

HASTINGS TR

Hastings Trust  
*Annual Review*

1997 ~ 98

---

# *Contents*

---

<b>2</b>	Director's Report
<b>4</b>	Enhancement Projects
<b>6</b>	Resource Centre
<b>8</b>	Tools Database
<b>11</b>	OASIS
<b>13</b>	Building Preservation Programme
<b>14</b>	Wheels Project
<b>17</b>	Greenway Project
<b>19</b>	Young People's Support
<b>20</b>	Personnel
<b>23</b>	Financial Review
<b>24</b>	DTA
<b>25</b>	Annual Report 1997-8
<b>29</b>	Accounts
<b>31</b>	Acknowledgements

# Projects

## Harnessing Partnerships

During 1997/8, Hastings Trust continued to build on past accolades and once again focused on partnerships for success. This has been the essence which enabled us to go from strength to strength, concentrating on employing the wealth of dynamic expertise and enthusiasm invaluable for regenerating our unique town.

Perhaps the greatest achievement to date has been the creation of the High Street Garden on a former derelict site in the Old Town. The project took two years to complete and was inaugurated in August 1997 during Old Town Week by the Mayor, Cllr. Graeme White. The garden would not have been possible without harnessing partnerships to bring the project to fruition.



*Mr. Mayor opens the Garden*

We must remember that we are all stakeholders in the town and should continue to assist and influence in shaping its future so that the inhabitants of tomorrow can continue to reap the benefits.

### Completed projects:

Trade Paints Garden - 55 High Street, Old Town

Creation of public garden on former derelict site.

Trinity Triangle Enhancement - Town Centre

Re-decoration of Library gates and railings; decoration of bollards and handrails to Claremont Steps. Restoration of Trinity Church railings to follow.

St. James's Steps - footpath to St. Mary's Road - decoration of new railings and planting of garden areas to steps.

High Wickham Steps Restoration - All Saints Crescent to High Wickham, Old Town

Re-building of steps and walls; restoration of Victorian bollards and handrails; new post and rail fencing, undertaken by ESCC, following survey and recommendations by Hastings Trust. All re-decoration to bollards and handrails undertaken by Hastings Trust.

Street Furniture painting - George Street, Old Town

Re-decoration of bollards

Provincial Passage Enhancement - Town Centre

Hard landscaping of carriageway and footpath, demolition and reconstruction of walls, new tarmac and railings to footpath.

# Projects

## Harnessing Partnerships

Greenway Embankment  
Planting - Waterworks Road to  
South Terrace Bridge

Clearance and 100 trees  
planted.

### Projects on the way:

Claremont Steps  
Enhancement - Re-decoration  
of walls. Part of a larger  
scheme to include new  
lighting, signs and advertising  
boards.

Christ Church - Alfred Street,  
St. Leonards

Additional restoration to  
rallings to include new gate.

Further projects are under  
development pending the  
Trust sub-contracting with  
BTCV for work under the  
Environmental Task Force  
element of New Deal.



George Hay

# Resource Centre

## A catalyst for building partnerships

The Resource Centre embodies the latest and best thinking on restoring and improving community life. It recognises that many people are working to improve the communities they belong to. It also recognises that people are often isolated, which can result in needlessly duplicated efforts, missed opportunities of help, finance or partnerships.

All taking part in local initiatives must be aware of each others contributions in order to meet the challenge of creating jobs, a strong economy, safe neighbourhoods, well-kept streets, restored buildings, cared-for parks, gardens and green spaces. The Resource Centre will build networks by providing space for meeting and access to information on the social, environmental and economic dimensions and their interactions. All sectors of the community must work together to be healthy and complete, with no one sector dominating the other.

The Centre aims to unlock hidden potential by helping people to find out what they can do for themselves. For example: the business sector, as part of the community, has a social, environmental and economic impact; as do the public and voluntary/community sectors. It is in everyone's long term interest to forge partnerships with the other sectors if a community is to understand and play its full role in regeneration.

### Activities

SRB funding has allowed the Trust to employ two new members of staff, Chris King, Centre Co-ordinator and Kevin Carías, Information Worker. Supported by a team of volunteers, they have set up the monitoring and guidance systems which will enable the Centre to maximise its resources.

During its five months of operation, four of which were spent working amidst the noise, dust and general mayhem of refurbishment, the Centre has acted as guide, mentor, sounding board and initiator, creating opportunities for individuals, community groups and businesses.

10 community enterprises helped.

11 voluntary sector groups supported

Corporate support group created:  
1st Place, Delahaye Europe,  
Springboard Marketing and Lifetime  
Training Solutions.

Groups using the window displays were as diverse as the Womens' Network and the Hastings Tramway Company.

The meeting room has played host to training sessions, meetings, seminars and workshops.

# Resource Centre

## Training

### Training Courses

BTCV Enterprises running environmental NVQ II and III courses.

Lifetime Training Solutions offering NVQ's in IT, Customer Service, Health and Safety, Administration, Reception and Business Strategy.

For the future the Resource Centre will be offering a part-time 20 week course in Revitalising Hastings, payable in GEMS - LETS (a Local Exchange Trading Scheme) demonstrating the Trust's commitment to supporting

innovative ways of generating wealth locally. This is yet another working partnership with Sussex University Centre for Continuing Education.



A 'helping hand' in the Resource Centre - Artwok by JAMM.

---

# Tools Database

---

## State-of-the-Art

A working prototype database for the Resource Centre's 'Tools for Community Regeneration' project is ready for its next stage of development. Successful test runs gave the team confidence to accept the British Council's invitation to present the prototype at the 'Breaking New Ground' International conference to be held at Church House, London, on April 20th, 1998.

The Tools project is based on theory developed by one of our Trustees, John F.C. Turner, from his long and world-wide experience of working with people building their own homes and neighbourhoods. The founder of the Neighbourhood Initiatives Foundation, Dr. Tony Gibson's maxim explains why more knowledge of methods that people can use for their own local initiatives is so badly needed: "Local knowledge and commitment plus professional back-up equals towns and neighbourhoods that work." From bitter experience we all know failures that follow from decisions that ignore local knowledge and frustrate local initiatives.

As the project developed, a paper illustrating the concept of the Tools database was prepared for the Ore Valley Action Planning week-end in September 1997, to show how the basic idea works in practice. The illustrations, over the page, taken from the paper, first identify the tasks to be carried out in any project and then identify available ways and

means of carrying them out - 'The Tools'.

The state-of-the-art database programme also provides the user with references to sources of further help and information available: specialists and specialised organisations, examples of good practices to emulate (and bad ones to avoid) together with documentary sources of all kinds, including videos, manuals, articles and books.

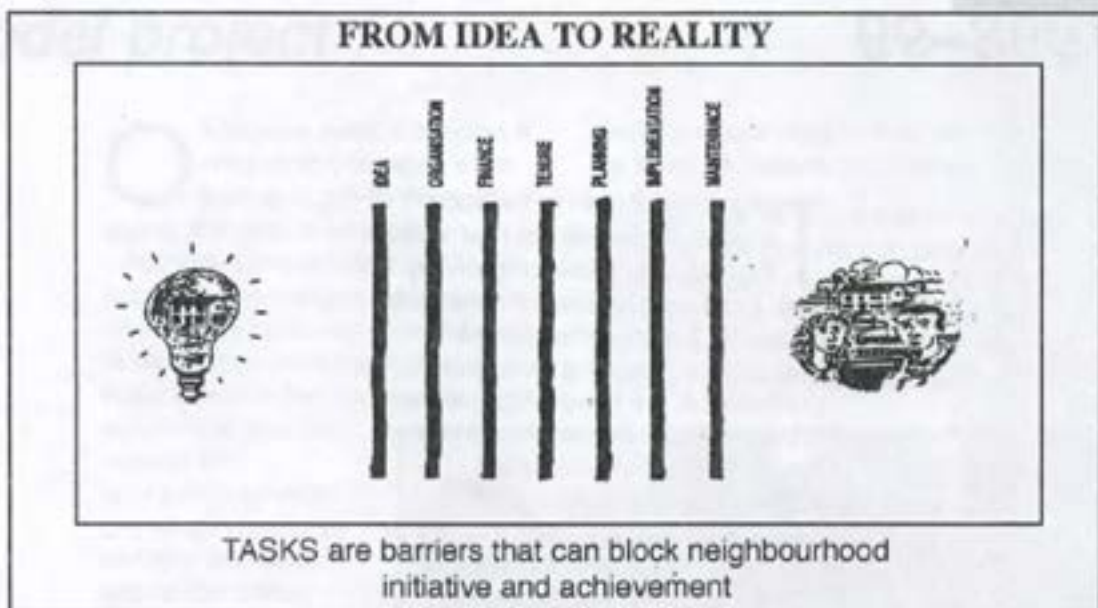
Knowledge provided by the Tools database greatly increases the likelihood of finding a 'route' or programme that complements the user's own resources, thereby increasing satisfaction and reducing costs. This is just what the Tools project aims to do. Information is being added to the database and the service should be ready for general use by this time next year.

The team behind the project now consists of John F.C. Turner and Dr. Renate Reuther-Greaves, with past contributions from Russell Watson, Stuart Greenstreet, Kevin Carlas and Chris Fyfe. Supported by SRB funding, the team now has access to the latest IT equipment and the promise of another researcher/trainee, Birgit Laue. Renate and Birgit, German nationals, will help the project develop a strong European connection.

HASTINGS TRUST  
REVIEW

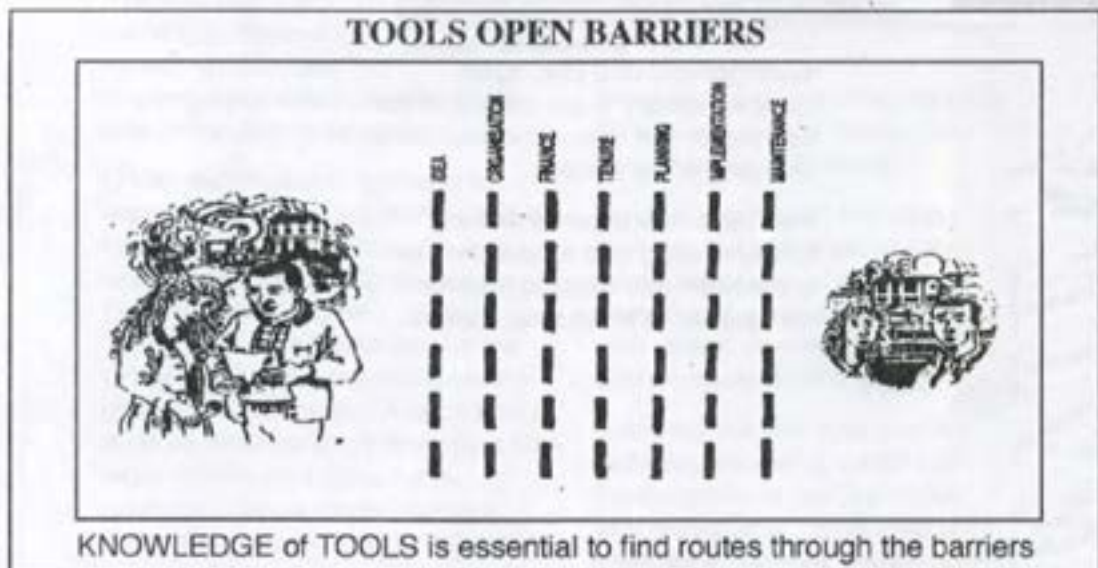
# From Idea to Reality

Fig. 1:



There are seven basic tasks which have to be carried out if an idea is to become a real life project: A project starts with an IDEA of what needs to be done: but this cannot be realised without forming an ORGANISATION capable of finding the necessary FINANCE, of ensuring TENURE of the space needed and of PLANNING and IMPLEMENTING the work. The buildings or services produced will be lost sooner or later, unless they are MANAGED and MAINTAINED.

Fig. 2:



All these TASKS can present real barriers, especially when people are unaware of all the options available to them. The openings in the barriers represent optional TOOLS for carrying out the Basic Tasks. When available tools for carrying out all the tasks are known, many ways of carrying out any particular project are open. When the actually available options are not known, opportunities for potentially successful initiatives may be lost.



---

# Prospects

---

1998-99

The interest shown in the Tools project reinforces the Trust's belief that we are developing a very rare, if not unique, kind of database. Following the aforementioned invitation to 'Breaking New Ground' conference, we have an agreement in principle to co-operate with Barry Knight, (author of 'Voluntary Action' the standard work on voluntary organisations in the UK), of the Centre for Research and Innovation in Social Policy and Practice. CENTRIS is working with Dr. Tony Gibson, author of 'Planning for Real'. The Trust welcomes Tony's interest in exploring the use of our Tools database for the Civil Society Fact Bank, which provides different but complementary information for local initiatives.

CENTRIS' expertise in financing, management and law, again complementary to our own, and this connection will ensure the successful outcome of our project.

The Trust is now urgently seeking further funding and support in order to maintain and expand the team from part-time to full-time workers.

HASTINGS TRUST  
**REVIEW**

# OASIS

## Model project

**O**ASIS (Ore Advice Support & Information Service) went from strength to strength during the year in which it celebrated its first birthday. OASIS has been the instigator of many new community initiatives over the year, its reputation growing from solid support within the community, and its education, support, advice and advocacy services growing in response to local demand across the Valley.

Using OASIS as the model, '147', a second Community Flat, opened in November 1997, run by Farley Bank residents and other statutory agencies working in the area. As with OASIS, 1066

Housing Association provided the accommodation rent free.

OASIS responded to demand to expand the Sussex University Centre for Continuing Education courses which now include 'Changing Experiences of Women', 'IT Skills', 'Study Skills' and 'Volunteers in the Community'. Free benefit advice is given by 1066 Housing Association's Welfare Workers: a solicitor offers free legal advice and Jane Ayres, Hastings College, gives impartial advice about returning to education.

A weekly 'Pop In' coffee morning for older members of the community continues to be very popular, and

OASIS is responding to their demand for Keep Fit Classes and outings.

Another new service is the Baby Clinic, where parents can pop in, have their baby weighed, collect baby milk, talk to the Health Visitor or just have a coffee and a chat. This clinic is very well-used, the only



*Happy 1st Birthday*

alternative being a long trek into Ore Village with buggy, babies and accompanying toddlers.

The Fellowship of St. Nicholas bring their Fun Bus to the Broomgrove Estate every week and are now planning to extend the number of visits as well as visiting Farley Bank and Deepdene on a regular basis.

Following the Ore Valley Action Planning Weekend, OASIS has been the instigator of the Ore Valley News and Views Letter. Produced bi-monthly, it contains articles and comments by local residents. 2,000 copies are produced and distributed around Ore Valley. To date four issues have been produced and it is

## Ore Advice, Support, Information Service

proving an effective method of getting information across the valley and helping to break down some of the barriers that appear to exist between the estates.

The Photography Group (recipient of a Baring Foundation Grant) and the Ore Valley Writing Group - two community projects originally supported by Sussex University (Centre for Continuing Education) and HBC Arts Department - have grown beyond original expectations and continue to flourish. Another group exceeding expectations is the Women's Healthy Lifestyle Group. Started originally with the idea of looking at mutual support on losing weight, it has now expanded to include other women's health issues. The group is now aiming to produce a recipe booklet of food that is low-cost and healthy.

Due to the success and popularity of the Computer Course, more and more people are coming to the Centre to use the IT equipment, which now includes a scanner. Such is the demand that OASIS is now having to set up a booking system.

The Centre is open during normal office hours for general advice, support or advocacy. There is a Resource Library with books on a large range of topics from interviewing skills to filling in forms.

OASIS celebrated its first birthday in the company of Michael Foster, DL, MP, and Keith Donaldson, Chief Executive, 1066 Housing Association

with food provided by the Healthy Lifestyle Group.

Two new workers will be coming on line during the coming year: The Ore Valley Forum Co-ordinator, another result of the Ore Valley Action Planning event. OASIS looks forward to working with the Co-ordinator to enhance the service offered to all those living in the Ore Valley.

Another new development is the appointment of a Sexual Health Worker, funded by the East Sussex Brighton and Hove Health Authority. This is a new project and the worker, based at 147, will be accessible to all in the Ore Valley.

For the forthcoming year, the Steering Group will be seriously looking at the possibilities of expansion - either in additional or new premises - as the space currently available is proving too small. This is a pleasant problem to face, as it proves the continuing and growing demand for services provided by OASIS.



Enjoying healthy food at OASIS

## Building Preservation Programme

Following the successful acquisition and renovation of the Trust's new headquarters, the Board decided to pursue a programme of buildings preservation. This will be either a 'rolling' programme, where properties are sold on completion (with the proceeds being used to fund future projects), or, where appropriate, completed buildings will be retained by the Trust to generate income to increase the Trust's level of self-sufficiency.

In August 1997, the Trust was accepted onto the Architectural Heritage Foundation's register of Building Preservation Trusts. The Trust was subsequently awarded a grant of £5,329 towards the cost of undertaking preliminary feasibility studies. In addition, Hastings Borough Council's Technical Services Department awarded the Trust a grant of £10,000 towards the cost of four feasibility studies.

### Feasibility Studies

To-date, three of these studies have been completed and funding for a fourth is being held in reserve. Each has proposed one or more schemes for the buildings selected, fully costed these options, and identified potential sources of funding. Discussions with various interested parties are ongoing but no formal recommendations have yet been presented to the Board. However, two of the projects look very promising and the third, unpromising - the cost to benefit ratio being too high.

The Trust had hoped to tap into Heritage Lottery funding but following

recent changes in their criteria, it now looks unlikely. Undeterred, the Trust is presently pursuing other sources of funding, namely English Partnerships and the Hastings & St Leonards Borough Council managed Conservation Area Partnership Scheme.

During the search for its own headquarters, the Trust identified several other suitable buildings that subsequently fell by the wayside. Learning from this, the current programme is only looking at buildings for which there appears to be no other likely source of rescue. Given the Trust's limited resources and the difficulties in co-ordinating multiple funding sources, developing projects to the point where the Board is able to make an informed decision on whether or not to proceed takes many months. To date, the Trust's choices for feasibility studies have been good, and it has not had to endure any disappointments of the sort previously experienced.

### Currently

The Trust is working on two smaller projects. Negotiations are underway for the Trust to acquire the lease of a small unwanted building attached to Courts Furnishers at the White Rock and the East Sussex County Council owned road arches in Unton Road, both would come with the necessary funding attached for the envisaged renovation works.

Progress on all these activities will be reported in the Trust's quarterly newsletter.

# Wheels Project

## Wheels Roadshow

**W**heels has continued to thrive since its first young trainees were welcomed in November '96. As this review goes to press, 108 young people will have successfully completed 36 weeks of workshop training, with a further 32 awaiting the start of our next programme in August.

Statistically, the project's success has been superb. 12 of our ex-trainees have reached school leaving age; of these, nine have gained employment within the automotive/engineering commercial sector and the remaining three have gained entry into engineering college. 11 have gained excellent G.C.S.E results and are studying hard to repeat their success at A-Level

standard and are making 'in-roads' into gaining entry to university.

Workshop behaviour has been excellent. To date there has been only one entry into the accident book: a cut thumb requiring two stitches, and there has been absolutely no conflict between any of the young trainees or staff. When you consider the total number of practical workshop hours of staff and trainees combined is 12,528 hrs. This is a remarkable record.

The subject areas within the workshop have consisted of Car Maintenance/Repair; Welding and Fabrication; Motorcycle Maintenance/Custom Design; Fabrication and Competition Vehicle



Team Wheels at the Bexhill 100

# Wheels Project

## Tubular Wheels



Conversion. Those activities have been coupled with several one-off projects such as the fabrication of a tubular space framed Ford Escort, which is a great attraction at public events. More importantly it is used to great effect as a maintenance vehicle in the workshop, as it allows trainees to see every mechanical component on a standard road-going saloon. A free standing engine test bed has been designed and fabricated 'in-house'. This enables us to fully run rebuilt mini engines prior to their installation into one of the three race cars. In all the activities and projects undertaken, we strive to ensure that they will have a valid use in the workshop upon completion and that their construction will demonstrate several employable skills to our trainees.

The Wheels staff has changed some what since the last review. Caroline Studley has moved on to new pastures. The office is now in the

capable hands of Sarah "Bubbles" Taylor. Sarah joined us in July '97 as a full-time administrative trainee, having previously spent two years with the Tressell Training Unit. She has steadily developed her office skills and systems and is proving to be a great asset.

Our newest recruit is Mick "Pops" Prestedge. Mick has been taken on as the Project's part-time workshop technician and will be establishing links with the commercial and funding sectors. He has a career in engineering research and development spanning some 40 years and is admired by our young people for his knowledge and presentation of all things mechanical.

The Project's outdoor activities have grown steadily. Ex-trainees have attended race meetings at Arlington Stadium; taken part in a 20 mile sponsored walk from Hastings to Rye Harbour and back; learned to ride the project's Kawasaki motocross

# Wheels Project

## Rolling along

bike at a local privately owned track and have attended driver training days in the race cars, in preparation for their competing in this year's Autograss racing season. 12 trainees



*"Heads down and looking"*

that was passed over to us at the end of his term in office.

The Project is now in its second year of the NLCB grant, and the Project Manager and his staff are beginning to make advances with future funding. Grant applications have been made to various Trusts, Charities and Agencies.

The Trust will be supporting Wheels in futher applications for continued support during 1998/9 and beyond.

HASTINGS TRUST  
REVIEW

have applied for full competition licences.

Not all of our activities have been motor vehicle based. Six trainees and 3 staff attended a camping and fishing weekend at Iden Wood Fishery, which was a great success and there is a planned day's sailing at Bewl Water coming up soon. These out-door pursuits enable our young people to experience an activity that they may not have under normal circumstances.

The project was the Mayor, Cllr. Graeme White's Chosen Charity and we were very grateful for the £900

# Greenway Project

## Access for all

The Greenway is a long-term community based project designed to improve the environmental quality of Hastings' urban setting and to widen the range of recreational, training and employment opportunities for local people. The proposal is now embodied in the draft Borough Plan.

The prime objective is to develop a well landscaped linear park through the centre of Hastings, as one of a



Station Approach Now

proposed series of greenways which will provide a network of new and upgraded traffic-free routes for pedestrians and cyclists, linking principal places of interest. These include Alexandra Park, Safeways superstore, Hastings Rail Station, Priors Meadow Shopping Centre, the town centre, Hastings Museum and Art Gallery, the Sports Centre and Summerfields.

An important feature of the proposals is that, wherever possible, the Greenway should be a traffic free domain. Although planned to provide a network of footpaths and cycleways, pedestrians are to be given priority. This will include an

access-for-all policy with special provision for the disabled and visually impaired.

The project is primarily funded by the SRB Challenge Fund (£450,000 over 5 years) with matching funding being contributed by Hastings Borough Council, Railtrack, East Sussex County Council, Hastings Trust and others.

### Design Principles

Several features give the Greenway a special character. These include an attractive scenic quality - the Greenway reveals previously hidden panoramic views of the town centre, the West Hill and Hastings Castle and opens up views to the sea. It provides easy access through a variety of townscape settings including urban and sub-urban developments, Victorian parkland and mature woodlands. Its quiet leafy setting, with a combination of civic planting and management of existing and new ecological habitats, will provide a pleasant setting for cycleways and footpaths.

The design of the Greenway aims to establish a distinctive character. This will be achieved by using a consistent design vocabulary, using a co-ordinated range of materials and site fittings and sensitive planting design.

For reasons of convenience and safety, important criteria include multi-access points, careful footpath alignment, good sight lines and optimum widths, good standards of lighting and secure boundaries. The



# Greenway Project

## Current Position

design process includes close collaboration with local police crime prevention unit and best practice studies based on similar successful projects elsewhere.



Station Approach – A design for the future

### Current Position

At present, the Greenway Partnership includes HBC, Railtrack, ESCC, Hastings Trust as principal partners, with additional sponsorship, for specific projects, coming from local businesses and other sources such as BT and RIBA. Other partners and sponsors are being sought for each element of the project. The Trust manages the project on behalf of the partnership.

Despite problems with land transfer from Railtrack and other land ownership issues, progress has been made on the Greenway:

Detailed planning and first phase implementation are in hand to develop the opportunities and potential partnerships identified in the feasibility study which was the basis of the successful SRB bid.

The initial phase of railway embankment planting has been completed.

Unightly garages on Bethune Way have been demolished as a preliminary to improvements in Waterworks Road and subway areas.

A local artist has produced a concept proposal for a public arts feature as part of the subway upgrade.

A management plan and environmental upgrades for Summerfields Woodland and proposals for Briscoe's Walk are being prepared for consultation.

A concept proposal for townscape improvements to Station Approach and edge of Station Yard have been produced.

### Future Development

Aspects of the Greenway are still in the planning stage. An important aspect of this stage is the continuing consultation and collaboration with local residents, community and special interest groups and local schools. Future plans include a series of workshops (open seminars), occasional exhibitions and sponsorship initiatives.

# Young People's Support

## A major resource

### Young People - A Major Resource

Hastings Trust promotes and enables the growth of sustainable local development, and recognises human resources as the key to its success. Young people are our greatest asset in terms of the future, and to enable them to participate as equals in local activities and decision making processes, they require the active support of the public, private and voluntary sectors. The Trust continues to support the valuable work already being carried out by some of the key organisations in the town. It also assists in the development and recognition of work which is being initiated by emerging groups:

### Hastings and Bexhill Area Youth Service

The Hastings and Bexhill Area Youth Service aims to empower young people between the ages of 11 - 25 to understand and act on personal, social and political issues which affect them and their communities. The Youth Service endeavours to promote best practice and works co-operatively with other agencies to deliver responsive, pro-active and flexible services. The Trust is represented on the Youth Affairs Advisory Group, and aims to support the Youth Service in all areas of its work.

### The Young Person's Council

The Trust supports the empowerment of all sections of the community, and was therefore delighted to be invited onto the Young Person's Council Support Group, to assist young people in the setting up a Young

Person's Council. The Youth Service took the lead in progressing both the Steering Group and the young people's planning group. HBC has shown its commitment by providing an officer, meeting rooms, funding and additional resources. The first elections are likely to take place in December '98.

### "Make A Difference" Young People's Volunteer Development Project

The Trust supported BTCV in its application for funding for the "Make a Difference" Young People's Volunteer Development Project. A multi agency Steering Group, meets regularly and a mapping exercise has now been completed by Tracy Burbidge, Facilitator, to determine the current situation and make recommendations for increased participation. A Summer programme of taster days will enable groups and organisations to show young people what they can do.

"Make a Difference" YPVDP is funded by the Home Office, managed by BTCV and supported by, Hastings Trust, HVA, Tressell Training, Hastings & Bexhill Area Youth Service, The Health Promotion Unit, Princes Trust, Hastings College of Arts and Technology, CSY and Hastings Borough Council.

### Tressell Training Unit

Tressell Training Unit delivers a personalised training programme for young people with individual training requirements. Trainees come along to the Trust to gain experience in a wide range of options which help to regenerate Hastings.

# Personnel

## Staff Increase – yet again

Once again, the Trust's staff has increased to keep pace with our activities, funded, in large part, by the Single Regeneration Budget Challenge Fund. We now have one part-time and 10 full-time staff.

Chris King made a career change from marketing banking services and joined us as Resource Centre co-ordinator. Kevin Carlas, a dedicated long-term volunteer became our information worker; Dr. Renate-Reuther Greaves brought her experience and clarity as Tools Database Co-ordinator; and Russell Watson, friendly juggler, undertook consultancy work on programming the database.

Mick 'Pops' Prestedge brought his experience from other projects to Wheels as Workshop Technician. Sarah Taylor, wunderkind Tressell trainee, became the Wheels project worker under Matt Prestedge's encouraging regime.

During the year we said goodbye to Caroline Studley who went on to become the Regeneration Partnership officer based at HVA and to Rod Smith, following loss of funding for the Community Environment project.

Clare Croft worked wonders, expanded OASIS and won plaudits from everyone. James Rose kept up the pressure on the never-ending environmental enhancement projects, partially supported by the Borough Council. Rob Firth gained his

degree after three years hard work; added the Building Preservation Programme to his finance and support work. Heather Smith expanded her administrator's role to include a demonstrated talent for Youth Work Support. Christine Goldschmidt, as Executive Director, completes the staff team.

### Volunteers – A Major Resource

The Trust's volunteers and trainees reflect the diversity of the local community. They offer social and practical skills, experiences and commitment, and in return the Trust looks to offer them a training package appropriate to their needs and other additional support and recognition.

### PROFILES

#### Reception and Administration

Ian Attwood, Jacqui Kinnes, Michael Bubb, and Keith Hodgson were our receptionists, each initiating other tasks for themselves alongside their normal duties.

Ian advocated for people with disabilities, Michael Bubb, fully briefed on local history, supported the Trust with the promotion of the "America Ground" - our new home territory. Keith Hodgson set to work on our new IT equipment devising and implementing effective user friendly systems and Jacqui organised the promotion and design of the Trust's first Christmas cards.

# Personnel

## Volunteers – added value

Emi Burnett assisted our administrator, turning her hand to whatever was necessary during the move.

### IT & DTP

Chris Fyfe and Nigel Harvey worked together on the layout and design of the Trust's Annual Review, newsletters and other publications. Chris was also fully booked as our resident IT trainer, whilst still finding the time to study for his HND in Graphic Communications. Nigel Harvey designed our Christmas Cards, updated his Apple Mac skills in 'Illustrator' and 'Photoshop' and gained a certificate in first aid. His oil paintings featuring local scenes are currently on loan to the Trust.



James Rose and 'C' Company 5th Btn. POWRR volunteers

### Community Capacity Building

Dr. Renate Reuther-Greaves began the task of setting up and developing the screens for the Tools for Regeneration database.

Chris King promoted and marketed the concept of the Resource Centre to local businesses whilst Kevin Carlas researched into the needs of the database.

Renate, Chris and Kevin are now employees.

### Buildings at Risk

Steve Bridger continued with the compilation of a "Buildings at Risk" register, and thanks to the support of the Burton's St. Leonards Society was able to include some valuable additions. The register, which supports the work of English Heritage and HBC generated a great deal of interest at the Trust's AGM.

Paul Goodrum, who in 1996 gained a B.Sc. (Hons) in Building Surveying, volunteered to survey the buildings, and so impressed AJK Architects that he is now an AJK employee.

### Environmental Enhancement

Help was also on hand with Environmental Enhancement projects. The C Company 5th Battalion Princess of Wales Royal Regiment assisted in the restoration of St. James's Steps and the surrounding gardens. Clayton Egelton, potential TA recruit, also

---

# Personnel

---

## Inspirational Trustees

helped with other projects, and Wayne Pope and Dick Dickson completed the High Street Garden, Alfred Street and Union Street.

### Events

Dave (Sax) Weller organised his umpteenth highly successful Charity Beach Concert on the Stade and already began gearing up for the coming year.

### Board of Management

Our trustees are an inspiration. Alongside dedicating themselves to the entirety of the Trust's work, they each take on responsibility for specific projects. They spend many hours working towards the fruition of their aspirations and are known throughout the local area for their passion, drive and determination in pursuit of a better place to live.

### The Next Step

The Trust is working in partnership with Lifetime Training Solutions to offer a range of certificated training courses including: Administration, Customer Service, Reception and Information Technology.

The training programme in which employees, trainees and volunteers may participate, is also on offer to local groups and organisations and unemployed individuals.



*Following last year's 'Stop Press' – Yes, Sarah Taylor was third placed Trainee Finalist!*

# Financial Review

## Turnover doubled

To further its aim of achieving self-sufficiency, the Trust has continued to widen its financial support base by securing new funding sources over the year. However, the near doubling of our turnover was almost entirely due to refurbishing and equipping the new building and Resource Centre. English Partnerships Community Investment Fund supported the building renovation and to their eternal credit, they increased the grant when unforeseen problems hit the refurbishment.

The Trust has had continued support throughout the year from the Charities Aid Foundation. As well as providing the loan facility for the Trust through 'investors in Society', they have continued to support and advise the Trust throughout the year.

Single Regeneration Budget Challenge Funds provide 50%

funding for both the Greenway and Resource Centre projects, with the Trust having to raise 50% matching funding. National Lottery Charities Board funding provided support for Wheels and the East Sussex Brighton & Hove Health Authority supported OASIS.

The Trust's next big challenge is to secure long-term funding for both projects when their three year grant programmes end in 1999.

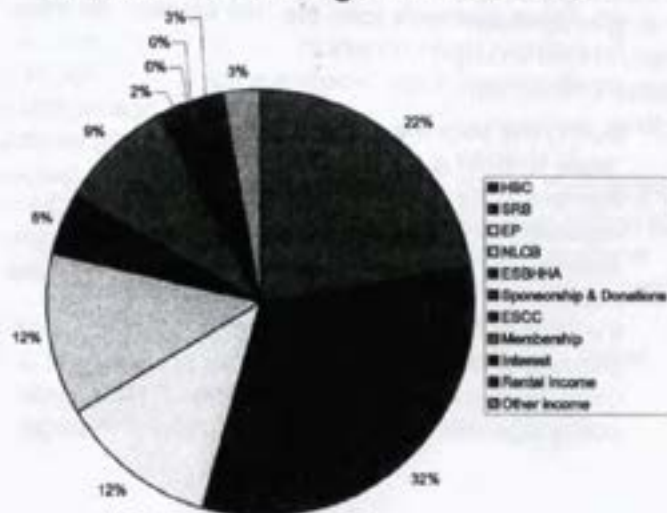
With a view to maintaining its long-term financial viability, the Trust will continue to build its asset base through the emergent Building Preservation Programme. By taking advantage of buildings that are 'at risk' - to restore and put them back into economic use - the Trust seeks to increase its self-sufficiency.

As usual, the Trust has been able to identify the "added value" that volunteers and supporters

bring to the Trust's work. This year, volunteer hours amounted to 18,627 valued at £170,069 (National Centre for Volunteering figs at £9.13 per hour.)

All this is made possible by the continuing support of Hastings & St. Leonards Borough Council's core funding grant; this gives the Trust the solid base from which to carry out its work in helping to regenerate Hastings and gave us the confidence to take out the Investors in Society loan. The Borough also have also supported our new Building Preservation Programme by providing funding towards feasibility studies. Furthermore, as the Accountable Body for SRB the Borough also arranged for the Trust to receive a proportion of its SRB grant monthly in advance - a lifeline for our cashflow.

### Sources of Hastings Trust Income



## Here to stay

### HASTINGS TRUST REVIEW

The Development Trusts Association is the voice of community-based regeneration. It is an independent membership organisation formed by development trust practitioners in 1992. The DTA aims to enable sustainable economic, social, environmental and cultural regeneration by supporting the efficiency, effectiveness and growth of development trusts throughout England, Wales and Northern Ireland. The Hastings Trust is a founder member and the Executive Director sits on the DTA Board of Management and is the South East Regional Co-ordinator.

The DTA now has over 250 members, 160 of whom are full member development trusts. Development Trusts are value-led and committed to mutuality, community involvement, accountability, the creation of common wealth, independence, self-sufficiency and sustainability. They aim to build the capacity of local communities and put people at the heart of what they do. These elements form the foundation stone on which development trusts' practice is built.

During the year the DTA published "Here to Stay: a public policy framework for community-based regeneration", supported by the Joseph Rowntree Foundation. The publication signalled "the arrival on the national stage of a dynamic, growing and alternative force for change. Its message represents the policy agenda which the DTA, its

members and partners, intends to pursue into the next millennium".

#### For the future

To further support the work of its members, especially with the emergence of the Regional Development Agencies and Voluntary Regional Chambers, the DTA applied for and was awarded a National Lottery Charities Fund award for 6 regional officers to start working during mid-1998. The DTA will also further support the work of Development Trusts on the national stage by appointing a policy director, funded by the Baring Foundation and English Partnerships.



# Annual Report 1997-8

**R**eport 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.

The Board as at 31st March, 1998 consists of:

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

## Advisors

A.W.K. Fry, Director, Planning & Highways, 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 an Executive Director. The staff, as at 31st March, 1998 consists of:

Christine Goldschmidt, Executive Director  
Heather Smith, Administrator  
Robert Frith, Finance and Project Manager  
James Rose, Project Officer  
Chris King, Resource Centre Co-ordinator  
Kevin Carlas, Resource Centre Information Worker  
Dr. Renate Reuther-Greaves, Tools for Community Regeneration Database Co-ordinator  
Matt Prestedge, Wheels Project Manager  
Sarah Taylor, Wheels Project Worker  
Mick Prestedge, 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, 1998 consists of:

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



# Annual Report 1997-8

## HASTINGS TRUST REVIEW

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

### **Mission**

*"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 and St. Leonards."*

### **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 and St. Leonards.
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 Trust's aims and objectives, a strategy has been formulated consisting of two stages. The first stage is to set down a medium-term strategy that covers issues of broad policy affecting the Trust's activities.

The second stage sets out the Trust's annual programme and the individual targets for each programme area. The finer details can be read in Section 3 of the Hastings Trust Business Plan 1998-2000.

### **Key areas for 1998 - 2000 are:**

Continue the key strategic initiatives in each area of activity:

- Buildings at Risk
- Community Capacity Building
- Education and Training
- Derelict Land

# Annual Report 1997-8

## HASTINGS TRUST LIMITED STATEMENT OF FINANCIAL ACTIVITIES

Environmental Enhancement

Research and Development

### Funding

1997/8 was a period of real growth for the Hastings Trust in terms of activity, turnover and staffing levels. The Trust held a strategic review of its work and performance with regard to its aims and objectives and activities. The consensus view was that the Trust had performed well in the key areas but that there was always room for improvement and a need to improve and update some policies and procedures.

The Trust performed well in all its key areas of activity, with some of our projects covering several key target areas. The Buildings at Risk project has transformed into Building Preservation Programme on the Trust's registration with the Architectural Heritage Foundation. Our work in Community Capacity Building continued through the new Community Resource Centre, OASIS, Wheels, Ore Valley Action Planning and the Tools for Community Regeneration database.

Education and Training supported BTCV Enterprises in their NVQ II and III training courses, the Community Resource Centre; OASIS and Wheels. Projects under Derelict Land included the Mitchell Memorial gardens, the Greenway project and the High Street Garden.

Environmental Enhancement, a sometimes neglected area in funders' thinking included 35

Robertson Street; Smarten Up Projects and the High Street Garden. A major area for the Trust, Research and Development, continued to strengthen with the Tools for Community Regeneration database and the beginnings of the Trinity Triangle strategy.

### Networking and Support

The Trust continued to play its part in supporting and enabling other groups within the Town by working on steering groups, working parties, boards of management, panels and ad hoc groups. It offered support and advice to individuals, groups and organisations.

### Key programme areas for 1998/99:

Building Preservation Project

Community Resource Centre

OASIS

Ore Valley Forum

New Deal Environmental Task Force

Tools for Community Regeneration Database

Greenway

Development of Social Economy

Local Economic Regeneration

Hastings Regeneration Partnership

Entrust Funding

### Internal Organisation

The Trust expanded its staff to 1 part-time and 10 full-time members of staff, with a group of five in-house

---

# *Annual Report 1997-8*

---

## HASTINGS TRUST REVIEW

volunteers supporting the Trust's work. Following the strategic review, a working group has been set up to review and up-date all the trust's policies to ensure that they are continually in line with latest legislation.

### **Finance**

Our financial management is still complex: our funding sources, arrangements and management for other projects requiring us to provide monthly and quarterly statements for individual projects as well as core activities. We strive to achieve the highest possible standards of financial control and accounting procedures and are now fully automated.

The Trust's turnover increased significantly during the year, following increased grants income from English Partnerships, the Single Regeneration Budget Challenge Fund, Civic Trust Local Projects Fund, the Tudor Trust and others. Most of this was for the refurbishment, staffing and equipping of the building and the Community Resource Centre. It is probable that the turnover for 1998/9 will not be as large, following completion of the 35 Robertson Street project. Hastings and St. Leonards Borough Council were as supportive as ever and their core grant allows the Trust a platform of support from which to continue its work.

The Balance Sheet as at 31st March, 1998 is shown within this report.

### **Auditors**

Gibbons & Mannington  
7/9 Wellington Square  
Hastings,  
East Sussex.  
TN34 1PD

### **Bankers**

Barclays Bank PLC  
63/67 Terminus Road,  
Eastbourne,  
East Sussex,  
BN21 3PQ.

### **Solicitors**

Eaton Sagar  
16 Wellington Square,  
Hastings  
East Sussex.

### **Registered Office**

35 Robertson Street  
*The America Ground*  
Hastings  
East Sussex  
TN34 1HT  
Telephone: 01424 446373  
Facsimile: 01424 434206  
e-mail: [post@nfgate.demon.co.uk](mailto:post@nfgate.demon.co.uk)

# Accounts

**HASTINGS TRUST LIMITED**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31ST MARCH 1998**

**SUMMARY INCOME AND EXPENDITURE ACCOUNT**

	Total			
	Restricted	Unrestricted	1998	1997
	£	£	£	£
<b>INCOMING RESOURCES</b>				
Grants & Sponsorship	226,972	53,250	280,222	188,415
Renovation Grants	109,234	-	109,234	-
Rent Receivable	-	11,375	11,375	-
Donations	13,919	1,219	15,138	2,401
Membership Fees	-	608	608	426
Other Income	896	10,502	11,398	29,669
Interest Received	395	-	395	728
<b>Total Income</b>	<b>351,416</b>	<b>76,954</b>	<b>428,370</b>	<b>221,639</b>
<b>RESOURCES EXPENDED</b>				
Direct Charitable Expenditure				
Projects	227,073	-	227,073	134,257
Renovation Expenditure	109,234	-	109,234	-
Other Expenditure				
Administration	-	75,653	75,653	75,141
<b>Total Expenditure</b>	<b>336,307</b>	<b>75,653</b>	<b>411,960</b>	<b>209,398</b>
<b>NET INCOME FOR THE YEAR</b>	<b>15,109</b>	<b>1,301</b>	<b>16,410</b>	<b>12,241</b>
Revaluation of freehold property	25,080	-	25,080	-
<b>NET MOVEMENT IN FUNDS</b>	<b>40,189</b>	<b>1,301</b>	<b>41,490</b>	<b>12,241</b>
Total Funds Brought Forward	35,345	(4,644)	30,701	18,460
<b>Total Funds Carried Forward</b>	<b>75,534</b>	<b>(3,343)</b>	<b>72,191</b>	<b>30,701</b>

# Accounts

## HASTINGS TRUST LIMITED BALANCE SHEET AS AT 31ST MARCH 1998

	1998		1997	
	£	£	£	£
<b>FIXED ASSETS</b>				
Tangible Assets		116,854		63,818
<b>CURRENT ASSETS</b>				
Debtors	62,916		9,235	
Cash at Bank and in Hand	6,883		24,009	
	<u>69,799</u>		<u>33,244</u>	
<b>CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	<u>80,170</u>		<u>28,733</u>	
<b>NET CURRENT LIABILITIES</b>		<u>(10,371)</u>		
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		106,483		68,329
<b>CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR</b>		34,292		37,628
<b>NET ASSETS</b>		<u>72,191</u>		<u>30,701</u>
<b>CAPITAL AND RESERVES</b>				
Restricted Fund		75,534		35,345
Unrestricted Fund		(3,343)		(4,644)
		<u>72,191</u>		<u>30,701</u>

# Acknowledgements

The Trust has been fortunate in the number and diversity of its supporters throughout the year, without which it could not have carried out its programme. Once again we have reached book proportions, but the Trust wishes to acknowledge our major partners:

1066 Housing Association  
Architectural Heritage Foundation  
Baring Foundation  
Brett Construction Ltd.  
BTCV Enterprises  
'C' Company Princess of Wales's  
Royal Regiment  
Centre for Continuing Education  
(Sussex University)  
Charities Aid Foundation  
Civic Trust Local Projects Fund  
Compcoc Holdings  
DAG Stationers  
Dave Lee  
Delahaye Europe  
East Sussex Brighton & Hove Health  
Authority  
East Sussex County Council  
Easton Sagar  
English Partnerships  
Federation of Sussex Amenity  
Societies  
Fellowship of St. Nicholas  
Gibbons & Mannington  
Graphic Ideas  
HAARG  
Hastings & Rother Youth Justice  
Hastings & St. Leonards Council  
Hastings and Rother District Joint  
Planning Team  
Hastings Garden Centre  
High Beech Hotel  
High Street Traders

Howley & Plato  
Investors in Society  
Isabel Blackman Foundation  
JAMM  
John Prewer  
Lacy Tate Trust  
Laing Charitable Trust  
Magdalen & Lasher Charitable Trust  
Marshall Tufflex  
Morris Smith Solicitors  
National Lottery Charities Board  
OHPS  
Princes Trust  
Railtrack South  
Revolution Films  
Rother District Council  
Sealife Centre  
Simes & Son  
Single Regeneration Budget  
Challenge Fund  
St. Leonards Muffin Club  
Stuart Greenstreet  
Sussex Police  
Trade Paints  
Traditional Oak Builders  
Tudor Trust  
WS Atkins

#### The Trust worked with:

- 69 Individuals
- 124 Groups & Organisations
- 46 Businesses

#### Hastings Trust Annual Review

Published by Hastings Trust ©  
July 1998

Produced in the Hastings Trust  
Community Resource Centre.

Compiled and edited by

Christine Goldschmidt

Design by Chris Fyfe & Nigel Harvey

Cover Design by Nigel Harvey