



HASTINGS
TRUST



A N N U A L R E V I E W
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This report of the work of Hastings Trust covers the financial period to the 31st March 1992, although the membership of the Trust started formally on the 6th October 1991 (as my membership card number, 0001, dated that day bears out). The membership of the management board was extended greatly on the 19th of December that year, and I assumed the Chairmanship after the turn of the year. All this indicates significant changes in the management of the Trust and its then Trading Company. We have since moved the office and registered address of the Trust from High Street to 12 Wellington Square.

Notwithstanding these changes, including the decision to make dormant the Trading Subsidiary Company as of 31st March this year, to withdraw our presence from the Marina, St. Leonards, and to say good-bye and good wishes to Nick Wates (the former Director), the Board feel that further important decisions are to be taken soon, especially whether or not the longer term future lies with our involvement with Groundwork, in conjunction with neighbouring areas within East Sussex.

Meanwhile I am pleased to report that 'out-in-the-field' activities have continued, constrained as they are by the financial limitations that exist. However these continue to bring much praise and credit to the Trust. Also our involvement in between the Borough Council and the Friends of St. Mary-in-the-Castle, is going to become more crucial than ever in the preservation of St. Mary-in-the-Castle.

May I thank the staff, other board members and all our supporters whether they be the largest of our financial backers or townspeople who come into our resource centre once in a while.

PAUL R SMITH
Chairman

As an organisation, the Hastings Trust has a unique role to play within the Town. It cuts across barriers which exist for other organisations, acting as a mediator to pull together all kinds of people who wish to take a hand in improving their environment.

However, our first year in the outside world has provided a slow and painful learning curve for all involved - Trustees, staff, trainees and volunteers alike. Building up a development trust into a viable and self-sustaining organisation takes time and commitment from all concerned; such an organisation simply cannot become self-sufficient within one year unless heavily endowed with property or financial support at the outset. Cast into the outside world at a time of severe economic recession, the Trust has tried to maintain its services within the community, albeit on a lower level than it would otherwise have wished, and, despite a 33% cut in its core-funding, has managed to produce some solid end results. This has been achieved by using the relatively new idea of three-way "partnerships" with the public, private and voluntary sectors, getting them to work together on projects which would not, otherwise, be achieved. The need for partnership escalates as incomes shrink: human and material, as well as financial resources, cannot be fully, or even well used, without co-operation.

Governments world-wide, our own included, recognise the necessity of mediating, community-based development trusts that can gain the confidence of all sectors, and promote collaborative enterprise by which more can be done with less.

The Trust's charitable status gives it access to sources of funding which are unavailable to either the Council or private businesses, and it exists solely for the benefit of the Town of Hastings: residents, workers and visitors alike. During its initial activities, the Trust has pin-pointed a central government grant for £30,000 for the Cooper Barnes site, and managed to create at least £44,500 worth of savings to the community, due largely to the 4,500 hours put in by volunteers and trainees, whose value (at a minimum of £5 per hour) brings an added £22,500 to the economy of the Town. Voluntary work is a donation-in-kind, rather than in money - it adds real value to a project in financial terms and gives those involved equity in it. A recent combined report by the Charity Commission and the National Council for Voluntary Organisations shows that UK charities now have a budget which represents over 3% of this country's Gross Domestic Product, and a greater turnover than our agricultural sector. The voluntary sector in Great Britain is growing and dynamic and this is reflected here in Hastings.

There have been successes and failures throughout the year - some projects materialised as predicted and others have been put back due to lack of funding, but it means that those projects are delayed rather than cancelled. The Conservation Shops were closed during the year, to be replaced by the Community Resource Centre. Our lease on 58a High Street ran out, and the Trust found new premises in the centre of Hastings at 12 Wellington Square. I would like to mention here the very real support that the Trust has had from various local and national organisations, Borough and County Council Departments, private businesses and individuals. A full list and our appreciation is on page 22. Through it all the Trust has managed to build a team of all those involved in its work, who are hard-working and enthusiastic, and who remain dedicated to pursuing the Trust's aims.

I hope that the next year will see the Trust's work growing within the Town, and with it the knowledge that it is building a sustainable future for itself and its members. The Trust has begun strengthening its relationships within the community, and wider afield, to try and build a solid base for our work over the coming years. We will continue to create the "three-way partnerships", and will try to increase awareness of the inter-dependence of the public, private business and voluntary sectors.

However, this idea takes time to become an accepted method of working, and is usually learnt by doing a project rather than reading about the concept. But as will be seen in the body of the review, many committed Hastonians have given a great deal of personal time and effort which the Trust can now build on - fast.

The Trust sees all of the three different sectors in Hastings as part of the community, therefore it makes sense to use "Working with the community for the community" as a slogan. Look out for it around the Town throughout the coming year.

CHRISTINE GOLDSCHMIDT
Acting Director

Trustees

There were various changes to the Board throughout the year. Anne Scott, Vice-Chair, left to become the leading light in the Friends of St. Mary-in-the-Castle, where her dedication and enthusiasm have led to such promising results. We offer congratulations to Cllr. Pam Brown on being awarded a well-deserved O.B.E. for services to the community; to John Turner on his award of the United Nations Scroll of Honour *"For pioneering a new approach by popularising the idea of enabling people to build their own shelter with governments acting as facilitators."* We welcomed Professor Michael Hunter to the Board as a co-opted member, where his knowledge of conservation and heritage is being put to good use.

The Board has had to come to terms with the new charity laws which have greatly increased their responsibilities. Some members of the Board went to a seminar run by the Directory of Social Change, and the Chairman, Paul Smith, went to the 1st Annual Charity Accountants Conference. Trustees are provided with information and updates from various agencies as they are published, to keep them abreast of their responsibilities and duties and further training sessions are planned. Meeting as often as necessary, approximately every six weeks, the Trustees have been developing policies for the Trust's future and liaising with other organisations within the Town to develop a coherent strategy for future action that does not duplicate existing resources.

Staff

The Trust presently has three core staff - Christine Goldschmidt, Acting Director, Catherine Griffin, Administrator (both part-time) and a Finance/Project Officer, Robert Firth (full-time). Outside funding has enabled us to offer two former employment trainees six month contracts - David Jeapes to work on environmental enhancement projects and provide support to the County and Borough conservation officers, and Chris Fyfe in the Community Resource Centre, where his skills enable us to offer DTP facilities to community groups, and to develop our information database. Nick Wates, our former director, left to become a freelance urban development consultant, but still keeps in touch.

Employment Trainees

The work that the Trust carries out depends a great deal on the support provided by Employment Trainees. We aim to build on their own skills, help them develop new ones and to use their own initiative for our, and their, mutual benefit. This year, the Trust has again been fortunate in the quality of our trainees on placement. Juliet Foot spent her year as Education Officer, initiating and organising various projects and acting as secretary to the Hastings Environment Forum. She was replaced by Heather Smith later in the year, who continues to provide the commitment and initiative displayed by all our trainees. Bruce Sutton has just joined us as a graphics trainee, where his skills are already being used to good effect.

Laurence Homewood left to go on to a degree course at Brighton University, where the skills he acquired throughout his time with us are being put to good use on an information and technology course. David Jeapes proved his worth on the Burtons' Memorial Garden and other projects. Chris Fyfe greatly enhanced the services the Trust could provide in desk top publishing and computing.

Employment Action

The Trust is moving into a new field in partnership with Employment Action. Some of our projects will benefit greatly from the knowledge and skills that people on Employment Action can offer, and the Trust hopes that they will benefit from skills we can teach them.

Volunteers

The number of volunteers working on Trust projects this year has been remarkable. The Trust was fortunate in being able to work with the 5th Battalion, The Queens Regiment, Territorial Army (now known as 5th. Battalion, The Princess of Wales Royal Regiment), whose commitment to working with the Trust in the community has enabled us to undertake projects which had languished through lack of finance. The Trust made a policy decision to undertake these projects in-house - staff, trustees, members and volunteers have all turned out on many a wet weekday and weekend throughout the year to work for the betterment of the environment in Hastings.

Isobel Stoddart worked with Juliet Foot on the Trust's Environment Week contribution before working in Namibia, and then returning to Sussex University to take her Masters Degree. An Eagle Scout worked with us to gain his badge; foreign language students came and helped out too, wanting to give something to the Town besides money. Louise Turner continues to give invaluable service in the Trust's Community Resource Centre. Thanks also to Clare Gooding, Linda Mitchell, Kevin Carias and Kate Greig - to name but a few.

Members

The Trust now has six organisational members and 78 individual members. Some members have already worked with us on our projects, and we would welcome a wider involvement with them. Members are always welcome to call into the Community Resource Centre at 12 Wellington Square to use its facilities and to meet the staff involved. There have been enquiries recently for the Trust to host meetings and discussions for members, and the aim is to try and meet this request during the coming year if there is enough support.

Conservation

Since "Turning the Tide" was published some of our areas of activity have changed direction, largely due to cut-backs in the Trust's grant from the Borough Council and the subsequent loss of matching English Heritage Funding for the Town Scheme Grants. Whilst the Trust continued to honour commitments and make grants within the Burtons' St. Leonards and Pelham Crescent Town Scheme areas during this financial year, from next year we shall no longer be handling grant work, but will continue to advise and help all who need it.

- Town Scheme Grants offered: **£25,404** (Sept 1991 - Sept 1992)

Pelham Crescent Restoration

This scheme suffered directly as a result of the Trust's Town Scheme funding being cut back. Inability to offer owners a grant towards restoration costs and the severe downward slide in the economy has made it almost impossible to raise funds from the private sector to restore private property.

However, the Board were able to allocate some of the Trust's own funds towards restoration of the Pelham Arcade Steps, with support from the Borough's Town Scheme grant and "Smarten Up Hastings Campaign". The restoration of Pelham Crescent and Arcade still remains a prime Trust Objective, and will be linked in to the FOSMIC campaign for St. Mary-in-the-Castle (see page 12).

Pelham Steps

- Trust Cost: **£5,246.38**
- HBC Town Scheme Costs: **£2,099**
- Smarten Up Hastings Cost: **£1,000**

Christchurch School

The building was the subject of a "spot listing" by English Heritage. The Trust was asked by English Heritage to commission a feasibility study from Stuart Page, architects, to explore the possibilities of the building, whilst satisfying the Trustees' obligation to maximise their assets for the benefit of the parish. The study revealed the need for emergency repairs for which English Heritage has offered a 100% grant.

- Feasibility Costs: **£9,846**
- Trust Cost: **£5,904.37**
- English Heritage Grant: **£3,942.37**
- English Heritage Emergency Repair Grants: **£6,608**

The Conservation Surgery

This service continued throughout the year at the Burtons' St. Leonards Centre, with the Borough's Conservation Officers and the County's Historic Architect, Norman Hutchins, providing professional help and advice to owners. David Jeapes has been on hand to provide back-up, and now Bruce Sutton is providing support with sketches and line drawings, from which detailed restoration plans can be drawn up. Unfortunately, funding cuts make it unlikely that the Trust can continue financial support to the Burtons' St. Leonards Society, who provide the space for the surgery, at the same rate for the coming year.

- Trust Cost: **£1,000**
- Surgery Hours: **100**

Aid and Advice

The Trust has also provided funding advice and sought grants for a "Building at Risk" - 11 Edward Road, St. Leonards-on-Sea, and will continue to provide this service to owners.

Restoration and Conservation Courses

To further restoration and conservation building techniques, the Trust has begun a series of workshops under the directorship of Paul Reed, M.A., Borough Conservation Officer, to develop practical skills for professional builders and laymen alike. The topics cover many aspects, including specialist pointing techniques, dry-stone walling, etc. These courses are self-financing and open to all.

Environmental Enhancement

Where the Trust has made a significant impact this year is in environmental enhancement schemes. These projects provide a good example of what can be achieved by partnerships of the public, private and voluntary sectors. The Trust's charitable status enables it to bring in funding from the private sector and grant-giving bodies, thus Hastings - both the Town and its people - benefit. These projects also provide value for money and build a sense of "ownership" within the community, which is important for the future development of both Hastings and the Trust.

The Trust has created a Project Team with support from Employment Action (a new venture for us), and Employment Training, to co-ordinate and carry out these projects with Trust volunteers. The Trust has taken out insurance, both contractors and public liability policies, and all work is carried out under supervision.

West Hill Road St. Leonards

Restoration of stone wall - undertaken as a fee earning project. Revenue earned on this wall represents approximately £1,200 which can be put into Trust Project Funds.

- Revenue earned by Hastings Trust: **£1,200**

Cooper Barnes Site 69 George Street

The site lies in the heart of the Old Town Conservation Area, and despite numerous attempts to find a buyer or developer the site remained derelict and empty. The Trust supported the residents' group which petitioned for an open space, and worked weekends clearing the rubbish from the site. The Trust also contacted officials from the Department of the Environment and identified an appropriate grant to aid the work. The information was passed onto the Council who took up the gauntlet and offered to complete the scheme for a community "open space" with an allocation from its own budget to top up the Derelict Land Clearance grant. As a direct result of the Trust's involvement, £30,000 will come into the Town.

Burton Memorial Garden

This project originally started in 1963, with the Tomb itself being restored in 1973 under the aegis of the Burtons' St. Leonards Society. HUCP re-started the project in 1987 but it lapsed due to lack of funding when costs escalated to £30,000. Hastings Trust took up the banner of turning the disused graveyard into a garden on April 4th, 1992, and entered BT's Environment Week Challenge with the idea of completing the garden at the end of Environment Week on 24th May. The work was completed 10 minutes before the Mayor blew the whistle at 4pm to signal the end of the Challenge. Thanks to all concerned - staff, trainees, members, various Council Departments, the Territorial Army, local businesses and volunteers - the objective was achieved.

- Commercial value: **£30,000**
- Actual Cost: **£3,500**
- Cost to Community Charge Payers: **£1,080**

Financial Contributions:

- HBC Grant: **£1,080**
- TA (Sponsored 1/2 marathon): **£750**
- Burtons' St. Leonards Society: **£500**
- Civic Trust: **£500**
- ESCC: **£500**
- Marjorie Rymill's Bequest: **£250**
- Stone Course W/Shop: **£100**

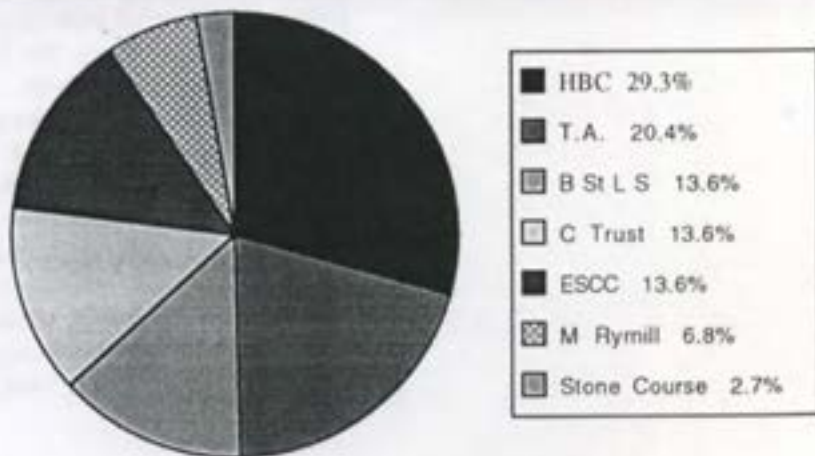
Help in kind:

Tescos' Staff, Drinkwater Sabey Ltd., The Greenjackets Ltd., Southdown Small Tool Hire, Roebuck Tool Hire, Stamco, Hastings Contract Services, Coblands Nurseries, Fargro, British Trust for Conservation Volunteers, HAARG, Robert Tressell Workshops, HBC Parks and Gardens, ESCC - Planning Dept, HBC Planning Dept, HBC Engineers Dept

"Those Members of the Trust who were involved in the project, particularly those who carried out the work on site, should be highly commended for their commitment and effort."

Paul Lewis, Borough Planners

DIAGRAM TO EXPLAIN PARTNERSHIP FUNDING FOR BURTON MEMORIAL GARDEN



100 Steps (Castle Banks)

The 100 Steps Project was initiated in 1988 by HUCP, together with the British Trust for Conservation Volunteers and East Sussex County Council. Costed at £30,000, the scheme lapsed through lack of finance. Following our success with the Burtons' Garden, the Trust resuscitated the scheme to restore the Victorian Steps, and approached Tourism and Leisure (Parks and Gardens) with a phased scheme which took into account the ecologically sensitive nature of the site. Following negotiations, Tourism and Leisure, Planning and the Trust allocated funds towards the restoration, Phase I of which begins at the end of October, 1992. The Trust has been fortunate to acquire the services of Employment Action to work with our Project Team and we shall be running workshops on pointing and bricklaying techniques as part of our conservation practice.

- Commercial value: £30,000
- Trust Cost: £12,000
- Saving to Hastings: £18,000

Hastings Wall Garden

This was an initiative from the Residents Association of Hastings Wall Flats who wanted to turn their concrete yard into a garden to benefit all the residents. The residents only needed support and advice in the early stages. The Trust organised a planning day with BTCV where the residents worked out what they wanted and what would survive in their garden. Some early financial support came via Environmental Health Department's Bursary Award and the residents did everything for themselves, creating a garden all could share. An example of the enabling role of the Trust at its simplest level.

Torfield Resource for Environmental Education (TREE)

This is a joint initiative by Torfield Special School, Hastings Trust and Hastings Environmental Health Department, to provide an environmental resource centre for children in the local community. The old Torfield Nursery site in Croft Road has been leased to the school, but it needs to be cleared and made accessible before a site survey can be carried out. The site will then be developed with paths and trails, an "outdoor classroom" area and a wild garden. The Trust will be working with the TREE Project Team to co-ordinate and carry out the project, for which we are actively pursuing funding.

Projects in the Pipeline**The Blind Garden Walls in St. Leonards Gardens**

The Blind Garden in St. Leonards Gardens needs complete restoration. The Trust, working with the Parks and Gardens and Planning Departments, has undertaken to restore the stone walls and railings of the Blind Gardens, using our Project Team and ability to draw funds from outside the Town. This is earmarked to start in the Spring of 1993, but is dependent upon the Trust maintaining its current level of funding.

- Commercial Cost: £20,000
- Trust Cost: £10,000

High Banks

Reinstatement of rustic steps from High Banks, Ore Village.

Continuous involvement

Stade Warden Scheme

The Trust administers this scheme which is now in its third year.

Sponsored by HBC's Tourism & Leisure Department, the Fishermen's Protection Society, OHPS and the Shipwreck Heritage Centre, with the Trust providing the administrative support.

- Scheme Cost **£2,830**
- Sponsors: **£2,320**
- Trust Cost: **£500**

Old Town Forum

The Trust also provides administrative support for the Old Town Forum, which aims to improve the environment and the economy of the Old Town by means of co-ordinating the activity of the organisations in the area.

- Trust Cost: **£250**

The Trust has continued its policy of education in the broadest sense - from working with local schools and Hastings College; running practical workshops and conservation surgeries; highlighting environmental issues; to running a new venture, the Community Resource Centre. Having an in-house Education Officer, courtesy of Employment Training, has been invaluable for all these pursuits. The Trust has been able to link into the National Organisations Network to bring projects and ideas to Hastings, as well as initiating its own projects.

National campaigns in which the Trust has participated

- Tree of Life Campaign
- Tree Dressing Day - Every Tree Counts
- Pathways - YHA
- One World Week

Trust Initiatives

Tug of War For the Environment

Hastings College

Construction Studies students

- Guided walks of Burtons' St. Leonards and survey of the Assembly Rooms, St. Leonards

Hastings College

- Video Project "Building at Risk" - 11 Edward Road, St. Leonards

Hastings Area Archaeological Research Group

- Archaeological survey with HAARG on the Burtons' Memorial Graveyard - publication

Environmental Audit

- Publication

"Planning For Real" Exercise

- Priory Meadow ideas

Towards Hastings 2000

Back to the Future for Hastings - Funded by BT as part of a feasibility study on the economy of Hastings this was a discussion paper in newspaper format to provide a rolling programme of improvements for Hastings. Publication date was listed as May 1995, with over 40 local organisations and individuals contributing articles and ideas. Initiated by a Trustee, a Trust member and the Acting Director, it was designed and typeset by the Trust and printed by Cinque Port Press. This publication is a good example of the Trust's "enabling" role, whereby projects can be totally funded by outside bodies. The Trust earns a fee for managing the project budget from interest earned on the sponsors' funding.

Tug-of-War for the Environment

To wind up the Tree of Life Campaign, before sending the Town's messages to the Rio Earth Summit, the Trust held a Tug-of-War for the Environment on the Pier. Dressed in T-shirts, representing the worst offenders of pollution and degradation, our team took on teams from Pinks Gym, Mad Jack's Morris, the T.A., the children of Hastings, and all-comers. We took the Tree of Life with us and spectators and visitors to the Pier added more messages of support for the environment. The weather was perfect, the teams pulled with a will, and a good time was had by all.

Following professional and legal advice to the Trust, the conservation shop was closed earlier in the year. To continue the advice, enabling and education service to its members and the public, the Community Resource Centre was initiated and. It is now in the process of being expanded to include a reference library and database. These are essential tools for a Community Resource Centre and the voluntary and revenue-earning services that the Trust provides. The library and database will provide access to practical information for researching, planning and carrying out local development initiatives. It also enables users to get in touch with other helpers or co-operators. The Trust already possesses many publications and archive files containing information that is not readily available in the area.

Besides a variety of printed material there are videos on conservation and development issues and services, such as photocopying, desk top publishing, computing services and equipment hire for local groups and organisations. Services are charged at a charitable rate and many groups and organisations have used the Centre during its first six months, earning revenue of £1,200. To improve access to funding bodies, the Trust has acquired a "Funder Finder" computer programme which can be used for a small fee by any group needing to raise funds. The Community Resource Centre provides a valuable public interface for the Trust and, as such, keeps us in daily touch with public feeling in the Town and gives us an instant reaction facility to help local groups when the need arises. A good example of this is:

St. Mary-in-the-Castle

The Resource Centre provided a central enabling core of support for the Friends of St. Mary's when it was formed earlier this year to campaign for a multi-purpose cultural centre in St. Mary-in-the-Castle. The Trust enabled them to produce the prospectus which gained them a grant of £10,000 from Hastings Council, and a six month period in which to develop their ideas for a multi-purpose cultural centre. Acting as a mediator, the Trust took on offices at 7 Pelham Crescent and worked with the Friends on the St. Mary-in-the-Castle Working Party to progress the proposals. Applications were made through the Trust to the EEC and English Heritage for major funding, whilst other applications were made to companies, charities and other grant making bodies by the Friends, Grand Met and the Trust. At the end of the six month period a report was made to the Council with recommendations for the future. As a result, the Friends now have a two year period to raise funds for the restoration of St. Mary's and its emergence as a multi-purpose cultural centre with an heritage function combined. The Trust will continue to work with the Friends towards appointing a Project Co-ordinator, who will raise funds and develop the proposals for St. Mary's, for the community and visitors alike. With a high-profile publicity campaign being planned, the Trust hopes to attract resources and funding which can also be used to enhance Pelham Crescent.

Publications

The Community Resource Centre is also the central hub of the Trust's Desk Top Publishing facility which produced this annual review and many other publications. The Trust's regular publication, the Hastings Trust Quarterly Newsletter, was an innovation this year to keep members and the general public informed of the Trust's activities. It has undergone several incarnations, but will settle into an A4 quarterly magazine with a more widespread distribution. We are always happy to print members' views and actively welcome contributions.

The Trust continues its policy on publications as a means of disseminating information throughout the community. This year we have published in the region of 120 leaflets, posters, pamphlets, etc for local groups and organisations. Bigger initiatives were:

Towards Hastings 2000

Price: 30p

**Environmental Audit -
Greener Office**

Price: 10p

Burtens' Graveyard

Price: £1.00

St. Mary-in-the-Castle Prospectus

Price: £1.20

**St. Mary-in-the-Castle Interim
Report**

Price: £1.00

**Trinity Church Fund raising
leaflet**

- Revenue earned: £1,200 in first six months

There has been steady demand for talks and slide shows on the Trust's work from organisations inside and outside the Town. Over the past year six talks were given, all followed by lively question and answer sessions. The Trust hosted a visit to Hastings by the Georgian Group, arranging for them to visit St. Mary-in-the-Castle, with a talk on the restoration by George Adams, AJK, and Anne Scott, FOSMIC. There followed a guided tour of the Old Town, including a visit to a Georgian house undergoing restoration. The tour culminated in a free ride up the East Hill Lift, courtesy of Tourism and Leisure Department, for the Group's picnic.

Exhibition Stands

The Trust were given a free stall from Tourism and Leisure for the weekend. Over 350 enquiries were made by interested members of the public. The Trust also took a stall during "One World Week", with the specific aim of spreading the Trust's message throughout the Town.

- Talks/slide shows given: 6
- Radio interviews given: 10
- Numerous reports in local press
- Magazine article in the Town & Country Planning Journal
- Feature in Civic Trust Prince of Wales Seaside Towns initiative

Consultancy

The Trust has been approached by other groups wishing to start up a development trust within their area: Torbay Council, Kings Cross Association and Burslem. The Acting Director was able to give advice and encouragement based on the initiation under fire that the Trust's birth pangs caused.

Switching from Borough Council accounting to company and charity accounting, necessitated the development of an accounts package tailored to the Trust's needs. With the expert knowledge of Aldo Compagnone, a special computer programme was devised which enables the Trust to keep a close watch on our core and project budgets - essential when trying to maximise funding. We are also now able to offer project budget management to various client groups, and to help them with their funding strategies. The accounts produced in this report are summaries of the full accounts, which are available for inspection at the Hastings Trust offices.

The aim of the Trust is eventually to be self-supporting financially through project income, charges on services and fund-raising from the private sector and grant making bodies. However, given the current economic situation and central government policy, the Trust will need continued core funding support from the Borough Council at its present level for at least another three years. English Heritage core funding support ends in March 1993, making a cut in current budget levels of some £18,000. If there are further cuts in our core funding grant, the Trust's activities will have to be scaled down to virtually nothing. The recession and government policy has placed an ever-increasing burden on grant giving bodies who find their own incomes falling rapidly, and the demands placed upon them ever greater.

This has put into sharp relief the necessity of a broader-based funding strategy for the Trust, which we have tried to put into action throughout the year. We have been successful in gaining a small amount of funding for projects and, perhaps more importantly, help in kind: labour, goods and services. The Trust will actively pursue other sources of funding throughout the coming year to help it maintain its work within the Town.

HASTINGS TRUST LIMITED
PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31ST MARCH 1992

	1992		1991	
	£	£	£	£
Turnover		152,918		-
Cost of Sales		(59,960)		-
		<u>92,958</u>		<u>-</u>
Gross Profit				-
Interest Receivable and Similar Income		2,950		3
Other Operating Income		5,677		2,338
Administrative Expenses		(82,825)		(176)
Interest Payable and Similar Charges		(14)		-
		<u>18,746</u>		<u>2,165</u>
Operating Profit				
After Charging:				
Auditors Remuneration	2,761		176	
Staff Costs	33,051		-	
Interest on bank overdraft and loans repayable within five years	14		-	
Depreciation	2,510		-	
	<u>38,336</u>		<u>176</u>	
Profit on ordinary activities before taxation		<u>18,746</u>		<u>2,165</u>
Tax on Profit/Loss on ordinary activities		-		-
Profit on ordinary activities after taxation		<u>18,746</u>		<u>2,165</u>
Retained Profits brought forward		2,165		-
Retained Profits carried forward		<u>20,911</u>		<u>2,165</u>

HASTINGS TRUST LIMITED
BALANCE SHEET AS AT 31ST MARCH 1992

	1992		1991	
	£	£	£	£
FIXED ASSETS				
Tangible Assets		5,084		
CURRENT ASSETS				
Stocks	500		-	
Debtors	943		-	
Cash at Bank and in Hand	<u>17,286</u>		<u>2,985</u>	
	18,729		2,985	
CREDITORS: AMOUNT FALLING DUE WITHIN ONE YEAR	<u>2,902</u>		<u>820</u>	
NET CURRENT ASSETS		15,827		2,165
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>20,911</u>		<u>2,165</u>
NET ASSETS		<u>20,911</u>		<u>2,165</u>
CAPITAL AND RESERVES				
Profit and Loss Account		20,911		2,165
		<u>20,911</u>		<u>2,165</u>

The accounts produced in this report are summaries of the full accounts which are available for inspection at the Hastings Trust offices.

HASTINGS TRUST TRADING LIMITED
PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31ST MARCH 1992

	1992	
	£	£
Turnover		11,441
Cost of Sales		(8,057)
		3,384
Gross Profit		3,384
Other Operating Income		11,405
Administrative Expenses		(12,528)
		2,261
Operating Profit		2,261
After Charging:		
Auditors Remuneration	1,890	
		2,261
Profit on ordinary activities before taxation		2,261
Tax on Profit/Loss on ordinary activities		-
		2,261
Profit on ordinary activities after taxation		2,261
Profit for the financial year		2,261
Retained Profit for the year		2,261
Retained Profits carried forward		2,261

HASTINGS TRUST TRADING LIMITED
BALANCE SHEET AS AT 31ST MARCH 1992

	1992	
	£	£
FIXED ASSETS		
CURRENT ASSETS		
Debtors	537	
Cash at Bank and in Hand	<u>3,737</u>	
	4,274	
CREDITORS: AMOUNT FALLING DUE WITHIN ONE YEAR	2,013	
NET CURRENT ASSETS	<u> </u>	2,261
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>2,261</u>
NET ASSETS		<u>2,261</u>
CAPITAL AND RESERVES		
Profit and Loss Account		2,261
		<u>2,261</u>

The accounts produced in this report are summaries of the full accounts which are available for inspection at the Hastings Trust offices.

Opportunities abound in times of crisis and the Trust is in a unique position to seize those opportunities as they arise because of its unique status as a charitable body working for the benefit of the Town.

In times of economic uncertainty it is essential to mobilise the resources available in Hastings for the benefit of all. This should be on a complementary basis rather than competitive, and should not be seen as an alternative to the Council but as a support. To aid this, the Trust could for instance:

- Promote the use of the voluntary sector in Hastings, so that a vastly under-used and virtually unrecognised resource to the Town is made available. Standing in the centre, acting as a mediator, the Trust is in an ideal position to promote this co-operation of the public, private business and voluntary sectors in a three-way partnership, which will make better and fuller use of the local human, financial and material resources. To develop this, a mutual support and information network is needed to maximise existing resources and avoid duplication of services. The Trust can provide just such a network through its Community Resource Centre and database.

Following on from this, there are very real services that the voluntary sector network could provide for the Town free, or at no cost. e.g. a feasibility study is required for the tramway along the seafront - the Trust, using its contacts, has professionals willing and able to take on the study. This wealth of talent was amply illustrated by the "Towards Hastings 2000" newspaper, where there were actually more articles than could be accommodated.

- Expand its enabling role, whereby other groups and individuals can gain help and support for their ideas without the Trust having to take a major role. FOSMIC is a good example of the Trust's "enabling" policy, whereby the Council were able to work through us as a mediator to aid another group. The South East Coast Alternative Technology Centre could be just such another.
- Take the initiative and promote a symposium on seaside towns following the Civic Trust campaign which featured Hastings and the use of the Hastings Trust as a means of promoting regeneration. This could help the Town's conference trade and generate national interest.
- Help protect existing resources e.g. in conservation. English Heritage cut-backs could seriously affect Hastings' conservation areas. The Trust can continue to promote awareness of good conservation and regeneration practice, and to help and advise owners by liaising with funding bodies and professional advisors.
- Start a consciousness raising campaign of the hidden areas of Hastings by use of packs of small cards listing "oddities" and beauties. e.g. "Hastings has the oldest underground car park in the U.K." Details of where to find further information on the particular subject would lead the reader elsewhere in the Town.
- Work with T&L to promote inter-Cinque Port links through the South Coast Development Trust network.
- Channel information on what is happening elsewhere in the country with regard to regeneration and development.

The Community Resource Centre contributes to all of the above and any other initiatives that arise. It can also act as a catalyst for other initiatives.

Hastings Trust Board

George Adams

Peter Billington

Chezel Bird (English Heritage
Co-opted Representative)

Cllr. Pamela Brown, OBE
(Borough Council nomination)

Dennis Collins (Hastings & St.
Leonards Chamber of
Commerce)

Alma Hanson (Burtons' St.
Leonards Society)

Cllr. Ossie Hughes
(ESCC nomination)

Prof. Michael Hunter
(Co-opted)

Rachel Lewis

Alan Privet

Don Richardson

James Risbridger

Cllr. Paul Smith (Chairman)

Mike Stuttle

John Turner

Advisor:

Tony Fry (Borough Planner)

●

The Hastings Trust wishes to thank all its members and the following individuals, organisations and local government departments for their help and support throughout the past year. This was the community at work for the community:

5th Battalion, The Princess of Wales Royal Regiment (formerly 5th Battalion, The Queen's Regiment, Territorial Army)
 Acres Wild
 AJK, Architects
 Aldo Compagnone
 Brian Tomkins
 British Rail
 British Trust for Conservation Volunteers (BTCV)
 BT
 Burtons' St. Leonards Society,
 Central Government -
 Department of the Environment
 Cinque Port Press
 Civic Trust
 Coblands Nurseries
 Diocese of Chichester
 Drinkwater- Sabey Ltd
 East Sussex County Council
 Departments of Education,
 Planning, Careers Advisory
 Service, Libraries & Arts
 English Heritage
 Fargo
 Fiona Pitt-Kethley
 Friends of St. Mary in the Castle

Greg Stevens
 Hastings Area Archaeological
 Research Group (HAARG)
 Hastings Borough Council
 Departments of Planning,
 Tourism and Leisure,
 Environmental Health,
 Engineers, Borough Secretary,
 Housing, Employment Training,
 Employment Action
 Hastings College of Arts and
 Technology
 Hastings Contract Services
 Hastings Pier Company
 Ian Hunter - local artist
 James McNaughton
 Paper Group Ltd.
 Old Hastings Preservation Society
 Old Town Forum
 Mad Jack's Morris Dancers
 Partnership Ltd.
 Pier Preservation Society
 Reg Whimhurst
 Richard O'Connor
 Riviera Gallery
 Robert Tressell Workshops
 Roebuck Tool Hire
 Sheltered Workshop
 Southdown Small Tool Hire
 Staff of Tesco's
 Stamco
 Stuart Page, Architects
 The Greenjackets Ltd
 Tony Maher
 Trade Paints

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 Company Limited by Guarantee
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 Auditors: Gibbons & Mannington
 Development Consultants: Partnership Ltd