



HASTINGS TRUST
Review

Contents

- 2 Director's Report
- 4 Personnel
- 7 Projects
- 10 Environment Project
- 11 OASIS
- 12 Wheels Project
- 15 Greenway Project
- 16 Resource Centre
- 17 Financial Review
- 18 DTA
- 19 Annual Report

Director's Report

A lively and dynamic period

The interval since the last review has been a lively and increasingly dynamic period for the Hastings Trust, with new funding regimes, new projects and new partners.

The Trust has been fortunate enough to take advantage of all these to broaden and support its aims and objectives and achieve results. But such was the pace of life that we went "on-line" and plunged into electronic mailing to cope with it all.

On the policy side, the Trust developed a new five year business plan to identify and focus its work for the future; an equal opportunities policy was adopted during 1996 and new monitoring procedures were introduced to see if the Trust was achieving its objectives in the way it serves Hastings and the community.

As ever, the Trust's work has been carried out in partnership with the public, private and voluntary/community sectors. It is interesting to note the the new government is committed to promoting partnerships for regeneration and that they see the voluntary sector as an essential partner.

It is wonderful to be able to report that Hastings, for once, is in the vanguard of a movement, having already recognised and demonstrated the principle by the

formation of the Hastings Regeneration Partnership in 1996.

However, the greatest achievement for the Trust itself was the acquisition of a permanent home and asset base in a prime town centre location. As our Chairman wrote in the last review - "like Robert the Bruce's spider, we shall persist" - we did and it finally paid off.

The premises at 35 Robertson Street has been made possible by a grant from English Partnership's Community Investment Fund, a loan from the Charities Aid Foundation's "Investors in Society" and a donation from the Ernest Kleinwort Foundation. Once converted, the building will provide the Trust with a resource centre, library, training area, meeting and seminar rooms and offices, supported by the Single Regeneration Budget Challenge Fund.

The Trust has been fortunate in other areas: the Wheels Project finally became a reality (see P.12) and secured National Lottery Charity funding for three years. The Ore Valley Health and Social Centre became OASIS and secured Joint Finance from the District Joint Planning Team for three years (see P.11). This has provided a new role for the Trust as managing agent for both projects and increased the

Director's Report

Period of real growth

permanent staff by three new members.

All in all this has been a period of real growth in many directions for the Hastings Trust and its team has adapted with their usual enthusiasm, energy and efficiency.

For the next year the Trust is looking to:

- complete the conversion works on the new building
- launch the Hastings Resource Centre
- start training courses
- establish a Building Preservation Trust
- review its action plan
- undertake a social audit
- continue to enable and support regeneration in Hastings

My thanks are due to many especially our Chair, Stephen Hinton and Hastings Borough Council for "being there".



Executive Director: Christine Goldschmidt

Personnel

Staff Increase

The Trust's staff increased over the period of this review and will increase again over the coming year.

We welcomed Matt Prestedge as the Wheels Project Manager and Clare Croft joined us as the Ore Valley Health and Social Care Centre (OASIS) Project Development Worker. Caroline Studley later joined us as the Wheels Project Worker.

The Community Environment Development Project Officer, Rod Smith, continued to be supported by English Nature and Isobel Blackman Foundation. James Rose, his post supported by Hastings Borough Council, continued as Project Officer.

Rob Firth as Finance and Support Officer, and Heather Smith as Administrator complete the staff team under Christine Goldschmidt, Director.

For the future, the Trust will appoint a Development Manager to further support its project work. Thanks to SRB, the Trust will also be appointing a Resource Centre Co-ordinator and an assistant worker to develop our services at the new Centre.

Volunteers - the Trust's and Hastings' major resource

The Hastings Trust believes that everyone has something to offer and our trainees and volunteers come from all walks of life with a diversity of skills, abilities, and life experiences.

The Trust discusses volunteers' options and, if they decide to join us, will encourage, support and respect

them both as a member of the team and as an individual. The Trust actively encourages training for volunteers both in-house and externally.

The value of volunteer hours over the period of the review was **£232,212** (based on the NCVO figure of £7.84 per hour). Given the number of people who volunteer all over Hastings, their value to the local economy is immense.

Volunteers at work:

Reception and Administration

The Trust's receptionists are its "public face" and over the period of the review, every one of our 11 trainee receptionists adapted to their new found role and responsibilities.

Two volunteers from the United Nations Association of Japan, Akiyo Noda and Mirei Yoshimoto, assisted Sarah Taylor with reception duties for two weeks. Mirei recently wrote:

"I miss working with you. Working at Hastings Trust is the most exciting and fruitful experience.....My experience at Hastings Trust is also advantageous for my internship in DC. I hope to keep in touch with you. Hope your volunteer work goes well"

Information and IT

Lawrence Homewood paid especial attention to the organisation and maintenance of our Resource Library, ensuring it became ever more accessible and "user friendly".

Chris Fyfe and Nigel Harvey, were continually "one step ahead" in DTP.

Personnel

Volunteers – a major resource

Their competence and expertise resulted in some highly professional material being produced.

Chris Fyfe and Kevin Carias also "fine tuned" our community data base, having spent long hours developing the programme. Chris trained and encouraged many initiates in the "wonders" of IT; Kevin is the Trust's LA 21 contact, maintaining and updating the "LA21" database for East Sussex users, whilst Nigel Harvey's and Annie Hunter's multitude of artistic talents were forever in demand.

Stuart Greenstreet, Kevin Carias, Chris King and Dr. Renate Reuther-Greaves worked unstintingly on the new Resource Centre Programme.

Projects

Dave Weller earned the respect of all for his self reliance, excellent work and dedication. A whole range of groups and individuals benefited from his fundraising efforts, especially the "Wheels" project and two hugely enjoyable events, Hastings Bonfire Celebrations and the Beach Concert, have become permanent local fixtures.

Steve Bridger joined the Trust to compile a "Buildings at Risk" register. The information will form part of English Heritage's National Register and support the work of Hastings Borough Council's own register.

Andrew Thompson and John Stockley, provided Architectural Surveys for our new premises in Robertson Street and our abortive attempt to secure Bank Buildings.

Alan Rogers gave the Director some invaluable support whilst on an intensive Management Training Course. His commitment was commendable.

Six volunteer instructors on the Wheels project support and enable all our young people to achieve the highest levels of competence in the workshop.

Wayne Pope and Dick Dickson and worked on magnanimously through thick and thin on the High Street



Anthony McQue & volunteer – reviving lost skills

Personnel

Trainee of the Year – Finalist!

Garden. A real case of "without whom....".

Anthony McQue, a professional sculpture and a born perfectionist hand-crafted the pieces under difficult circumstances to ensure a quality finish to Wellington Steps.

'C' Company 5th Battalion, Princess of Wales's Royal Regiment maintained their dedication and efficiency on every project they undertook for the community.

The work of our Community Action volunteers became known to many in Hastings and it was with much sadness that we said good-bye. Their support during the last six months of the scheme (April - October '95) across the whole spectrum of the Trust's activities should never be underestimated. It is encouraging that to this day some continue to volunteer with the Trust as, and when, they have the time.

Board of Management

Our Trustees gave unstintingly of their time, skills, qualities, wide breadth of knowledge, experience and expertise. They are dedicated to the Trust's work in Hastings and continually strive to ensure that the Trust works to achieve its aims and objectives.

Stop Press!

As our Review goes to print we hear that Sarah Taylor has been selected as a finalist in the Personal Achievement category of the Sussex



Trainee Finalist of the Year: Sarah

Enterprise "Trainee of the Year" competition. Sarah joined us as a trainee receptionist and in addition now provides invaluable administrative and secretarial support to all the staff.

The Trust would like to thank all our volunteers - unfortunately now too numerous to mention individually.

For the Future

The Trust is looking to widen the possibilities for volunteering across Hastings from its new Resource Centre in Robertson Street. It is also a partner in an exciting new multi-agency initiative: The Youth Volunteer Development Project funded under the "Make a Difference Scheme" by the Department of National Heritage.

Projects

Emphasis on Physical Projects

Since the termination of the Community Action team, the emphasis on physical projects is moving towards management of larger projects or direct supervision of volunteer projects.

Given the amount of work in the pipeline, this seems to be the most efficient direction the Trust can take to achieve its objectives to improve the local environment and enable others to improve their local environment.

As ever, levels of funding and amount of volunteer support available dictate the pace of the work.

To pursue projects, aid the research and development required and support other groups, James Rose was appointed Project Officer in August 1996, with part-funding support from Hastings Borough Council for a period of two years.

Currently, the Trust is developing projects with a number of partners including: Hastings Borough Council: Conservation Section and Smarten Up Hastings Campaign; Town Centre Management; East Sussex County Council - Highways Department; 1066 Housing Association; Hastings Greenway and many Community Groups and Resident's Associations.

Sample of projects on the ground:

High Street Garden

This has been one of the Trust's most ambitious physical projects to date. Working with many partners, the previously derelict site of 55 High

Street has been transformed into a paved courtyard garden with a pergola and planters. Trade Paints Ltd. will open the garden for public use which also provides an attractive alternative route into their premises.

The Trust would particularly like to acknowledge the many hours of voluntary labour undertaken by Wayne Pope and Dick Dickison, without whose help the project would not have been possible.

Partners: Trade Paints Ltd., Hastings Borough Council, Conservation Department, Smarten Up Hastings Campaign; Old Hastings Preservation Society; Hastings Old Town Resident's Association; High Street Traders, R. Winchester and Son; Stamco Ltd.; George Simes and Sons.



Lightening the load

Projects

A good example



HASTINGS TRUST
REVIEW

London Road, St. Leonards

Physical enhancement works to this frequently used public right of way included major redecoration of walls, doors and railing with the addition of informative sign writing.

With the current enthusiasm expressed in Central St. Leonards following SRB III success, it is encouraging to see that Hastings Trust has once again kick-started a 'hands-on' project in which residents can see improvements on their doorstep.

Alfred Street/London Road Footpath

Works are near completion to yet another well-used footpath, following restoration works to wrought iron Victorian balustrades, redecoration to church doors which have been defiled for decades. Work will now begin to repair the steps and decorate bollards and walls.

Whilst the Trust would never suggest that these limited works can solve all the problems, it believes that they are a good example of what can be achieved with a modest amount of funding.

The general air of well being in the area has been improved when taken in conjunction with other works carried out by individual property owners locally.

Town Centre Management Projects

The Trust has always believed in harnessing local commitment towards regeneration in Hastings and the commercial town centre is no different.

Projects

Working as part of the Town Centre Management Group, the Trust plays its role in supporting Monica Adams-Acton in the revitalisation of the town centre. As a member of various working groups, the Trust focuses on conservation, design and physical project work.

Future projects in the pipeline include:

Provincial Passage - creating a defined pedestrian access to this short-cut from Havelock Road to Priory Street/ Cambridge Road. Works include new lighting, hard and soft landscaping and re-decoration.

Trinity Passage - Enhancement works to another footpath to include construction and re-decoration work to enhance the rear of the properties adjacent to Holy Trinity Church.



Teamwork!

Environment Project

Supporting the Community



Hastings Community Environment Project is now the main focal point for community involvement in natural environmental improvement at the local level. Supported by English Nature, this project has enabled the Trust to work in all of the Borough's 16 wards supporting 40 schools, community groups and residents associations in transforming their natural environment.

Three examples of the local projects undertaken:

Linley Ravine

This rubbish strewn site sloping down to a stream - has been identified as having great potential for a community park. Working with the Linley Resident's Association and BTCV, this project has won support from Barclays Sitesavers and the Countryside Commission's Millennium Greens Fund. Having cleared the rubbish, the next step is to protect the site from further degradation and undertake a feasibility study with the local community.

Railway Cottages

Volunteers have transformed an abandoned bank next to the railway bridge into an attractive amenity. Aided by the Hastings Environmental Action Response Team, the scrub was cleared. Residents planted trees and shrubs funded by an HBC Environmental Bursary Award and are about to replace fencing following a BT/Civic Trust Environment Week Award.

Mitchell Memorial Garden

Following the death both of Pam Mitchell, chair of the Hollington Resident's association and her husband, local residents wanted to create a garden in their memory.

A disused garage block surrounded by concrete had already been identified as a suitable site for environmental enhancement within the estate and residents then asked that it should become the Mitchell Memorial Gardens.

Working with local residents and the 1066 Housing Association, the Trust was able to draw the plans together and manage the project. Sponsorship for the project came from Barclays Bank plc and Walker Brothers Construction (UK) Ltd. to support the funding from 1066 H.A.

Project Aim

Hastings Trust Community Environment Project aims to enable local community groups and schools to develop projects to enhance their local environment.

- a) To develop projects to improve the environmental value of green spaces around the borough with local residents and community groups.
- b) To develop for schools within the borough, areas where ecology can be studied - either within the school grounds or nearby.

OASIS

Ore Advice, Support, Information Service

OASIS was conceived as a result of a survey of needs commissioned by the East Sussex Family Health Services Authority and East Sussex Health Authority in Summer '95, following the 'Planning For Real' exercise in the Ore valley.

Thanks to initial funding from the Hastings and Rother Joint Planning Team, a flat above the Neighbourhood Office in Malvern Way, Broomgrove was converted for use and a part-time development worker was appointed. Both the flat and office are owned by the 1066 Housing Association, who have been very supportive of the project and given the flat for three years rent free.

The Development Worker, Clare Craft was appointed in September 1996

and, since then, the Centre has been decorated, furnished and equipped - thanks to Clare's hard work and donations from the Isabel Blackman Foundation, Magdalen Lasher Charity, Fix It Campaign, etc.

The Centre offers free advice, information and help on a diverse range of topics relating to the health, education and cultural needs of the residents living in Ore Valley area - particularly those who are residing on the Broomgrove, Deepdene and Farley Bank Estates.

Sessions and courses are provided by various agencies on a voluntary basis: Care for the Carers, Morris Smith Solicitors, Hastings College of Arts and Technology, Priory Playlink, Sussex University Centre for Continuing Education and HBC Arts Development.

A Steering Group of providers and residents contribute to the project's development and feel it is vital to empower the local residents to give them the self confidence to improve their own lives, feel proud of what their neighbourhood has to offer and also to have some ownership of the Centre.



Open Day at OASIS

Wheels Project

Up and Running

Crime prevention and alternative to offending work is receiving a high profile at present, but the Wheels Project, which offers young people between the ages of 11 and 25 legal access to cars and motorcycles has been the focus of attention by agencies in Hastings and Rother since 1994.

This matched the need for a Wheels project expressed by the young people themselves in a 'Planning for Real' exercise in 1994.

In the Trust's last Review, Wheels was being slowly pushed forward with a small workshop on the Ponswood Industrial Estate, vehicles donated by the Sussex Police, a battered mini-bus

and a project development officer about to be recruited.

By April 1996, Matt Prestedge was appointed Development Officer, a larger workshop was secured supported by donations from the Sussex Police, Hastings Borough Council, Hastings Area Youth Services, an anonymous Trust, Rother District Council and the Hastings Trust.

In June 1996, the project was fortunate enough to be awarded £160,000 over three years by the National Lottery Charities Board. This funding, for capital and revenue costs, enabled the project to expand apace with further valuable advice



"These hand-held fireworks are great!"

Wheels Project

Volunteer Instructors

and donations from the Royal Mail and the Meridian Project, Newhaven.

A Wheels Project Worker, Caroline Studley, was appointed in November 1996 which enabled all the relevant policies, training and volunteer packs to be developed and implemented.

Volunteer Instructors were recruited and inducted and, on November 12th, 1996, the first of 44 young people on the waiting list entered the workshop.

The young people, of mixed abilities and backgrounds residing in Hastings and Rother, attended on one of three evenings a week for the first level of training.

All the young people come to Wheels with a "clean slate" and enter into a contract to abide by the workshop rules and not to commit an offence whilst attending the project.

Those who break the contract are suspended and may reapply after six months if their behaviour has changed.

Workshop sessions are staffed by the Project Manager and his team of six volunteer instructors. Each youngster goes through the four workshop areas: welding, car maintenance, bike maintenance, fabrication and design, gaining a certificate for each area completed.

The rate of absorption and development by the young people has been astonishing in all the work areas, with the Wheels first racing

mini completed by early May, 1997 and exhibited at the Bexhill 100 show, where it drew many admirers. The Project Manager believes that the workshop's success has been due to experiential learning with 90% of the activities being hands-on and 10% classroom based. The young people themselves offer reasons:

"Wheels has given me the opportunity to become involved in a project that few people have had the chance to attend."

Oliver Newman - 16 years

"Wheels is good because I get the chance to work on cars and motorbikes, and then, race them."

Shaun Newman - 14 years

"I like Wheels because it keeps me off the streets and I like working on cars and bikes."

Alan McDonald - 14 years

"Wheels has been an advantage to me for two reasons:

- My moto cross bike was burnt and damaged during an attempt to steal it. I was able to rebuild my bike at Wheels, and now I keep it there full-time.*

- I no longer ride illegally, because if I offend, I will lose my place on the project, which I believe is a good idea."*

Peter Sellens - 16 years

Wheels Project

Wheels Roadshow

"Wheels has been an advantage as it keeps me and many others off the streets, and allows us to race cars and bikes legally."

Matt Isden - 17 years



"The perfect mechanic - 8 arms & 4 heads"

"I like Wheels because it keeps me off the streets, and I learn a lot more about cars and bikes."

Matt Joy - 14 years

With the experience gained by the youngsters in the Wheels workshop, one has already gained an apprenticeship in motor maintenance and another has gained employment as an Auto glass fitter. Residents of a nearby housing estate now sleep easily at night, attributing this to the fact that all

illegal use of vehicles by young people has now ceased.

For the forthcoming year, the project team will be developing new areas of activity:

- A young people's forum will be set up, enabling them to have a greater input into project development.
- The Wheels Racing Club will be formed to enable young people who have completed their training to stay involved with the project. The club will hold race meetings, promotional events and social meetings.
- A "Wheels Roadshow" will be visiting schools, youth clubs and residents associations to recruit new trainees and instructors and to pass on the message.
- Day-time sessions, after school and evening sessions will start from September 1997.
- A Social Committee to be formed, consisting of people who have no workshop skills but a desire to organise social and fund-raising events for the project.

Greenway Project

First Phase

PROPOSED The Greenway project is the first phase of a long term community initiative designed to improve the environmental quality of Hastings' urban setting and to widen the range of recreational, training and employment opportunities for local people.

A major element of the first phase is to develop a well landscaped linear park through the centre of Hastings, on what is currently semi-derelict railway land.

This first stage will form part of a proposed series of greenways which will provide a network of new and upgraded traffic-free routes for pedestrians and cyclists within Hastings.

A key feature within the Greenway is the concept of providing pocket parks along the route - small public spaces with a particular focus of interest responding to specific locations and to unique existing features such as the needs of a local community or an interesting view.

Greenway is now embodied in the Borough Plan (1996) and is currently going through its detailed feasibility stage, an important aspect of which is the continuing consultation and collaboration with local schools and

residents, community and special interest groups.

An interesting example of partnership, this major environmental initiative was originated by two local residents Tim Jemison, landscape architect, and John Hibberd, architect, as a concept in 1995.

The proposals were developed in conjunction with three major partners Hastings Trust, Hastings Borough

Council and Railtrack and was awarded £460,000 over six years from Single Regeneration Budget Challenge Round II.

The project is managed by an executive

committee

chaired by the Hastings Trust and supported by Hastings Borough Council. Partnerships funding from SRB II, Hastings Borough Council, East Sussex County Council, Railtrack and Hastings Trust. Other sponsors and supporters to date include: BT/Civic Trust Environment Week, the RIBA, Marriott's Photo Store and a recent donation of land by Mrs. Condon.

Although progress has been slow, due to Railtrack's privatisation process, Southern Water's proposals for major tunnelling plans in Hastings and the planned Station Yard sale, site starts are planned for late 1997.



Union Road Arches - Prospective Greenway Initiative

Resource Centre

Support for all

The public face of the Trust, the Resource Centre at Havelock Road continued to offer support, advice use of equipment and a range of services to local groups, organisations and individuals in Hastings.

Over the past twelve months staff and volunteers have dealt with 822 personal callers seeking advice and use of our services. 16 groups regularly used the meeting rooms.

All Trust staff and volunteers also dealt with a myriad telephone queries, but, to date, we have not been able to monitor our telephone calls with any accuracy. Suffice to say that the Trust had to install another telephone line to cope with the work and that Wheels and OASIS have their own lines to cope with their calls.

The Trust is now developing a new system to monitor telephone enquiries to help it deliver a better service to the community it serves.

For the future, the Trust is, at last, moving to its own Town Centre premises in Robertson Street.

The new Resource Centre will offer a wider range of equipment and facilities: a computer network, internet access, a new, speedier photocopier, enlarged library, education packs and videos and a 'Tools for Building Community' database. Upstairs there will be a quiet reading and research area

and meeting/ seminar rooms. An To try and meet everyone's needs, an accessible lavatory and changing facilities are being incorporated within the Centre.

The Trust sees this as an opportunity to provide a meeting place for all in the heart of the community. To use it to work with all sectors to revive the local economy and protect all that is good in the Town for future generations.



The Chair sprucing up Havelock Rd

Financial Review

Widening the net

In pursuance of the Trust's aim to increase its self-sufficiency, financial support for the Trust came from a number of sources. Core funding support came from HBC's Planning and Highways Committee, with additional funds from management fees.

Project funding came from a variety of sources: local authorities, National Lottery Charities Board, the District Joint Planning Team, Sussex Police, English Nature, Hastings & Rother Youth Service, Rother District Council, charitable Trusts and government agencies.

The new SORP practice for charitable accounts is now in place. This demands that in a charity's accounts, designated funds are separated from general funds and that the accounts must

be submitted to a full independent audit.

The Trust has been operating in this way since its inception as a matter of good practice, so the new regulations presented us with no difficulties.

Our turnover has increased once again and the Trust must now look to secure its financial future. An asset base will help its stability in the long-term and the Trust's aim of trying to raise a large proportion of its funding from outside the local authority remains a priority.

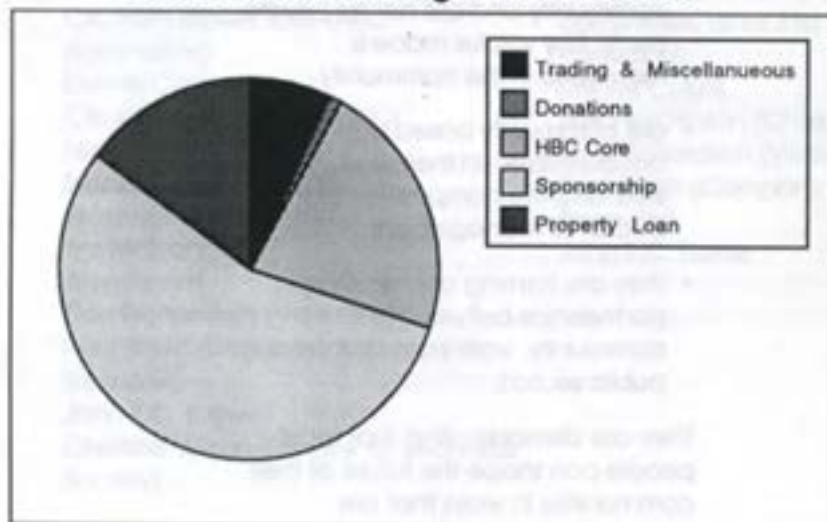
Once again the value of the volunteer in put and "in-kind" donations swells the value of the Trust's work. Over this period, volunteer hours amounted to 32,474 valued

at £232,212 (NCVO Figs. at £7.84 per hour).

Thanks for financial support are due to Hastings Borough Council, East Sussex County Council, English Partnership's Community Investment Fund, the Charities Aid Foundation's 'Investors in Society', the Single Regeneration Budget Challenge Fund, Ernest Kleinwort Foundation, Isabel Blackman Foundation, National Lottery Charities Board, Sussex Police, Rother District Council, Magdalen Lasher Charity, English Nature, an anonymous trust and the Civic Trust Local Projects Fund (see full acknowledgements on P.25).

The Trust's Accounts will be found at the rear of the review.

Sources of Hastings Trust Income



The Development Trusts Association is the national body for development trusts. Its mission is to enable sustainable regeneration by supporting the efficiency, effectiveness and growth of development trusts throughout England, Wales and Northern Ireland.

The Hastings Trust is a founder member, the Director sits on the DTA Board of Management and is the South East Region Co-ordinator.

Development Trusts are value led and share a number of basic principles:

- are concerned with the long term regeneration of an area in its widest sense - with its economy, its environment, its facilities and services and the 'spirit' of its communities.
- they seek to be financially self-sufficient - not just relying on grants.
- they aim to create assets in the community and are not for private profit. Any surplus made is reinvested in the community.
- are community based and accountable - in their work, their style and the composition of their boards of management.
- they are forming and working in partnerships between the community, voluntary, private and public sectors.

They are demonstrating that local people can shape the future of their communities in ways that are

sustainable, innovative and entrepreneurial. In short, they ensure that the process of regeneration works.

Annual Report 1996-7

Report of the Board of Management of Hastings Trust Ltd.

Status

Hastings Trust Ltd. is a registered Charity and is constituted as a company, limited by guarantee. Its objectives and powers and other constitutional matters are set out in its Memorandum and Articles of Association.

Structure

It is governed by a Board of Trustees which is responsible for setting the strategic direction of the organisation and for establishing policy. Inevitably there have been changes in the make-up of the Board during the year: Chris King, Barclays Commercial Services, stepped down 1st February, 1996 due to pressure of work and Tim McDonald came on to replace him on 15th March, 1996.

The Board as at 31st March, 1997 consists of:

- George Adams (AJK)
- Cllr. Pam Brown, OBE (HBC nomination)
- Dennis Collins
- Cllr. Cathie Farrington (ESCC Nomination)
- Stephen Hinton (Chair)
- Professor Michael Hunter
- Tim McDonald
- Alan Privett
- Don Richardson (Vice-Chair)
- Paul Smith (Company Secretary & Treasurer)
- John F.C. Turner
- Christine Wilson (Burtons' St. Leonards Society)

Advisors

A.W.K. Fry, Director Technical Services, HBC
Nick Antram, English Heritage

The Board of Management meets at least four times yearly and delegates the day-to-day operation of the organisation to a full-time professional staff led by a Director. The staff, as at 31st March, 1997 consists of:

- Christine Goldschmidt, Director
- Heather Smith, Administrator
- Robert Firth, Finance and Project Manager
- James Rose, Project Officer
- Rod Smith, Community Environment Development Officer
- Matt Prestedge, Wheels Project Manager
- Caroline Studley, Wheels Project Worker
- Clare Croft, OASIS Co-ordinator.

A Policy and Finance Committee of the Board meets between Full Board meetings to give finer direction on policy and to consider reports from internal and external auditors. This committee, as at 31st March, 1997 consists of:

- Dennis Collins
- Stephen Hinton (Chair)
- Don Richardson (Vice-Chair)
- Paul Smith (Company Secretary & Treasurer)
- John F.C. Turner

Annual Report 1996-7

A team of seven voluntary workers have consistently assisted the staff throughout this reporting year.

Mission

To achieve a better focus of the Trust's role and purpose, the Board has adopted the following Mission Statement for the Trust:

"To create active partnerships between the public, private, voluntary and community sectors and to enable them to work together for the economic, environmental and social regeneration of Hastings."

Delivering the Mission

The eight factors that are felt to be critically necessary to the success of the Trust fulfilling its aims are:

1. Enhance the Trust's partnership with the public, private and community/voluntary sectors.
2. Develop and sustain a set of well-differentiated, complementary and relevant products and services.
3. Plan and secure adequate resources to ensure the long-term viability of the Trust and achieve the necessary scale of environmental improvement and regeneration of Hastings.
4. Demonstrate that the Trust is delivering identifiable, quantifiable

and sustainable achievements of high quality.

5. Implement environmentally sound policies and systems that ensure efficiency, effectiveness and value for money.
6. Enable the human resources available to the Trust to contribute to their full potential.
7. Promote a greater awareness and appreciation of the local environment among the whole community, enable, and encourage sustained participation in Hastings' regeneration.
8. Support the progression of the Development Trust's Association (DTA) network, nationally and internationally.

Strategy

To successfully achieve the Mission, a strategy has been formulated consisting of two stages. The first is to set down a medium-term strategy on issues of broad policy affecting the Trust's activities.

The second stage sets out the Trust's programme and the individual targets for each programme area, particularly during the coming financial year.

The finer details of this strategy can be read in Section 3 of Hastings Trust Business Plan. Sufficient to mention

Annual Report 1996-7

within this Report that the Trust will, during 1997/98:

1. Endeavour to establish strategic initiatives in key areas of action, including:
 - Buildings at Risk
 - Community Capacity Building
 - Education and Training
 - Derelict Land
 - Environmental Enhancement
 - Research and Development
2. Promote a programme of Key Projects, including:
 - Wheels (Youth Off-Road) Project
 - Hastings Community Environment Project
 - "Smarten Up" Hastings Campaign
 - Enhancement Team
 - "Greenways"
 - Community Resource Centre
 - OASIS
 - Community Database
 - Stade Warden

Finance

From its establishment, the Trust has always attached a very high priority

to achieving high standards of financial management and control.

For a company of the Trust's modest size, its financial management is surprisingly complex: the numerous different types of income, the very complicated funding arrangements for individual projects (each funding source often with its own requirements/procedures), the need to differentiate core and project monies, the mix of commercial and charitable operations, the need to recover fees and overheads on each project, accounting to the Lottery Board on a pro-forma basis, etc.

Much progress has been made in terms of achieving these high standards of accounting and financial control. In 1995 the Trust adopted Intuit's Quickbooks accounting package. This system adequately copes with the attribution of cost centres to individual projects, allowing the Trust to fully comply with accounting requirements for charities re designated funds.

The Balance Sheet as at 31st March, 1996 and 1977 is shown within this report.

Auditors

Gibbons & Mannington
6/7 Wellington Square
Hastings,
East Sussex.

Accounts

HASTINGS TRUST LIMITED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST MARCH 1997

SUMMARY INCOME AND EXPENDITURE ACCOUNT

	1997		1996	
	Restricted	Unrestricted	Total	
	£	£	£	£
INCOMING RESOURCES				
Grants & Sponsorship	125,915	62,500	188,415	161,489
Donations	1,670	731	2,401	5,388
Membership Fees		426	426	320
Other Income	15,565	14,104	29,669	2,942
Interest Received	728		728	208
Total Income	<u>143,878</u>	<u>77,761</u>	<u>221,639</u>	<u>170,347</u>
RESOURCES EXPENDED				
Direct Charitable Expenditure				
Projects	134,257		134,257	84,228
Other Expenditure				
Administration		75,141	75,141	69,416
Total Expenditure	<u>134,257</u>	<u>75,141</u>	<u>209,398</u>	<u>153,644</u>
NET INCOME FOR THE YEAR	9,621	2,620	12,241	16,703
Total Funds Brought Forward	<u>25,725</u>	<u>(7,264)</u>	<u>18,461</u>	<u>1,758</u>
Total Funds Carried Forward	<u>35,346</u>	<u>(4,644)</u>	<u>30,702</u>	<u>18,461</u>

Accounts

HASTINGS TRUST LIMITED BALANCE SHEET AS AT 31ST MARCH 1997

	1997		1996	
	£	£	£	£
FIXED ASSETS				
Tangible Assets		63,818		4,078
CURRENT ASSETS				
Debtors	9,235		10,209	
Cash at Bank and in Hand	24,009		19,204	
	<u>33,244</u>		<u>29,413</u>	
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	<u>28,732</u>		<u>15,030</u>	
NET CURRENT ASSETS		<u>4,512</u>		<u>14,383</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>68,330</u>		<u>18,461</u>
CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR		37,628		
NET ASSETS		<u>30,702</u>		<u>18,461</u>
CAPITAL AND RESERVES				
Restricted Fund		35,346		25,725
Unrestricted Fund		(4,644)		(7,264)
		<u>30,702</u>		<u>18,461</u>

HASTINGS TRUST
REVIEW

Accounts

HASTINGS TRUST LIMITED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST MARCH 1996

SUMMARY INCOME AND EXPENDITURE ACCOUNT

			Total	
	Restricted	Unrestricted	1996	1995
	£	£	£	£
INCOMING RESOURCES				
Grants & Sponsorship	83,461	78,028	161,489	90,824
Donations	5,128	260	5,388	1,508
Membership Fees		320	320	407
Other Income	1,169	1,773	2,942	15,679
Interest Received	208		208	43
Total Income	<u>89,966</u>	<u>80,381</u>	<u>170,347</u>	<u>108,461</u>
RESOURCES EXPENDED				
Direct Charitable Expenditure				
Projects	84,228		84,228	57,917
Other Expenditure				
Administration		69,415	69,415	56,805
Total Expenditure	<u>84,228</u>	<u>69,415</u>	<u>153,643</u>	<u>114,722</u>
NET INCOME FOR THE YEAR	5,738	10,966	16,704	(6,261)
Total Funds Brought Forward	<u>19,988</u>	<u>(18,230)</u>	<u>1,758</u>	<u>8,019</u>
Total Funds Carried Forward	<u>25,726</u>	<u>(7,264)</u>	<u>18,462</u>	<u>1,758</u>

Accounts

HASTINGS TRUST LIMITED BALANCE SHEET AS AT 31ST MARCH 1996

	1996		1995	
	£	£	£	£
FIXED ASSETS				
Tangible Assets		4,078		1,905
CURRENT ASSETS				
Debtors	10,209		10,655	
Cash at Bank and in Hand	19,204		11	
	<u>29,413</u>		<u>10,666</u>	
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	<u>15,029</u>		<u>10,813</u>	
NET CURRENT ASSETS		14,384		(147)
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>18,462</u>		<u>1,758</u>
NET ASSETS		<u>18,462</u>		<u>1,758</u>
CAPITAL AND RESERVES				
Restricted Fund		25,726		19,988
Unrestricted Fund		(7,264)		(18,230)
		<u>18,462</u>		<u>1,758</u>

Acknowledgements

There were so many individual volunteers, organisations and supporters, that it needs a book in itself to print them all. However, the Trust wishes to acknowledge the following major funding partners:

1066 Housing Association
Anon Trust
Barclays Bank
Barclays Commercial Services
"C" Company Princess of Wales's
Royal Regiment
Centre for Continuing Education
(University of Sussex)
Charities Aid Foundation
East Sussex County Council
Employment Services
English Nature
English Partnerships
GOSE SRB Challenge Fund Round II
Hastings & Rother District Joint
Planning Team
Hastings Borough Council
Isabel Blackman Foundation
Kleinwort Benson Charitable Trust
Magdalen Lasher Charity
Marshall Tufflex
Morris Smith Solicitors
National Lottery Charities Board
Property Service Agency
Railtrack South
Rother District Council
Royal Mail
Sussex Police
Tressell Training Unit

In total, the Trust worked with:

- 87 individuals
- 147 groups and organisations, and
- 56 businesses

Hastings Trust Annual Review

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