of information (eg publications lists))
- Facilitating sharing of information (eg good practice information)
- Provision of a central information point and library
- Maintenance of a central database (merging existing databases)
- Arranging and facilitating visits
- Providing credibility with national and local government
- Endorsement of existing groups
- Providing specialist advice
- Providing a code of practice for consultants
- Promotion of good practice and standards of excellence
- Coordination and promotion of research and evaluation
- Publication of a directory of trusts and good practice guides
- Training (see 3.5 below)

(A newsletter was not thought to be a good idea)

3.5 **Training.**

- Tailored training is required in a range of skills, eg: recruitment, managing volunteers, management skills, being an employer, presentation, office administration, community consultation, running an organisation, project management, business planning, fundraising, market targeting, media.
- The disciplines needed in development trusts need to be more clearly identified.
- An important part of training is understanding why so many grass roots organisations fail so that we do not go on committing the same mistakes.
- A central training school is a possibility but networking is likely to be more important.
- The best way of learning will be from local examples.
- Links with education establishments could be very valuable.

3.6 **Related organisations.**

- A range of other national voluntary aid networks deliver services relevent to development trusts. There could be a danger of poaching members from other organisations and duplicating effort.
- Organisations of most relevance to development trusts include:
  - Action Resource Centre
  - Action with Communities in Rural England
  - Association of Community Technical Aid Centres
  - Business in the Community
  - Charity Aid Foundation
  - Civic Trust
  - Community Development Foundation
  - Community Enterprise UK
  - Council's for Voluntary Service
  - Directory of Social Change
  - Groundwork Foundation
  - Industrial Common Ownership Movement
  - Institute of Charity Fundraising Managers
  - Law Centres Federation
  - National Council for Voluntary Organisations
  - Neighbourhood Initiatives Foundation.

- ACTAC were initially concerned about poaching but were now reassured and would work alongside the new association.
- Groundwork would like to assist the new association. More consideration needs to be given to the relationship between groundwork trusts and development trusts and the roles of the respective national bodies.

3.7 **Good practice.**

- Little is known about development trusts. There is not much literature available and no adequate means of distributing that which does exist.
- There is a need for a common language.
- There is a need for good practice guides.

3.8 **Advocacy**

- The cause of development trusts needs to be canvassed with central government, local government, banks and the private sector.
- Effective advocacy requires a mandate, a high profile and professionalism.
- There is a danger that the needs of a national association could come to conflict with the needs of local trusts. A national association could become too high powered and lose touch with members and their sense of vision. This is a common problem of national organisations which often become bureaucratised and turn in on themselves.
- If the national organisation was badly led it could clash with government and damage local trusts.
- Local authority officers and councillors need more easily digestible information about development trusts.
- More consultancies are needed to work with local authorities and local community groups.

3.9 **Business Plan**

- Can sufficient funds be generated to run a national organisation effectively? The profit and loss projection (model 1) presented in the conference papers (see Appendix 4) revealed the need for substantial revenue generation.

- Is the proposed core office too large, at least to begin with? Should it be in London with its high overheads and travel chaoe? Might Birmingham be better? Modern telecommunications makes location less important. Could the office functions be split between different locations ie lobbying in London, training in Birmingham? Could free office accommodation be found with other community development organisations (ie Civic Trust, Groundwork) or the private sector.

- The proposed Director's salary is nearly three times the salary of some local project manages. £25,000 might be more appropriate.

- EEC funding should be pursued.

3.10 **Constitution**

- The new organisation should have a welcoming name, not one that needs translation and deters enquirers.

- The American equivalent has the work 'community' in its title which perhaps suits more of the proposed members than the word 'development' which is double-edged.l

- A regional structure is vitally important. There is concern that the new organisation might be dominated by the larger Trusts and in particular 'the London mob'.

- Local members should be responsible for determining regional areas and boundaries.

3.11 **Presentation.**

- Good presentation material is essential to develop understanding and generate confidence.
- People need to know what the product of development trusts is?

3.12 **Research.**

- Further work is needed on assessing the validity of USA experience.

3.13 **Management.**

- The job of the new association's Board should be to create space to allow the movers and shakers to operate.
- Busy directors are needed to ensure quick decision-making and avoid undue interference in the day-to-day work of the staff.

3.14 **Timing.**

- The present era provides a window of opportunity for development trusts: post communism, post Thatcherism, European expansion, unemployment, local government under attack.
- The present momentum must be maintainted. An association is needed as soon as possible.
- Development trusts are part of the whole community development field and their place in it needs to be more carefully understood before energy and resources are devoted to setting up an organisation.
- The name 'development trust' is unclear and it may be premature to fix the label and set up a national association?

3.15 **Networking.**

- The 'third arm/third sector' field of community-based regeneration needs to be pulled together. It should be treated more seriously.
- Networking is needed for sharing problems, mistakes, good ideas and knowledge, and for lobbying and developing support mechanisms.
- Next steps could include: informal meetings (eg of ex National House Improvement Council), circulation of reports, editing existing directories, press articles (eg Voluntary Action section of New Society).
- A national conference linked to a fair is needed.
- Issue-based conferences would be one way of proceeding.

3.16 **Standards.**

- Assessing entry criteria for member organisations will require setting standards and 'policing' local trusts. This could lead to resentment and pressure on local groups to become development trusts when they might be better off with a different organisational model.

3.17 **Politics.**

- The new association must be apolitical.
- Could the establishment of a national association be used by the Government as a propaganda weapon? Does its funding by the DoE pose any problems for its independence?

APPENDIX 1

CONFERENCE PROGRAMME

CONFERENCE

Uniting for more effective regeneration?

A new National Association of Development Trusts?

6/7 February 1992

Apollo Hotel, Hagley Road, Edgbaston, Birmingham

Fees

£20.00 for Day 1 only
£50.00 for Days 1 and 2
(for representatives of existing Development Trusts and similar)

£100.00 for all others

all prices include
accommodation and meals where appropriate

Organised by the Steering Group of the National Association of Development Trusts

A New Association of Development Trusts?

What are Development Trusts?

What do Development Trusts need to make them more effective?

Much of the innovative regeneration work across the country is being undertaken by a new form of association - Development Trusts.

Development Trusts can be the vehicle for physical and economic development often through a partnership between the public, private and voluntary sectors and with a substantial degree of control by local communities. Their achievements indicate that the trust model is useful for communities all over the country in the rebuilding and revitalisation of their own neighbourhoods.

Practitioners from existing Trusts want to join together:

- to promote the idea and ideals of the trust model
- to be a voice for the trust movement
- to assist trusts learning from each other.

The conference will:

- highlight the variety of work of trusts and the key issues which affect their development
- provide an opportunity for people from existing and potential trusts to network, sharing ideas and experiences
- examine how a new National Association could assist trusts to achieve their objectives
- provide the opportunity to discuss the nature and form of new National Association
- provide the opportunity for practitioners to give a mandate to proceed with the formation of a National Association.

The conference is aimed at existing or potential trusts and other organisations with similar objectives.

CONFERENCE PROGRAMME

DAY 1

A NATIONAL ASSOCIATION OF DEVELOPMENT TRUSTS?

10.30am Arrival and coffee

11.00 Dame Jennifer Jenkins, Chairperson (to be confirmed). Welcome and introduction

THE WORK OF TRUSTS: SCENE SETTING

11.15 Development Trusts - an overview. Speaker David Wilcox

THE WORK OF TRUSTS: CASE STUDIES

Presentations by practitioners analysing their successes and problems

11.45 CASE STUDY 1 Barras Enterprise Trust, Glasgow. Speaker Jim McMorrow (to be confirmed)

12.00 CASE STUDY 2 Derry Inner City Trust, Northern Ireland. Speaker Patrick Doherty (to be confirmed).

12.15 CASE STUDY 3 Carriocca Enterprises, Manchester. Speaker Louise Da Cocodia (to be confirmed).

12.30 CASE STUDY 4 North Kensington Amenity Trust, London. Roger Matland (to be confirmed).

12.45 PANEL DISCUSSION (Chair and speakers)

- identification of common problems
- identification of criteria/conditions for success

1.15 LUNCH

THE CASE FOR A NATIONAL ASSOCIATION

2.15pm Chairperson's introduction to the activities and services of a National Association - what could an Association do about the problems identified; how could an Association help to create the conditions necessary for Trusts' success? Introduction to workshops.

WORKSHOPS - A NATIONAL ASSOCIATION'S WORK?

2.30

1 Advocacy and lobbying

2 Access to: information; technical expertise; sources of finance; and training

3 Good practice: research, development, promotion; training

4 Networking

5 Services for mature Trusts: support for new Trusts

TEA in workshops at 3.30 approximately

4,00 Reports from workshops and discussion

5.00 **CHAIRPERSON'S SUMMARY**

Discussion of the need for a National Association of Development Trusts

Conference endorsement (or otherwise) of the need for a National Association.

6.00 Day 1 conference proceedings end

8.00 Dinner followed by a social event.

DAY 2

THE FORM AND BUSINESS OF A NATIONAL ASSOCIATION

9.30 Chair from Steering Group - introduction to the day

9.40 Introduction to the draft Business Plan - Dr Paul Fitzpatrick

9.50 Introduction to the draft constitution - Margaret Jackson

WORKSHOPS

10.00 1 Business Plan

10.00 2 Constitution

Coffee to be served in workshops

REPORT BACK FROM WORKSHOPS - DISCUSSIONS

11.10 • responses to draft business plan

11.35 • responses to draft constitution

CHAIRPERSON'S SUMMARY

12.00 • Agreed action to proceed to a launch of a new National Association of Development Trusts

• Election of the Steering Committee

1.00 CONFERENCE ENDS

LUNCH

P100/5/PF/26.11.91

APPENDIX 2

NATIONAL ASSOCIATION OF DEVELOPMENT TRUSTS

CONFERENCE - APOLLO HOTEL, BIRMINGHAM - 6th/7th FEBRUARY 1992

LIST OF DELEGATES ATTENDING

Dame Jennifer Jenkins
(Chair for Day 1)

Aitken Gillian	Drumchapel Opportunities	041 944 4923
Aldenton Jon	Tower Hamlets Environment Trust	071 377 0481
Austen Lesley	Holyhead Opportunities Trust	0407 765914
Bailey Nick	Fitzrovia Trust	071 580 4917
Barker Alison	Fitzrovia Trust	071 580 4917
Barlow Sue*	ACTAC	051 708 7607
Beddington Norman	Clerkenwell Community Trust	071 837 6308
Beverley Johnnie*	North Kensington Amenity Trust	081 969 7511
Bishop John	Colne Valley Trust	0484 847790
Bitaye Sandra	Moss Side & Hulme CDT	061 226 8705
Blore Tony	Camden Town Development Trust	071 267 1232
Bowman Gary	Neighbourhood Initiatives Foundation	0952 503628
Brooker Jan	Comtechsa Ltd.	051 709 9907
Bub Carissa	Student of Estate Management BSc	071 794 9175
Butcher Stanley	Cariocca Enterprises Ltd.	061 273 6605
Chauhan Harshad	Linking Up	061 832 5208
Choudhury Amin	Faith in Sandwell	021 553 2944
Claff Godfrey	Peak Park Trust	0457 869195
Curry Chris	Toxteth & Granby Task Force	051 734 5289
Da Cocodia Louise*	Cariocca Enterprises	061 273 6605
Dale Peter	CDF, West Midlands	0384 255 377

Dale Peter	Haghill Print & Resource Centre	041 551 0824
Davidson John	Groundwork Foundation, Birmingham	021 236 8565
Doherty Patrick*	Derry Inner City Trust	0504 260329
Donnachie Billy	Greenock Employment Action	0475 85858
Douglas Dave	Co-enterprise Birmingham	021 643 4343
Else P.	Greenway Development Trust	0272 223507
Ely John	Shenley Park Trust	0923 852629
Findley Donald	Bromley-by-Bow Centre	081 980 4618
Finlayson Mike	Community Business Scotland	0506 871370
Flush David	Allenheads Trust	0434 685303
Fredenberg Ed	People for Action	081 694 1464
Gardiner Derek (Dr.)	Inner Cities Unit, DTI	071 215 6065
Geoghegan Pauline	Grand Canal Docks Trust	010 353 1 771930
Grayson Jacky	CREDO	0203 639182
Griffin Adele	Granby Toxteth Community Project	051 225 2303
Haetzman Peter	Haghill Print & Resource Centre	041 551 0824
Halverson Billy	West Everton Community Council	051 298 1346
Hammond Eileen	Civic Trust Ripon Project	0765 690375
Hancock John	Measham 2000	0530 272943
Harding Keith	Buxton Home Improvement Services	0298 70605
Hart Lorraine	Tower Hamlets Environment Trust	071 377 0481
Hawkhead Tony	East London Partnership	071 247 0193
Henshaw Robin	Oldham & Rochdale Groundwork Trust	021 236 8565
Hickie Jane	North Peckham Task Force	071 358 9018
Hilland Martin	Woodlands Community Devpt. Trust	041 332 3199
Horton-Baker Nigel	Hounslow Borough Council	081 862 5208/5976
Hurst Colin	Moss Side & Hulme Task Force	061 226 8899
John Carl	Foothold Youth Enterprise Agency	0554 775579

Johnson Jim	Edinburgh Old Town Renewal Trust	031 225 8818
Kay Iain	Pennywell Community Business Ltd.	091 534 1338/6
Kean Joan	Newcastle Architecture Workshop	091 232 8183
Kirby Stephen	Comtechsa Ltd.	051 709 9907
Leighton Stewart	Woodlands Community Devpt. Trust	041 332 3199
Maliphant Andrew	Ulverston Partnership	0229 57171
Manders Ted	URBED (Birmingham)	021 233 2660/2829
Marquis Kevin	Pennywell Community Business Ltd.	091 534 1338/6
Maynard Donald	Greenock Employment Action	0475 85858
McManus John*	Drumchapel Comm. Orgs. Council	041 944 1788
McShane Charles	Drumchapel Opportunities	041 944 4923
McShane Patrick	Workspace (Draperstown) Ltd.	0648 31032/28113
Michell Gordon	Calne Development Trust	071 727 2737
Mills Norman J	Shetland Amenity Trusts	0595 4688
Morris John	Coin Street Community Builders	071 620 0544
Moyse John	Coin Street Community Builders	071 620 0544
Mulholland Tom	Woodlands Community Devpt. Trust	041 332 3199
Mullen Brendan	BIC Northern Ireland	0232 438300
Murphy Jim	Toxteth & Granby Task Force	051 734 5289
Nettelfield Hugh	Quattro Design Ltd.	0272 299672
Newing John	St. Peter's Urban Village Trust	021 327 3734
O'Rourke Jim	Greenock Employment Action	0475 85858
Osner Jerry	Camden Town Development Trust	071 267 1232
Paline L.	Greenway Development Trust	0272 223507
Patterson David	Meadow Well Resource Centre	091 564 0158
Pearce John	West Calder Community Holdings	0506 872296
Pearson Seth	Newcastle City Council	091 232 8520

Peters Nancy	Meadow Well Resource Centre	091 564 0158
Platts Yvonne	SHAPE Housing Association	021 622 2747
Quin Paul	Sunderland Borough Council	091 514 1318
Rice Sam	West Everton Community Council	051 298 1346
Runnalls Georgina	Foothold Youth Enterprise Agency	0554 775579
Russell Alan	Whitstable Improvement Trust	0227 770060
Saddington Mark	Pennywell Community Business Ltd.	091 534 1338/6
Seber Rev. Derek	Linking Up	061 832 5208
Shaw Bob	Woodlands Community Devpt. Trust	041 332 3199
Shepton Debbie	West Everton Community Council	051 298 1346
Simpson Jean	Cousins Stevens	041 226 4017
Simpson Pearl	Greenock Employment Action	0475 85858
Smith R.	Greenway Development Trust	0272 223507
Stevens Carol	Inner Cities Directorate, Dept. of Environment	071 276 4494
Supersad Nashmin	People for Action	081 694 1464
Swain Mike	Faith in Sandwell	021 553 2944
Talbot David	Woodend & Henley Green Emp. Dev. Proj.	0203 602467
Taylor Richard	Civic Trust Ripon Project	0765 690375
Todd Linda	Meadow Well Resource Centre	091 564 0158
Tomkins Alan	Interchange Trust	071 267 9421
Tremeer Charles	Eldonians	051 207 3406
Tuckett Iain	Coin Street Community Builders	071 620 0544
Twelvetrees Alan	Community Development Foundation Wales	0792 812466
Unwin Peter	Inner Cities Directorate, Dept. of Environment	071 276 3635
Walker Keith	Pennine Heritage/Bradford CEDT	0274 725656
Wallen Stedford	Birmingham Settlement (Aston Commission)	021 359 3562
Wates Nick	Hastings Trust	0424 446373/432462
Wheeler-Early Barbara	Free Form Arts Trust	071 249 3394

White Peter	URBED (Birmingham)	021 233 2829
Whittingham Claudette	Granby Toxteth Community Project	051 225 2303
Wiggins John	Camden Town Development Trust	071 267 1232
Wilcox David* (Chair for Day 2)	Partnership	0273 677377
Williams Alan	Holyhead Opportunities Trust	0407 765914
Williams Lesley	Civic Trust	071 930 0914
Williams Louise	Westmorland Development Trust Ltd.	0272 351550
Williams Sarah*	ACTAC	051 708 7607
Winterbottom Ann	Woodend & Henley Green Emp. Dev. Proj.	0203 602467
Woodhouse Manny	Meadow Well Resource Centre	091 564 0158
Young Audrey	Granby Toxteth Community Project	051 225 2303

* Speaker

Fitzpatrick Paul	Conference Co-ordinator	051 707 0203
Jackson Margaret	Conference Co-ordinator	051 707 0203

13.2.92

TOTAL 117

APPENDIX 3

NATIONAL ASSOCIATION OF DEVELOPMENT TRUSTS

LIST OF STEERING COMMITTEE MEMBERS AS AT 12th FEBRUARY 1992

NAME	ADDRESS	TEL./FAX NOS.
Roger Matland (Management Gp.)	North Kensington Amenity Trust 1 Thorpe Close LONDON W10 5XL	Tel. 081 969 7511 Fax 081 969 5936
Amobi Modu (Management Gp.)	Finsbury Park Community Trust 259/261 Seven Sisters Road Finsbury Park LONDON N4 2DD	Tel. 071 263 3138 Fax 071 281 4096
Alan Wallace (Management Gp.)	Moss Side & Hulme CDT 11 Parisian Way Moss Side Precinct Moss Lane East MANCHESTER M15 5NQ	Tel. 061 226 8705 Fax 061 226 3215
Lesley Williams (Management Gp.)	Civic Trust Regeneration Unit c/o Civic Trust 17 Carlton House Terrace LONDON SW1Y 5AW	Tel. 071 930 0914 Fax 071 321 0180
Jon Aldenton (Management Gp.)	Tower Hamlets Environment Trust 150 Brick Lane LONDON E1 6RU	Tel. 071 377 0481 Fax 071 247 0539
Lorraine Hart	Tower Hamlets Environment Trust 150 Brick Lane LONDON E1 6RU	Tel. 071 377 0481 Fax 071 247 0539
Nick Bailey	Dept. of Planning Polytechnic of Central London 35 Marylebone Road LONDON NW1	Tel. 071 911 5000 Ext. 3117 Fax 071 911 5051
Robin Henshaw*	Oldham & Rochdale Groundwork Bank House 8 Chapel Street Shaw OLDHAM Lancs. OL2 8AJ	Tel. 0706 842212 Fax 0706 842624

Joan Kean	Newcastle Architecture Workshop Blackfriars Monk Street NEWCASTLE-UPON-TYNE NE1 4XN	Tel. 091 232 8183
Ian Tuckett	Coin Street Community Builders 99 Upper Ground LONDON SE1 9PP	Tel. 071 620 0544 Fax 071 620 1608
Patrick McShane	Workspace Draperstown Ltd. 5 - 7 Tobermore Road DRAPERSTOWN Co. Derry BT 45 7AG	Tel. 0648 31032 Fax 0648 28975
Lawrence Hanson	Southwark Environment Trust 48 Willowbrook Road LONDON SE15	Tel. 071 732 5123
Martin Hilland	Woodlands CDT 11A Lynedoch Street GLASGOW G3 6EF	Tel. 041 332 3199 Fax 041 331 2416
Paul Weston	Hillsborough CDT 1 - 13 Holme Lane Hillsborough SHEFFIELD S6 4JP	Tel. 0742 322474
Stanley Butcher	Cariocca Enterprises Ltd. 2 Hellidon Close Ardwick MANCHESTER M12 4AH	Tel. 061 273 6605 Fax 061 273 6613
Rachel Degarang	Positive Action Consortium 2 Upper York Street BRISTOL B52 8QN	Tel. 0272 249718
Pauline Geoghegan*	Grand Canal Docks Trust 114 - 116 Pearse Street DUBLIN 2 Eire	Tel. 010 353 1 771749/ 771930
Gillian Aitkin*	Drumchapel Opportunities 51/53 Dunkenny Square Drumchapel GLASGOW G15 8NB	Tel. 041 944 4923 Fax 041 944 1429

Godfrey Claff*	Peak Park Trust Bleaklow House Howard Town Mills Mill Street GLOSSOP Derbyshire SK13 8PT	Tel. 0457 869195 Fax 0457 869361
Sted Wallen*	The Aston Commission c/o Birmingham Settlement 318 Summer Lane BIRMINGHAM B19 3RL	Tel. 021 359 3562 Fax 021 359 6357
John Newing*	St. Peter's Urban Village Trust St. Peter's College Road Saltley BIRMINGHAM B8 3TE	Tel. 021 327 3734
David Flush*	Allenheads Heritage Centre ALLENHEADS Northumberland NE47 9QU	Tel. 0434 685303
Georgina Runnalls	Foothold Youth Enterprise Agency Unit 4B New Dock Road Industrial Estate LLANELLI W. Glamorgan SA15 2EL	Tel. 0554 775579 Fax (phone first) 0554 777889
Sandra Bitaye*	MCCTR 4 - 6 Embden Walk Moss Side Precinct MANCHESTER M15 5NW	Tel. 061 227 9689 Fax 061 226 8227
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Appendix 4: Conference Papers

The following papers were provided in the conference pack:-

1. A National Association of Development Trusts? Proposals from the Steering Group, November 1991

2. Initial analysis of questionnaire returns (130), February 1992

3. Proposed constitution of the National Association of Development Trusts, February 1992

4. Model 1 Profit/Loss projection: supplementary notes, February 1992

Copies of all conference papers can be obtained from:
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