



bonds and bridges:

a DTA practitioner guide to community diversity

Introduction

Communities across the UK are increasingly diverse, yet many groups of people still feel directly or indirectly excluded from the rest of their community. Engaging with these different groups is at the core of successful community regeneration, and many development trusts across the UK have taken positive steps to engage with diversity in their communities.

Community diversity isn't just about gender, ethnicity or equal opportunity; it is more broadly about difference and nurturing a sense of community between all the various groups living in an area. In practice, diversity can manifest itself through differences in peoples' life and work experiences, their gender, sexuality, age, ethnicity, ability, cultural background, religious beliefs and socio-economic background. It is important to recognise that these differences are as important as what brings the community together. In this sense, nurturing the bonds that exist within a particular identity group will be as important as building bridges between all the various groups that make up the community as a whole.

The Development Trusts Association (DTA) believes that diversity is a source of community strength, and that development trusts are particularly well-situated to engage with diversity in their community. They work in towns, cities and rural areas across the UK, and the communities they represent are diverse in many ways. Development trusts aim for sustainability and genuinely seek to get people involved; therefore in the end, how a development trust defines community diversity and engages with it will very much depend on the type of community it operates in. There are no simple answers or quick fixes; but practitioners have discovered the potential benefits and are responding positively to the challenge.

This publication will guide you through some of their experiences in the hope that it will give you ideas and inspiration in your own practice. These are just a few examples of how development trusts have brought out the best in community diversity. We hope they will contribute to the debate both inside and outside the development trusts movement.

One of the key lessons of this study is that in the end what really matters is what you do and how you do it, not just what the written policy says. So don't do it just because you are supposed to. In our experience, the most effective development trusts are the ones that really understand the need to engage with community diversity and do something about it. They have found that it increases their impact, develops ownership and loyalty and helps them grow their business as well!



1. Mapping diversity: hunting for local skills and visions

Earning the community's trust: Glastonbury's community survey

Glastonbury Community Development Trust (GCDT) completed its community survey project in 2004 to ensure that the community would "own" the trust's future activities and initiatives. The survey also aimed to build a robust base of information about the capacity and needs of the community, as a solid foundation on which to plan.

Volunteers from GCDT wanted to talk to at least 25% of the town's adults and, at the same time, create an opportunity to use some of the under-used abilities of local people. People from the community were recruited, trained and paid to carry out the survey (with some expert help). Everyone who wanted to participate was encouraged to join the team. In all, more than 40 Glastonbury people contributed their time, energy and ideas to the project - double the number GCDT had originally hoped to recruit.

The research team members ranged in age from 17 to 70, and included people from old Glastonian families, and incomers from all kinds of backgrounds. This very diverse group worked through considerable differences to reach agreement on every question that was included in the survey questionnaire. They then went door-to-door in Glastonbury's very mixed neighbourhoods, and faithfully recorded the views of everyone they met who wanted to be heard - any kind of person might be interviewing any kind of person - and the results were encouraging.

To quote a team member: "Breaking through my personal inhibitions about knocking on strangers' doors - people who I know are at the opposite end of the spectrum - I am greeted with open arms (if not coffee!). People are so pleased to be heard!"

The survey began where all previous consultations in the town had ended - with a list of issues that people were talking about. But team members

didn't just ask for opinions - they asked how important each issue was; not just "what do you think?" but "what do you need?" and "what will you use?" The survey reached close to 28% of the adults and perhaps half the households in Glastonbury; it continues to form the basis of GCDT's mandate in its efforts to bring regeneration in Glastonbury.

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The Broughton Trust: mapping diversity

In 2002, The Broughton Trust was commissioned by Salford Primary Care Trust to carry out a consultation for the prospective local Sure Start programme. The contract was to include recruiting and training a team of local people, conducting all the necessary research using a range of appropriate methods, and delivering a report at the end of the work. At the time, the Broughton Trust was a new organisation wanting more knowledge about the wider community in order to develop appropriate services, and this was seen as a win-win opportunity.

The trust was aware that sections of the community were not engaged in local processes, and took a view early on that it was important to be inclusive in all aspects of its work. The project provided an opportunity to actively make links with sections of the community perceived as "hard to reach". The value of this approach was two-fold: firstly it would establish a track record of engaging with the wider community for the Broughton Trust; and secondly it would provide an opportunity for local groups (including some of the local black and minority ethnic (BME) communities) to participate in the development of services appropriate to their needs.

Initially, there was some scepticism as to whether local people would or could take on the work, and the Broughton Trust decided it was important that the team should gain relevant qualifications. In order to recruit local people, the trust placed adverts around the local area to appeal to people from all communities. A team of 14 people were recruited, and their contracted hours varied from 3 to 16 hours per

week. There were a range of ages, some had young children and others had raised their families in Broughton; two were from the Asian community; four were male and none had previously undertaken any similar work.

Community mapping, simple questionnaires, image boards, graffiti walls, group interviews, and verification questionnaires were all used as part of the exercise. Over 400 street interviews were conducted across the area, at various locations including outside schools and shops. There were over 80 in depth exercises with parents in parent toddler groups. A range of local people were involved, including members of the Orthodox Jewish, Sikh and Muslim communities. Around 120 primary school children were consulted, and a number of year 10 children in the secondary school.

In the end, the process demonstrated that local people were able to formally ascertain the views of their community and present them professionally in such a way that they are listened to and heeded. The recommendations from the team were used as a basis for the Sure Start bid, and were used in the decision making around which projects would be funded. The work of the team directly led to the development of a project to support families - The Broughton Friends - managed by the Broughton Trust. The success of the project also led to the trust running a series of "project led training" schemes. "The trust has proved that involving people constructively in determining the future of their community is desirable, effective and has long-term impact."

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Tips from practitioners:

- Ask yourself: Where should we map? What should we map? Who should be involved? How can we make effective contact with all groups in the community?

Tools, techniques & references for involving diverse communities:

Planning for real® is a process of community consultation, beginning with an effort to bring local community networks together and leading to the formation of an action plan for taking forward any decisions made during the planning process; see www.nif.co.uk/planningforreal for training material and support in a range of participatory planning tools.

Community planning weekends are widely publicised weekends of intensive and carefully structured design exercises, presentations, meeting sites visits, and discussions with professional advisors. The purpose is often to generate momentum for change and get all parties involved in producing a plan of action for a site, neighbourhood or city. See www.communityplanning.net for general information and links about involving the community.

The International Institute for Environment and Development (www.iied.org) has detailed literature on participatory techniques such as Participatory Rapid Appraisal (PRA), which can provide inspiration for community organisations in the UK.

"The Guide to Effective Participation" is available free from Partnerships online (www.partnerships.org.uk).

The Community Development Foundation website (www.cdf.org.uk) has a range of information, courses, consultancy services and links about community development.

2. Participative governance: making space for diversity on the board

Action for Business (Bradford) Limited: ensuring an inclusive board

Action for Business Limited (ABL) does not have a diversity policy as such but works under the ethos of trying to be as inclusive as possible to all the local community. The trust is based in the heart of Manningham, a district of Bradford with high concentrations of people from ethnic minorities, mainly Pakistanis and Bangladeshis and small Indian and African-Caribbean communities. Asian migrant communities arrived in Manningham in the 1950s and 1960s to work in the prosperous textile industry and hence lived around the mills.

The Asian community that settled in Manningham formed distinct groups around cultural and religious identities. Division within the Asian community kept groups separate not just from the white community but also from other ethnic groups. As a result the white community started to move out to surrounding areas. Manningham has remained divided by race and religion. Pakistani and Bangladeshi women are often very isolated and are excluded from the rest of the indigenous community due to language and cultural differences.

With the support of government's Inner Cities Task Force, ABL was initiated by local people in 1992 with the key objective to create community cohesion by bringing the segregated ethnic groups together and help them to move into the mainstream economy. ABL board took a concerted decision that there would be no membership base other than the board; and that the board would be made by selecting directors from the mix of the local community living or working in the area.

A resolution was passed that the board would be made up of 15 members from the main five 1991 census groups including Pakistanis, Bangladeshis, Indians, African Caribbean's and white Europeans. The resolution further stated that to maintain an equal number of directors from the mix of the community, there would only be up to three

members from each group. This would ensure that no one group would dominate the decision making process and bring diversity on the board that would give equal opportunity to minority groups to participate fully in governance of ABL. The board would also ensure that there was a balanced gender mix of directors.

The board has the power to appoint new members or re-appoint retiring members based on the ethnic groups and skills required to manage the enterprise (i.e. solicitor, accountant) but all live or work locally. This approach is a deliberate attempt to achieve stable social cohesion in an area where political and family ties are a hotbed.

ABL admits that it is not a fully democratic system, but they are known for what they do and they have achieved a stable, independent board and operate in an open and accountable manner. ABL has been instrumental in building community cohesion. Manningham, once a no go area for outsiders now attracts over 40,000 visitors from all communities irrespective of race, colour, creed or gender.

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PLANED (Wales): a sophisticated approach to partnership

Because of the long experience of partnership working, PLANED (Pembrokeshire Local Action Network for Enterprise & Development) takes a sophisticated approach to partnership and networking. The composition of its board/management committee illustrates this approach. The PLANED board consists of representatives of a variety of stakeholders in the area of Pembrokeshire including:

- Local communities
- Special interest groups (tourism, business and farming)
- The public sector and development agencies (Pembrokeshire County Council, Pembrokeshire Coast National Park Authority,

Welsh Development Agency, Education Learning Wales,
Pembrokeshire College)

- The voluntary sector including arts and environmental organisations.



The Countryside Council for Wales (CCW) and Pembrokeshire Association of Voluntary Services (PAVS) are observers. The size of such an inclusive board (35 members) is considered a benefit and not a hindrance to effective partnership working, the aim being that all of the individuals and organisations on the board play a key role in supporting local communities and networking with key partners to develop and implement board policies. The overall responsibility for ensuring community support and participation in an integrated approach to local development is the responsibility of the board of PLANED.

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Pepys Community Forum (PCF): pros & cons of a truly democratic board

Anyone living in the area is a member and can stand or vote for the management committee, regardless of whether they have registered with the trust or not. There has been a core of residents who have stayed with the board for at least four years, and during that time there have always been some new members - a sign of a very healthy interest. The trust currently has ten board members who were elected from community residents and one co-optee who has helped to address a gender and ethnicity imbalance on the board.

A key driver behind this structure is that power stays with the residents and they make the decisions. Lewis Herlitz (the Trust's Director) feels that they are lucky as there is honesty about people bringing personal agendas to the board: "We are trying to create an ethos of openness and transparency and many people are buying into it." In terms of the board linking into the community, language is a real issue. PCF has tried asking for volunteers from the community to help translate and represent their communities, but only two came forward. They were invited to observe and report back on management committee meetings, but PCF finds it hard to guarantee that the message gets back.

One of the problems of having a resident-led board is that it does not always operate strategically. The trust has tried to address this by having away days with and without staff, to help them bond as a group and focus more; as Lewis puts it, "to stay on the bridge, and not keep coming into the engine room". This has remained a source of continuing tension and debate. The organisation has largely remained staff-led which questions its democracy. Lewis points out that there are different arguments around ensuring the right skills match versus a truly democratic process: "It affects competing in the commercial world. However if you want the community to be truly involved you need to be democratic. If you want to be truly democratic you need to be prepared to manage and live with the tensions that arise around where power resides, with the staff or with the residents."

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Tips from practitioners:

- Why not visit other organisations and find out how they do it? Find a model you like and amend it so it's fit for your purpose.
- Ask yourself how your board can reach a balance between community representation and expertise?
- How does your board feed back to the community?

Other resources on diversity in management committees:

The Governance & Participation Project (at Co-operatives UK) offers practical advice and guidelines on operating an effective management committee.

The Charity Commission website (www.charity-commission.gov.uk) offers guidelines for charities and their trustees.

The Governance Hub (www.governancehub.org.uk) is a partnership of voluntary and community sector associations, working to improve governance.

Development through Diversity (2005), bassac, available online at: www.bassac.org.uk/publications

Good Governance: A Code for the Voluntary & Community Sector, the National Hub of Expertise in Governance (2005), available online at www.governancehub.org.uk

Boards that Work (2003), David Fishel, ISBN: 1903991161

3. Working with staff: policies and practice

Goodwin Development Trust: teaching staff a new language

Initially there was no joined up programme of support for asylum seekers in Hull and few skills to draw upon. No work was done with the existing residents on the estate to prepare or educate them for the arrival of asylum seekers in the community. Goodwin felt that they needed to be involved in managing an integrated process. The first role that Goodwin took on was that of a reception centre. They would liaise with the council to find out when asylums seekers were coming and find out where they were from. In addition, they would arrange to have someone who could speak to the new arrivals, which can be a challenge in Hull as they have few linguistic skills to draw upon. The asylum seekers were mainly Kurds, Iraqis, Palestinians, Nigerians and Afghanis and Goodwin found that Arabic tended to be most widely understood. They would supply a food parcel and show the new arrivals a map to explain where they are. It was seen as a good point of first contact for both Goodwin and the asylum seekers as it helped build trust and the asylum seekers were aware that if they had a problem they could go to Goodwin for help.

"The first couple of times people arrived here, buses came from ferry ports in the south east where they'd spent up to twelve hours on a bus, because they'd drop off everywhere on the way and you'd see three families arrive from say Kosovo, Iraq or Afghanistan with a black bin bag and four kids in tow. You just felt that it would be really good if when you arrived someone tried to say hello in your language and offered you a cup of tea.....so we offered that service." (Peter McGurn, Chief Executive, Goodwin Development Trust)

Goodwin decided not to set up a specific team to work with asylum seekers but to ensure that all their existing services were geared towards asylums seekers' needs as well as those of the rest of the community, and help asylum seekers link into mainstream services. As part of this commitment all Goodwin staff have been taking basic Arabic language

training offered by Arabic speaking staff. They monitored the take up and attendance of all services and activities and found that asylum seekers are very well represented across their services. In addition they have two Arabic speaking Sure Start workers and an Ethnic Inclusion Warden, they offer English language training for families and prepare children for attending the local school.

"It's an approach on a community scale that makes the difference.... people arriving from other countries can immediately become involved in a community."

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Attercliffe & Darnall Community Enterprises: raising awareness of cultural needs

Attercliffe & Darnall Community Enterprises (ADCE) aims to improve work opportunities for ethnic minority job seekers in the Lower Don Valley area of Sheffield. The Lower Don Valley was the centre of the steel industry and therefore the working heart of Sheffield. The loss of heavy engineering jobs in the late 80's and early 90's resulted in exceptionally high levels of unemployment, derelict buildings, large brown field gap sites and high levels of deprivation. Derelict housing was filled by a new immigrant population and the mix of local jobs was changing from heavy engineering to service sector, an activity not well suited to the new population of the area due to English being their second language. Darnall is now one of Sheffield's most culturally diverse neighbourhoods with large Pakistani, Bangladeshi, Yemeni and Somali communities. The unemployment rate for young ethnic minorities is almost twice that for young white people.

ADCE's main focus is to ensure that ethnic minorities: gain social recognition and a feeling of belonging; have the opportunities to progress and develop on a fair basis and to contribute more fully to organisational and social life; have access to better quality products and services and improvement in material, social, psychological and health conditions.

The trust has used this approach with its own workforce and decided to employ personnel who can speak minority ethnic languages and can communicate with an ethnically diverse clientele. Currently 50% of ADCE's employees are from an ethnic minority background and specific provision is made to accommodate their cultural needs. In particular, flexible working patterns are designed to allow time for employees to attend religious ceremonies and take part in events central to their cultural beliefs. Some will ask for longer holiday breaks to return to their native country or visit relatives.

ADCE Projects that have put these policies into practice have included: (1) a driving school providing subsidised driving lessons, in recognition of the fact that not having a driving license was a barrier to employment especially for young Asian women; (2) a classroom assistant Intermediate Labour Market (ILM) providing work experience within local schools, open to all but proving particularly suitable for women from a BME background as a culturally acceptable employment route; and (3) a work life balance project designed to introduce flexible working practices into local employers, thereby enabling BME jobseekers to meet working commitments alongside family and religious commitments.

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Questions, strategies and advice from practitioners:

- ➔ What policies do you have in place for promoting diversity in your workforce?
- ➔ Are you based in the community you intend to serve?
- ➔ Do you take into account religious and cultural festivals and holidays when planning events?

Other resources:

Interfaith calendars are available online at www.diversiton.com and www.interfaithcalendar.org

The Black Training and Enterprise Group (www.bteg.co.uk) has a range of resources to improve opportunities in BME communities.

The Runnymede Trust (www.runnymedetrust.org) focuses on the fight against social injustice and racial discrimination; and offers a range of resources on the subject.

4. Giving local people a voice: helping local groups to participate in community life

Keystone's equalities team

Keystone Development Trust in Thetford launched its equalities team in 2004. The service aims to increase the level of trust and confidence between minority ethnic communities and public authorities. Also, to improve access to public services and employment opportunities in the public sector for minority ethnic communities – as well as supporting communities in establishing their own groups and activities and cultural exchanges between communities.



The equalities team currently covers all of Breckland District in Norfolk and Forest Heath District in Suffolk and serves a population of approximately 177,000. There has been an influx of Portuguese and East European migrant workers into the area over the last few years.

The equalities team facilitates public/voluntary and community alliances in ensuring all services are relevant and accessible, and delivers community development projects, research, advocacy and the development of new services.

The team has worked with migrant worker communities to establish community groups which directly provide support services and funds Community Integration Facilitators – the Thetford based group has provided support to over 2000 people within the first year. The team also coordinates vocational and english speakers of other languages (ESOL) training, commissioned research, and hosted events with partners.

The team's work has been recognised by East of England Development Agency (EEDA) and the Portuguese Government – who are considering funding Keystone – as an example of proactive good practice. Recently Keystone was invited to join an Audit Commission advisory group on migrant workers' issues.

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Kings Cross Community Development Trust: community access to planning

Kings Cross is undergoing a major physical transformation which will have a significant impact socially, economically and environmentally on the communities that live in and around the area. Camden is one of London's most diverse boroughs, home to a range of communities. To ensure these groups are represented in such an important development, the trust has developed a model aimed at increasing the diversity of individuals and groups engaged in the planning process.

Since September 2002, the trust has trained 62 community representatives from minority ethnic communities in community facilitation and planning. These representatives symbolise an assortment of community groups who they consult with once they become

community facilitators. They include men and women 18-56 years old from the Bengali, Chinese, Sudanese South and Sudanese North, Somali, Indian, Filipino, Congolese, Iraqi, Algerian, Ethiopian, Eritrean, Portuguese, and Ugandan communities. Since being trained, facilitators have been able to hold consultation meetings with their community and have actively inputted into the planning brief and the planning application. As a result 664 individuals from black and minority ethnic communities have inputted into the planning process.



Thirteen reports from the communities have been submitted to the council advocating the needs of the community and what they would like from the redevelopments. As part of the training, participants were able to meet with partners such as the chief executive of Argent, planners of Camden and Islington, the Mayor of Camden, and councillors of Camden and Islington. One impact of the training has been to boost facilitators' confidence and skills enabling them to participate in mainstream decision making and taking responsibilities for their community. Since the training, many have gone onto jobs and life long learning courses. Others have gone on to become volunteers and board members.

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Questions, strategies and advice from practitioners:

- ➔ How would you harness local skills & talents in your community?
- ➔ Does your organisation engage with all age groups?

Other resources:

The Scarman Trust maintains an interactive online resource, called the can-do exchange (www.candoexchange.org), which acts as a platform where local groups and individuals can meet and trade resources.

5. Fighting isolation and exclusion: working with the marginalised

The Vassal Centre: creating barrier-free workspace

The Vassal Centre Trust is showing how workspace can be made free of the barriers that disable people and can therefore offer new opportunities and genuine equality for disabled people at work.



Within the large building, the Vassal Centre, the trust lets space to organisations that employ and provide services to disabled people. The accommodation is affordable and offers long-term security. The tenants benefit from this, many of them having moved to the Vassal Centre from highly unsuitable accommodation, often overpriced and with no security. Because the facilities within the Vassal Centre make it possible, organisations can have disabled people as staff, volunteers and trustees;

putting into action their commitment to offering equality of opportunity. They can also enhance their social return because the low rent they pay means more of their grant/contract finance can be spent on the provision of services. The size of the building means that a wide range of services can operate on the same site. This provides excellent opportunities for sharing facilities and working cooperatively. At the same time disabled visitors are able to seek help from a range of services.

By pioneering an inclusive concept of "barrier free" space, the trust is providing facilities way beyond the vision of the Disability Discrimination



Act in which the expectation of "accessibility" relates mostly to people receiving services rather than giving them. For the trust, the word inclusive refers to the features of the building that ensure that people with any form of impairment -- visual, hearing, mobility, learning, dexterity etc -- will not experience barriers when working within it. No other comparable working environment exists and the Vassall Centre Trust aims towards a more universal understanding of "barrier free" workspace.

In addition to the tenants, there are large numbers of people who participate in the life of the building through the David Hiatt Baker Conference Centre. It is the trust's aim for the Vassall Centre to become a focus for the community of disabled people within Bristol, promoting a positive image of disabled people at work with total equality in the workplace.

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The Sunlight Trust: getting ex-offenders back into work

The Sunlight Trust works with young people in Rochester Young Offenders Institute. It recently employed a young ex-offender, just released, to manage the programme. The trust aims to engage young offenders with activities and experiences that they have identified themselves. This is designed to keep them engaged, and once mutual trust has been established they are offered a range of non-traditional learning opportunities. The trust currently has two young offenders learning to be sound engineers, one training to be a chef and another learning information and communication technology (ICT) skills. All of these courses have basic literacy skills as a core component.

Matt, who joined the scheme last year said: "being treated and valued like anyone else was my first surprise.....you are not treated normally as a prisoner so that was a shock....I never felt judged and people actually trusted me. I'm now working in community development, an area I previously never knew anything about. I'm helping keep youngsters out of prison and helping those inside to change the things in their lives that keep them returning. It's been an incredible life changing experience."

The trust maintains a relationship with all its beneficiaries. Upon release, young offenders can access all services at the Sunlight Trust including health, education, childcare, advice, social skills, employment and interview skills. Many are able to gain employment within the trust's growing social enterprises.

For the Sunlight Trust, working with marginalised communities and individuals, means creative risk, innovation, trust and using a grass roots model. People at the trust have found that by taking the right approach, even the hardest to reach group isn't that hard to reach.



It is worth noting that 84% of Sunlight Trust staff have started as trust beneficiaries, moving onto volunteering before becoming permanent staff. 20% of Sunlight staff self identify as ex-offenders.

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Questions, strategies and advice from practitioners:

- Do you have adequate support mechanisms?
- Does your trust employ beneficiaries?
- Keep asking yourself the question 'Why are we doing it?' to make sure the motives are right.

Other resources:

Revolving Doors Agency (www.revolving-doors.co.uk) is a charity working to improve the lives of people who are caught up in crime and mental ill-health.

YoungMinds (www.youngminds.org.uk) is the national charity committed to improving the mental health of all children and young people.

UNLOCK (www.unlockprison.co.uk) is the national association for ex-offenders; it works to support ex-offenders in leaving crime behind and rebuilding their lives.

The Social Exclusion Unit (www.socialexclusionunit.gov.uk) at the Office of the Deputy Prime Minister (ODPM) offers access to definitions, policy papers, projects and other resources on the subject of social exclusion.

6. Exploiting diversity for economic prosperity: using trade to bring the community together

Westway Development Trust: sport, enterprise & inclusion

The Portobello Green Fitness Club is run by Westway Development Trust, and has a unique atmosphere and diverse profile very different to that of a commercial club. It is a local health and fitness club for nearly 2,000 users and the centre for a range of community fitness activities. The trust offers a quality local service for 'full-price' members at competitive rates and a range of targeted schemes for those with particular needs or financial constraints. As an independent charity with no shareholders to pay a return to, the trust's income is re-invested in keeping facilities up to date and in cross-subsidising the community work of the club.

This produces a unique range of user profile with over a third of members (over 600 people) using the club through specially discounted schemes such as GP Referral, over-60's and under 18's. In addition, special sessions are organised with local groups such as the Blenheim drug-users rehabilitation project, the Eritrean Women's Group, the Pepper Pot Caribbean Lunch Club and HOT, a local project for young recovering drug users, many ex-offenders. The club is also part of the national Inclusive Fitness Initiative and has specially adapted equipment for people with a range of disabilities and has trained all its gym staff in designing programmes individually suited to disabled users.

As a direct result of its inclusive approach, the club has a user population that is much more representative of the local community than that of a fitness club working on a purely commercial basis. The club has a friendly atmosphere and is seen as inclusive, a view which is best illustrated by the diversity of its membership - in age, race and body shape as much as in the ways they make use of the facilities; members regularly cite the unique local character of the club as a reason for membership. The trust's leisure facilities create a unique ground for cross-fertilisation. On the one hand



those paying 'full price' fees as users subsidising usage by the less wealthy within their own community but they are also sharing a facility and in many cases their children are competing together in teams and squads.

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Re-opening the community bakery: Amble Development Trust and the Bread Bin

When it re-opened the Bread Bin bakery in 2004, the Amble Development Trust restored a valuable asset to the community and brought real benefits in social and employment terms. By taking its first step into the high street trading environment, the trust also showed that it was not averse to risk if it meant lasting benefits for the whole community.



The Bread Bin proprietor was very ill and needed to sell; business was about to close and the trust decided to bid for the freehold property and all the business assets. There was huge local interest in the acquisition with the bakery having already closed and 12 jobs being lost, trade ebbing away with additional high street impact. The bakery finally opened its doors on October 18th 2004 having created seven new jobs and re-established a local business.

The original business plan suggested re-establishing local retail trade as a priority then moving to secure wholesale business - but the trust initially questioned how the locals would react when they had been buying bakery products elsewhere for seven months. From day one, the local retail trade returned, and the whole community seemed to support the venture.

"From our experience, we suggest you need to be entrepreneurial in culture, commercially aware, taking measured risks with the full backing of your community and board. Identify the gaps, engage at all levels and deliver something the community really wants and needs. Do not compete with an already established commercial enterprise and ensure that you get the message across that the enterprise is for the whole community with re-investment, employment and training being the real benefits" - David Milburn (Executive Director)

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Questions, strategies and advice from practitioners:

- ➔ Is there a gap in the market?
- ➔ Do you plan to use community consultation?
- ➔ Why not visit similar projects before launching your own?

Other resources:

'Plugging the Leaks' (www.pluggingtheleaks.org) explores how money enters an area, how it leaks out, and what action will plug those leaks. The result is a simple tool that shows everyone how to strengthen the local economy and how to take action for lasting change.

7. Building community assets: providing a community space for all

Lenton Centre: 'putting heart into the community'



Since 1979, the Lenton Community Association has been at the heart of an inner-city area of about 5,000 people one mile to the west of Nottingham city centre. The association's 25th anniversary celebrations in 2004, coincided with a decision by Nottingham City Council to close Lenton Leisure Centre which occupied part of their building.

In response, the association formed itself into a trust, "The Lenton Centre" and asked to run the whole building. It produced the following "mission statement: "The Lenton Centre will be a social enterprise at the heart of an increasingly vibrant community, attracting and welcoming people from all generations and cultures into a bright, well-designed environment to enjoy a holistic range of learning and health-giving leisure activities. A friendly sanctuary, the centre will offer a first point of contact for residents and students, promoting harmony and well being."

In the months which followed, the group was able to appoint an architect and employ a business advisor to help produce a five-year business plan, as well as carry out a comprehensive consultation exercise with local residents, local businesses and voluntary organisations not only in Lenton, but across Greater Nottingham. So far, the project has attracted support not just from DTA and Social Enterprise East Midlands (SEEM), but also from Nottingham University and various community based groups representing a variety of interests, including those promoting the

wellbeing of Asian British communities, the over-50s and several disability groups. The council has now agreed to sell the building to "The Lenton Centre Trust" for £10!

Contact: Jenny Hills (Chair), The Lenton Community Association
Tel: 0115 941 2422, Email: jhills@supanet.com

Action for Business (Bradford) Limited (ABL): giving the community "their" space

ABL is in a very diverse area and has created a truly neutral and welcoming space recognised by all communities as "their" space. This has been achieved by opening up facilities in the centre to the community as a venue for social events. The centre is extensively used for pre-wedding ceremonies like 'mehendi', Asian wedding receptions, birthday parties and for celebrating religious festivals like Eid for Muslims, Diwali for Hindus, Visakhi for Sikhs and Christmas for Christians.

ABL also organises a community lunch once a month. The purpose of community lunches is to develop a network of local people and encourage them to get involved in the economic regeneration of the area. At every meeting speakers are brought from key agencies to inform the community about their agency's work. Members also get the opportunity to network with each other to increase their knowledge about new developments in the area.

Contact: Gurdev Dahele MBE (Chief Executive), Action for Business (Bradford) Ltd (ABL).
Tel: 01274 223 203, Email: gurdev@abl-cbc.co.uk
Web: www.abl-cbc.co.uk



Questions, strategies and advice from practitioners:

- ➔ Will the building be multi-use/religion?
- ➔ Are users part of the building management?

Other resources:

To have and to hold, 2005 (DTA) is available online at www.dta.org.uk, where you can also access individual case studies of community organisations that have developed community spaces as part of their asset base programme.

8. Celebrating diversity: using community events and festivals

Bradford South Carnival: raising participation and cohesion

The Bradford South Carnival originated in 2003 in consultation with the community located in the 'Bradford Trident' area. It developed from a desire within the local community to celebrate their cultural heritage and to bring diverse communities together.

It was seen as an opportunity for the African Caribbean communities in particular to share a dynamic and vibrant art form with the wider community for which they have had very little opportunity in the past in Bradford.



Bradford Trident is a New Deal for Communities partnership and as part of its remit it aims to increase community involvement. Therefore through its arts programme it was able to support the event.

The carnival has become a regular annual event which builds, develops and utilises the artistic and creative skills and expertise of local people. The carnival has forged close links with the council and is still supported by Bradford Trident, meaning that in a few short years it has become one of the district's key events.

It encourages year-round activity across the Bradford District that is celebrated locally, regionally, nationally and internationally with other carnivals and events throughout the world. Already firm partnerships are in place with carnivals nationwide.

Through work in schools and community centres the carnival has engaged a wide cross section of participants and this in turn has led to greater cultural understanding. Each year its workshops are oversubscribed and attendance at the event itself increases indicating that the carnival is a valuable cultural asset - and most of all it's fun!

Contact: Steve Hartley (Chief Executive), Bradford Trident,
Tel: 01274 431441, Email: info@bradfordtrident.co.uk,
Web: www.bradfordtrident.co.uk

Ryde Development Trust: Celebrating the Island's diversity

September 2005. The streets of Ryde on the Isle of Wight are packed with people, 15 deep in places. The atmosphere is charged as record crowds lap up the energy of an illuminated procession featuring hundreds of performers - costumed, dancing, entertaining all the way to the lively rhythms of samba, marching bands and pounding soca music.

For months before, organisers and performers have been beaver away behind the scenes - developing and sharing carnival arts skills which have enabled the imaginations and creative abilities of people across the social, age and interest spectrum to take a quantum leap.

And here are some of the ways in which communities have been engaged, taking carnival to their heart on an unprecedented scale:

"Professionally trained carnival artists passing on their learning in community workshops, after-school carnival clubs and community groups uniting different generations in work on carnival entries; samba bands - including one with an age range from toddlers to grandparents in one of the most deprived wards in the country; a major all-Island gala, showcasing carnival arts; a project which enabled people with learning disabilities to create an entry for this year's Ryde Arts Festival Parade (another offspring of the regeneration programme); the creation of a leading edge specialist course, the first level II carnival course anywhere in the country; and a winter lantern parade generating a raft of learning and creative opportunities. The list, like the effects of this innovative approach to regeneration, goes on..."



It would be difficult to find a more powerful metaphor than the carnival for the change induced by the regeneration programme. Like the town, it was struggling, kept alive by the care and commitment of volunteers determined that this, the country's oldest carnival should not perish from lack of interest. Its revival has been crucial to a seachange in Ryde's fortunes. It is a highly visible demonstration of the way in which local communities can be engaged and inspired. The result - a spectacular celebration, which is helping to raise Ryde's profile and contributing to improving economic prospects.

In excess of 45,000 people watched the 2005 illuminated procession - far more than in 2003, when surveys were carried out which showed that around £750,000 was drawn into the town's coffers by its carnival attractions.

Contact: Dave Chapman (Chief Executive Officer), Ryde Development Trust

Tel: 01983 616 362, Email: dave@rydedevelopmenttrust.org

Web: www.rydedevelopmenttrust.org

Tips & pointers from practitioners:

Community events and festivals are often great ways of building community spirit; so you may want to think how your trust could bring out diverse talents from the community to create an annual event that becomes part of the local identity?

Resources on holding festivals and community events:

The Arts Council of England Carnival website www.carnivalnet.org.uk offers links to some of the better known events throughout the country and some links to some of the funding available for establishing community events.

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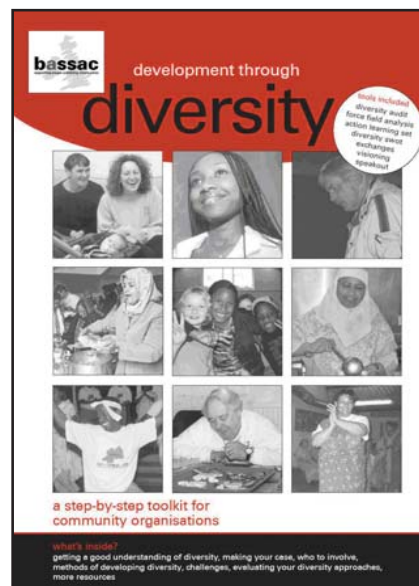
The Development Trusts Association is working with our Community Alliance partners (*bassac*, Community Matters and the Scarman Trust), to strengthen the community sector, and we gratefully acknowledge the Home Office for its support.

Photo credits

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- Page 13 - Westway Development Trust, weights class (left),
Amble Development Trust, the Bread Bin Bakery (right)
- Page 14 - The Lenton Centre
- Page 15 - Action for Business (Bradford) Ltd, local community meeting
- Page 16 - Bradford Trident, Bradford South Carnival (photo:Tim Smith)
- Page 17 - Ryde Development Trust, Ryde Carnival

Further resources

development through diversity:



This step-by-step toolkit is designed for community groups and organisations interested in developing diversity effectively both within their organisation and within their wider community. It is published by *bassac* and comes with eight diversity case studies.

Copies can be ordered from:
bassac
33 Corsham Street
London N1 6DR

Email: Info@bassac.org.uk

Web: www.bassac.org.uk

Price: £10.00 (toolkit)

£5.00 (case studies)

£12.50 (combined pack)





Price: £8.50, £5.00 to DTA members

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