

HASTINGS
TRUST

HASTINGS TRUST LTD
BUSINESS PLAN
2008-2013

CONTENTS

	PAGE
1. BUSINESS PLAN SUMMARY	2
2. THE TRUST VISION	3
2.1 Background	3
2.2 Aims & Objectives	3
2.3 The Mission	4
3. DELIVERING THE VISION	5
3.1 Operating Environment	5
3.2 Foundations for the Future	9
3.3 Programme (Building Blocks of a Community Anchor)	14
4. FINANCE	19
4.1 Introduction to the Trust's Finances	19
4.2 Development of the Trust's Financial Systems	19
4.3 Budget Assumptions	20
APPENDICES	
1. Budgets	21
2. Company Profile	22
3. Organisation Chart	23
4. Forward Plan 2009-10	24

SECTION 1

BUSINESS PLAN SUMMARY

The Trust's fifth business plan is being produced to provide a strategic solution to changing patterns in funding regimes. The first business plan laid out the Trust's aims for growth and asset acquisition over a five year period. The most notable success was the purchase of its freehold properties in Robertson Street, freehold property in Silchester Mews and leasehold property in Linton Road Viaduct.

The asset-base was a major factor in the Trust's delivery of SRB and ERDF Objective 2 projects as it allowed the Board to borrow against equity to enable it to cash flow projects subject to retrospective funding.

The Trust is reviewing the use of its physical assets to ensure its long-term sustainability and better deliver its aims and objectives and to continue to pump-prime areas most in need.

The Trust aims to improve the quality of its delivery and to maintain its Investors in People status. In practice this means maintaining our present level of project activity and securing the future sustainability of projects coming to the end of their funding cycle.

It is apparent from the main text of the plan that the Trust is active in all the key areas of regeneration within its objectives.

SECTION 2

INTRODUCTION - THE TRUST AND ITS MISSION

2.1 BACKGROUND

Despite its location in the prosperous South East, Hastings has long been recognised as a priority area for tackling deprivation – economic, social and environmental.

The Trust was incorporated as a Company Limited by Guarantee in 1990 and registered as a charity in 1991 to enable and support regeneration across the Borough of Hastings. During 2005-6 the Trust was invited to expand into Rother, the rural area surrounding Hastings. This was to bring the Trust into line with both the political and funding regimes developing centrally and locally. This expansion was approved by the Charity Commissioners in February 2006 although operationally our focus remains as the Borough of Hastings and St Leonards, but working with partners in Rother to encourage the development trust movement to expand.

Over the last decade, both Central Government and Europe have recognised the need for major investment in the town. Funds have been targeted at Hastings through the Hastings and Bexhill Task Force and the Hastings Regeneration Partnership, a body made up of private, public, voluntary and community sector partners. This Partnership has been superseded by the Hastings & Bexhill Economic Alliance which concentrates on economic development and inclusion. In this context, the Trust has had a key role to play in both influencing strategy and delivering a wide range of regeneration projects. Future funding for social and community economic development is to come to Hastings through the Local Authority's Area Based Grant allocation from Central Government and therefore the application of these funds will be determined by the Local Authority itself with the guidance of an Advisory Group. These funds include Local Enterprise Growth Initiative and Working Neighbourhoods.

The Trust is a member of the Development Trusts Association [the national body set up in 1993], its mission is to achieve a successful development trust in every community that wants one. Development trusts are community-led enterprise organisations, working in towns, cities, coastal and rural areas across the UK, combining community-led action with business expertise.

2.2 AIMS & OBJECTIVES

When the Trust was established, its aims and objectives were set out in the company's Memorandum - these remain valid:

- * To enable those who live in, work in or visit Hastings and St Leonards to protect and enhance their environment
- * To promote and assist the sustainable economic and cultural development of Hastings and St Leonards and its inhabitants
- * To promote and disseminate good practice in community regeneration and conservation locally, regionally, nationally and globally

2.3 THE 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 & community sectors and to enable them to work together for the economic, environmental, cultural and social regeneration of Hastings and St Leonards.

SECTION 3

DELIVERING THE VISION

3.1 OPERATING ENVIRONMENT

Strategic regeneration context**National policy context for the Third Sector**

The importance of the Third Sector in local regeneration has been recognised by central Government over recent years and in May 2006 the Office of the Third Sector (OTS) was established. The government identifies the Third Sector as voluntary and community organisations, social enterprises, charities, cooperatives and mutuals. The overarching aim of the OTS is to:

“develop and support an environment which enables the third sector to thrive, growing in its contribution to Britain’s society, economy and environment”

In line with the Government’s review of the role of the third sector in economic development published in 2007, there are a number of key roles which the Trust is already operating within, and which can be further developed over the next five to ten years:

- enabling greater voice and campaigning – for residents, stakeholders and for the broader third sector
- strengthening communities – building community cohesion, tackling exclusion and disadvantage, providing routes out of poverty and worklessness and improving quality of life.
- Transforming public services – through bringing people and agencies together to work in partnership, through direct service delivery, and through lobbying and campaigning.
- Encouraging social enterprise – supporting existing enterprises, and enabling residents to turn their ideas into enterprise opportunities.

In order to do so Hastings Trust needs to be in a more secure financial position, reducing its reliance on grant funding and increasing its earned income through innovation and enterprise. Great steps have been made in securing an asset base which not only provides unrestricted core income, but which also increases the ability of the wider community to be active (through provision of accommodation for community focussed activities / organisations). Further development of this asset base is required in order to further increase core income.

This policy context fits with the work that has been undertaken by the Community Alliance in developing an understanding of a form of community organisation which many development trusts can identify themselves easily with. The Community Alliance definition is:

A community anchor is an independent community led organisation. They are multi purpose organisations which provide holistic solutions to local problems and challenges, bringing out the best in people and agencies. They are there for the long term, not just a quick fix. Community anchors are often the driving force in community renewal.

Central government recognises the existence and importance of community anchor organisations in local regeneration and defines them as:

“community based social enterprises which own / manage assets and act as an anchor for the

provision of services / facilities for the rest of the community sector, as well as generating wealth for the community”

Central Government values the innovative, entrepreneurial and creative approach common amongst Third Sector organisations and therefore the range of activities in which the Trust is experienced, and which go to making up the building blocks of a community anchor, place us in a strong position to contribute to the delivery of local social, economic and environmental regeneration.

Working Neighbourhoods Funding (WNF) replaces Neighbourhood Renewal Funding (NRF) and incorporates the Department of Work and Pensions Deprived Areas Fund. The Government's vision 'is of a renewed focus on worklessness in deprived areas – one which recognizes that achieving a step-change in outcomes will require everyone – local government, local employers, Jobcentre Plus, the Learning and Skills Council (LSC) and crucially the local communities themselves – all pushing in the same direction.' The WNF provides resources for local authorities to tackle worklessness and low levels of skills and enterprise in their most deprived areas. WNF is part of local authorities' area based funding and is not ring fenced for a particular purpose. However the Government will expect local authorities to set and meet related national indicator targets through their LAA (East Sussex LAA for Hastings and Rother).

Regional:

The Regional Economic Strategy (2006-16) aims to achieve global competitiveness, smart growth and sustainable prosperity.

Its implementation plan identifies the Hastings area as a regional hub within the Coastal Southeast Sub-Regional Area. The priorities identified for the coast emphasize creative and cultural industries, education, mixed-use developments, and maritime businesses.

The South East Development Agency's (SEEDA) Corporate Plan 2008-11 has targets to improve productivity, increase employment rates, and improve the skills of the working population and increasing the number of VAT registrations.

The Coastal South East Framework has three priorities:

- A creative and inspirational coast with high quality places in which to live, work, learn and invest
- An inclusive and connected coast with confident and ambitious communities and businesses
- A competitive coast with a strong economy

Sub Regional:

Pride of Place: the Integrated Sustainable Community Strategy for East Sussex brings together the 6 local authorities and Local Strategic Partnerships of East Sussex with a shared vision and objectives. For the economy the strategic priority is, 'to narrow the economic performance gap within the county and between the county and the region in order to develop a thriving, diverse and sustainable economy where everyone can prosper.'

Local Area Agreements are agreements between central government and local strategic partnerships (LSPs) under which the LSP agrees to achieve improved results for various aspects of public life by a certain date (for example an increase in the proportion of students achieving good GCSE results). If successful the LSP will receive additional Government funding. The East Sussex LAA covers Hastings and Rother together with the other parts of East Sussex. This has set targets for improving economic performance in the worst performing districts by the end of March

2009. The targets for Hastings are to reduce unemployment, increase employment space and increase average earnings. A new LAA with revised targets runs from June 2008.

Local:

Hastings Community Strategy aims to make Hastings, 'a safer, healthier, more sustainable and more prosperous place with lasting opportunities for everybody.' This strategy provides a detailed set of objectives for delivering on the last of these aims. However other aspects of the Community Strategy, particularly a good standard of education, a healthy population and a safe environment are also crucial to achieving economic success.

Hastings and Bexhill Economic Development and Inclusion Strategy

The purpose of this strategy is to create an inclusive, successful and sustainable economy, which brings a decent standard of living and quality of life to all our residents. Hastings and Bexhill have many advantages. Yet Hastings is still the most deprived town in the South East – 29th most deprived area in the country. Significant investment is being made – new offices and business parks, Hastings College and Bexhill Skills Centre; the expansion of University Centre Hastings (UCH) and improvements to the seafront will change the face of the two towns over the next 5 years. This presents an opportunity to create a new and forward-looking image for the area as a desirable place to do business as well as to live and work. Building on this investment and making sure the benefits reach the most disadvantaged residents is central to this strategy. This requires the creation of a range of job opportunities, offering stable employment for lower skilled residents as well as highly skilled, high-income jobs, which will bring money into the local economy.

This 5 year strategy has three overall aims:

- Successful - To increase business activity and create employment, providing a range of local job opportunities and increasing average earnings
- Inclusive – To enable local people, particularly those who are disadvantaged, to raise their skills and aspirations and to get jobs offering stable employment and a living wage
- Sustainable –To achieve and maintain environmentally-sustainable prosperity, by maximising environmental benefits and opportunities, and minimising negative environmental impacts

The Five Point Plan

The Hastings and Bexhill Taskforce Five Point Plan aims 'to create an upward spiral of success and achieve a vibrant self sustaining economy'. It is made up of five key areas of activity:

1. Urban renaissance: Creating 1 million square feet of education and commercial space and 1,400 new homes through the Millennium Communities programme
2. Business development: focusing on innovation, business support, growth and inward investment
3. Excellence in education: Creation of the University Centre Hastings (UCH) plus increased educational aspirations, participation and attainment
4. Broadband connectivity: Developing awareness, training and investment
5. Transport improvements: Improving transport links within the towns and to the rest of the region

The Task Force is a partnership of the South East Development Agency, East Sussex County Council, Hastings and Rother Councils, the Government Office of the South East , English Partnerships and the 2 local MPs. The Task Force works through Sea Space, a company set up to implement the projects in the Five Point Plan.

For as long as the Trust remains a key player in social enterprise and community economic development, it should expect to receive continued financial support of Hasting Borough Council towards its core running costs, however the Council intends to move to commissioning process, the details of which will be released early in the new financial year.

Funding

For Hastings Trust there remains a variety of existing and potential funding streams. Currently, these include:

- Local, regional & national government departments.
- SEEDA
- European Union
- Big Lottery Fund
- Other charitable trusts
- Earned Income
- Service Level Agreements
- Contracting

Cashflow problems will continue to arise from funding being paid in arrears, although Central Government is beginning to recognise such funding issues and is encouraging longer term funding commitments. It is also hoped that the Local Authority's new commissioning processes will allow for increased flexibility, indeed this has been the case with the first two years of the Local Enterprise Growth Initiative. Fortunately the Trust has planned adequately for such cashflow issues and developed an asset base that it is able to use to support an overdraft facility and the release of working capital.

Social

The Trust remains committed to working with all communities of area and interest in Hastings and St Leonards, especially the 'hard to reach', most deprived and asylum seekers and refugees. However, the Trust must satisfy the needs and requirements of its local community, voluntary groups, public authorities, and business partners - both the providers and the beneficiaries.

3.2 FOUNDATIONS FOR THE FUTURE

The fundamental foundations that will be needed for the future include sustainable partnerships, a commitment to quality and making best use of resources.

3.2.1 Partnership

The partnership approach to regeneration is now a pre-requisite for any body seeking to access external regeneration funds. The Trust has been a long-term exponent and will continue to develop its links to the public, private & community sectors:

3.2.1.1. The Public Partnership

The Trust will:

- * seek to strengthen and develop itself as an effective and efficient mechanism for delivering sustainable regeneration objectives and priorities through its activities and programmes
- * aim to achieve an attractive leverage on the proportion of public investment in its projects by mobilising the resources of the business and community sectors
- * enable local communities to play a more active role in improving and managing their surroundings
- * promote a greater awareness and understanding of community involvement in sustainable regeneration
- * strengthen the liaison arrangements between the Trust and its public partners (particularly with the local authorities) to ensure the maximum integration of Trust activities with regeneration priorities and objectives.

3.2.1.2. The Business Partnership

The Trust will seek to develop this partnership through its efforts at fund-raising and securing sponsorship for local projects. Promotion of the concept of community investment aims to encourage companies to broaden and deepen their support of local projects in a wide variety of ways: the value to the company of using the Trust's service would be to simplify the process, ensure effective use of the company's resources, produce a quality result, achieve community involvement, and so on.

The Trust has worked to improve liaison with the business organisations (Sussex Enterprise, 1066 Enterprise, Hastings & St. Leonard's Chamber of Commerce, *etc.*). Hastings Trust with 1066 Enterprise and Harley Reed Associates has formed the Sussex Social Enterprise Initiative to promote and develop the social enterprise culture in Hastings.

The Trust has set up a new community development finance institution, 'Innovative Finance' a micro loan facility for social and community enterprises. It is also leading the new Community Banking Partnership which brings together agencies in Hastings & Rother offering debt counselling, financial advice and lending funded by SRB, LEGI, Barclays Social Inclusion Unit and Esmee Fairbairn Foundation and DWP.

3.2.1.3. The Community Partnership

The Trust supports the partnership in the following ways:

Community Support - The Trust will provide a service to community groups by offering:

- technical advice on design/implementation
- help in resourcing projects - funding, equipment, etc.
- training & skills development
- contracts with other groups to exchange knowledge, etc.
- access to specialist skills and advice
- umbrella support
- asset development for communities

The Trust will promote this service through its Community Resource Centre and its other outreach centres.

Volunteering - The Trust recognises that volunteers have a key role to play in the development and success of the Trust, and in drawing up its policy on volunteering the Trust paid particular regard to:

- * long-term volunteers, working for extended periods to gain experience or between jobs
- * Secondments, sharing their particular expertise/skills with the Trust with their employer's support
- * 'growing' local groups around major projects
- * creating opportunities for special-need groups
- * involving volunteers in fund-raising
- * the very valuable contribution that volunteers can make with their local knowledge/contacts to the design and implementation of projects

3.2.1.4. Everyone

The Trust is determined to encourage and enable as wide participation as possible in its activities, events, projects and facilities by all members of the community, with particular regard to:

- * hard-to-reach & special-need groups
- * people with disabilities
- * young and old

- * ethnic minorities
- asylum seekers and refugees
- * piloting experimental projects and ideas

3.2.2. Commitment to Quality

In 1999 the Trust committed to an external programme of quality assurance (PQASSO) - developed for voluntary sector organisations by the Charities Evaluation Service.

12 quality areas are identified and systematically reviewed on rotation. Annually, each board member is assigned quality areas and present proposed revisions to internal policies and procedures to the management committee. The quality areas are (not in any order of priority):

Planning for Quality	Governance	Management	User-Centred Service
Staff and Volunteers	Training and Development	Managing Money	Managing Resources
Managing Activities	Networking and Partnership	Monitoring and Evaluation	Results

The Trust is also a recipient of Investor in People.

3.2.3. Resources

3.2.3.1 Premises. Property constitutes the main fixed asset of Hastings Trust and underpins its cash-flow. The Trust has successfully achieved its objective of obtaining a town centre shop-front facility with level access to the Community Resource Centre.

Trust properties at the start of this business plan period are:

Address	Status	Use
35 Robertson Street	Owned – part mortgaged	Gnd: HT reception & Community Resource Centre & Internet Kiosk 1 st /2 nd ./3 rd HT main offices & meeting rooms Base: Storage
34 Robertson Street	Owned – part mortgaged	Gnd/Base: Leased to Pathway Books* 2 nd / 3 rd - Leased to Elliott Pardington Architect* First Floor - Hastings and Rother Credit Union

Linton Viaduct Training Centre	Leased – East Sussex County Council	Arch 1: Construction training centre – Geotec Ltd Arch 2: Kate Adams' studio Arch 3: Project Artworks
72 Malvern Way	Leased	Office suite for HT hosted Ore Advice & Information Service
Silchester Mews	Owned	Gnd: Respond Youth Academy 1 st : Refugee Legal Centre and Migrant Helpline
The Bridge	Owned – will transfer to the Bridge Community Enterprise 2009-10 (delayed)	Rebuilt to provide community café, crèche, learning and youth facilities. Held in Trust for the local community. To be handed over 09-10.
12 Cambridge Gardens	Owned	For Skills2Build employment & training & resale to RSL or on the open market.

The building of a physical asset base - primarily for Trust use whilst hiring/letting surplus floor area to groups operating within the Trust's own aims & objectives - has proved a success. This has only worked however because the Trust has been able to secure external funding and loans to undertake acquisitions & refurbishment works. Maintenance on the properties is carried out on a cyclical basis but this has been costly, particularly over the 2007-08 financial year. The Trust has a Resources Sub-Committee which will consider whether to seek a maintenance contract and will also develop an Asset Management Strategy early in the 2008-09 financial year.

3.2.3.3. Cash. Whilst the Trust has been very successful in securing funding for a wide range of regeneration projects, funders often pay in arrears. With such a large programme of work, the Trust has had to fund a deficit cash-flow of up to £150k. Fortunately it has enough equity in its property to be able to underwrite these amounts. However, this is an unsatisfactory situation and represents a frustrating and time-consuming distraction for Trust senior management team. Whilst Central Government is now encouraging longer term funding programmes and increased flexibility has been apparent in recent Local Authority managed funding (such as LEGI) it is anticipated that this reliance on retrospective funding will be reduced, and the Trust has taken out a secured loan over 34 /35 Robertson Street in order to better manage cashflow into the future.

The Trust (and many organisations in the same situation) has lobbied the Treasury for withdrawal of claw back on public funding. It has also lobbied for up front payments 'in advance of need' or at least a faster turn-around on payment and will continue to vigorously protest its case.

3.2.3.4. Human. The Trust's most valuable resource is people. The Trust's ability to attract, develop and retain Board members, staff, and volunteers of the right ability, training and experience is vital to delivery of its objectives. It is the Trust's practice to enable and encourage people to achieve their full potential in order to maximise their contribution to the Trust and their communities. In order for the Trust to play a key role in tackling worklessness and providing volunteering opportunities as evidence of ability to enter mainstream employment, the need to highly professional staff is ever apparent. The Trust will continue to lobby for greater developmental support for the third sector to enable this to happen. There is also an associated need to be able to offer the right salaries to attract the right calibre of staff, and this will be addressed in all project proposals.

Internal communications are an issue for all organisations and the Trust will continue to address this. All project staff now have access to the internet and e-mail and the Trust believes that this will enhance information and communication structures within the Trust. The web site is in the process of being improved and updated, and the new Executive director has created a web log which can be easily updated and provide a point of contact for members of the general public.

The Trust has also stated that it would like to employ a full-time receptionist to improve our front-line presentation at its 35 Robertson Street reception and to support and develop the voluntary reception team. Project staff have also requested a full-time fund raiser. The Board have instituted a Fund Raising sub-committee in response to the staff request but also to identify funding necessary for the Trust's future programme.

The Trust recognises that its strategy on project staffing will probably have the biggest single influence on the growth and development of the Trust - and ultimately on its overall success - compared to any other factor. The Trust will develop and maintain project staffing that is flexible, skilled and responsive to the needs and priorities of the Trust's objectives. It will maintain staffing at a level that is sustainable and sufficient to deliver the Trust's activities and programmes on the appropriate scale in an efficient and cost-effective manner.

3.2.3.5. Publicity. The Trust enjoys an excellent public profile at a national level and it needs to ensure that it is also fully understood at a local level. A positive press profile is crucial as is a professional website and regular communications with members and stakeholders alike.

To ensure that the Trust has a steady stream of publicity, the Board has instituted a Publicity and Promotion sub-committee which has overseen the development of:

- a 'house style' for project leaflets, newsletters, annual review & information folder
- an annual Trust Open Day
- a continual stream of press releases to local and national media

3.3 PROGRAMME

The future programme of the Trust sits within the local strategic context s detailed above. However this evolves in practice, the Trust will certainly maintain a key role in delivering regeneration objectives.

As with any other organisation the Trust competes for a share of limited resources. However, the voluntary sector tends toward being leaner than most and the Trust has so-far survived by prudent management of its core expenditure and by successfully diversifying its income streams. In the past fifteen years, it has not only survived but significantly increased its resources and turnover from £250,000 to £1.6million.

The Trust plans to continue cautious growth in the same vein whilst consolidating its position – namely improving operational systems and procedures, growing its asset base and the overall quality of its service to clients and funders.

Part of the way in which the Trust will achieve this is by endeavouring to establish a range of strategic initiatives covering the most important areas of action and a programme of high-profile projects. This will develop the Trust’s skills and demonstrate its capacities.

The Trust has a fundamental part to play in the regeneration of Hastings, St Leonards and Rother through its role as a Community Anchor organisation, as described above.

It is clear that the definition of a Community Anchor fits with the stated aims and purposes of Hastings Trust and by agreeing to further develop our role as a Community Anchor we can ensure that we remain focused, fit for purpose and professional in our approach. For the Trust to fulfil its role as a community anchor it needs to focus on the following five building blocks which form the basis of the Trust’s Forward Plan. This will also enable to Trust to develop a programme which is inter-connected, meaningful and pragmatic in its approach to achieving its aims.

Asset acquisition, protection and development
Capacity building and community development
Providing routes out of poverty and worklessness
Enhancing quality of life – arts, culture, environment, heritage
Campaigning, lobbying, partnership development

These five building blocks will be developed in the following way(s) over the duration of this Business Plan, under the guidance of a strong, fit-for-purpose, and financially sustainable core:

Asset acquisition, protection and development

This includes the protection and development of the Trust’s existing asset base, and further asset acquisition where appropriate and viable to further the Trust’s aims.

The Trust’s existing asset base is detailed above.

The Trust is also working in partnership with the wider third sector and Hastings Borough Council in participation in the Big Lottery’s Community Asset Transfer programme. Successful in the bidding process, HBC will receive approximately £750,000 lottery funding to redevelop Jackson Hall, a HBC owned former school property, for transfer to the third sector for use as incubation space, a home for Hastings Voluntary Action and community space. We now have six months to work up a full development appraisal and project plan. This project is also receiving support from the Development Trust Association through its Advancing Assets programme.

Subject to the availability of funding the Trust will work alone and in partnership with others to secure further assets for the use of the Trust, the wider community and socially focussed organisations.

Again, subject to funding, Skills2Build will also seek to acquire further property for redevelopment and sale in order to both contribute to urban regeneration, and also to help secure a sustainable funding future for the Trust.

Capacity building and community development

This includes volunteering, community support and the social economy.

Hastings Community Resource Centre – At 35 Robertson Street. Open door policy, providing an accessible space with wide range of information, support and advice to the community but also with a notable IT facility and support. With additional funding a full time receptionist / volunteer support officer could be recruited to enable a full package of support to be provided to a growing pool of reception and resource centre support volunteers enhancing the Trust's role in providing return to work support and opportunities. The Trust is working with an affiliated not-for-profit company, Hastings Community Resource Ltd, to develop the space.

Oasis / Befriending project - health, social care and community development projects working at a grassroots level in one of the most deprived communities of Hastings.

UK Online – the Resource Centre is a UK Online Centre – this can be further promoted and enhanced with increased investment in the facilities available through the centre. This would also require greater in-house IT support expertise.

Community support – the Resource Centre provide access to grant finding assistance to new and emerging community groups and social enterprises. We also offer a public notice board which promotes local community activities. Specialist support and assistance in establishing new groups and activities is provided through the Trust alongside a payroll / financial management facility (at a fee).

Support for social enterprise – work is underway to identify funding support for a new social enterprise networking and peer support project, along with exploration of opportunities to raise funds in order that the Tust can offer micro loans to new and emerging social enterprises.

Providing routes out of poverty and worklessness

This includes support for the Community Banking Partnership, provision of affordable loans, access to debt advice, financial literacy training, job search, Information Advice and Guidance, training, education and so on.

Community Banking Partnership / Innovative Finance - bringing together all the financial advice and support agencies in Hastings and Rother to provide debt counselling, financial literacy, loans, support and basic banking and providing affordable return to work / small personal loans for people excluded from mainstream banking provision. With additional capital funding the package of support can be expanded incorporating jobsearch and enterprise start up advise with return to work / enterprise micro loans.

Stepping Forward - employment training and support agency targeting the most deprived wards, those most 'hard-to reach' and the economically inactive. This activity will be expanded subject to the availability of Working Neighbourhoods funding.

Skills2Build - a rolling programme for construction training and employment. This project has the potential to develop into a property maintenance and redevelopment company using eco technologies, demonstrated through the proposed eco-retrofit of Cambridge Gardens.

SkillsMatch Centre – Hastings SkillsMatch is an online jobs / opportunities and skills matching facility. With the planned improved facilities in the Resource Centre the Trust could offer one terminal dedicated to enabling job-seeking clients to post their details and search for opportunities. Partnership working with employers will enable the SkillsMatch facility to provide a greater range of opportunities to local people. Increased investment would enable the Trust to provide staffed support for the facility.

The Trust is currently working with fellow development trust in Newhaven, Newhaven Community Development Association, to explore ways in which NCDA's innovative community employment partnership approach can be delivered in Hastings. We would hope that this would be subject of a bid to the new Working Neighbourhoods Fund, part of Hastings Borough Council's Area Based Grants.

Enhancing quality of life – environment, arts, culture and heritage

This includes project and associated activity which supports the development of quality of life initiatives in Hastings, St Leonards and Rother including provision of entry level gallery space at Trust properties, support for the new gallery space at CMCII, provision of accommodation for arts projects, support for cultural activity such as Coastal Currents and the St Leonards Festival, development of environmental initiatives such as the Green Team, Greenway and Warrior square gardens and heritage activities such as potential developments around Trinity Triangle / The America Ground.

Campaigning, lobbying and partnership development

This includes acting on behalf of the sector at a local, regional and national level, participation in key strategic partnerships, and the development of new joint working initiatives which further the aims of the Trust.

Currently the Trust plays an active role in the following partnerships:

Hastings and Bexhill Economic Alliance

East Sussex Social Enterprise Network

Hastings Regeneration Community Group

Hastings Community Network

Hastings Local Strategic Partnership

Area Based Grants Advisory Group

The Trust is working collaboratively with two neighbouring development trusts, Newhaven Community Development Association and Hailsham Trust, with the support of the Development Trust's Association, to develop a county wide umbrella body or consortium of trusts, to enable the Development Trust movement to be recognised as a key strategic player on the East Sussex stage

The Trust will also continue to be proactive in developing new joint working arrangements to enable the Third Sector and the residents of Hastings and Rother to play an active role in the regeneration, social and economic development of their communities.

The Trust will continue to respond to key strategic consultation activities to ensure that the voice of the Sector and local people are heard in key policy developments.

There is a growing role for the Trust in using its expertise in research, development and consultancy to increase earned income to the Trust – this will be built upon when and where appropriate.

With the changing funding environment, the Trust has to become more selective in choosing or identifying projects.

The Trust also has a 'balance' to strike between the different parts of the Trust objectives to ensure that each area receives proper attention.

This Trust has already established the criteria it will need in order to construct a sustainable and balanced projects programme within the plethora of strategies operating in Hastings: The Board has adopted an initial set of broad guidelines to aid the process of project selection:

- Proposed initiatives must fit within one of the five building blocks of a community anchor (or be 'cross-cutting' i.e. cut across two or more areas of work)
- Projects must apply the principles of total cost recovery to all new projects
- Projects which encourage action by the private sector and projects which promote collaboration within and across sectors will be prioritised
- The overall programme must be kept within the capacity of the Trust's core staff to control and deliver
- Projects must be sustainable in the longer term or, if not, must act as pilot projects with a high degree of learning and dissemination activity, and / or act as catalysts, producing spin off activity by others
- The overall programme must remain flexible and able to respond to new problems/opportunities

SECTION 4

FINANCE

4.1 INTRODUCTION TO FINANCES

The Trust requires funding to finance:

- Core Operations** - the running costs of the core company
- Projects** - all the activities and operations generated by the core company
- Overdraft** - providing working capital
- Capital** - underwriting the overdraft facility and providing a long term income stream from income-earning assets (property)

The Trust manages its finances through 3 accounts:

- Core Account** - all the core income and expenditure (core staff, core overheads and core equipment) - unrestricted
- Project Account** - all project income and expenditure (project staff, project costs and project equipment) - restricted
- Reserve Account** - reserves held for special expenditure as determined by the Board, e.g. for Trust development - unrestricted

During the financial year there are movements of funds between these accounts – mostly by way of management fees from projects to core, to assist with the Trust's overall running costs (0-20% of project income).

4.2 DEVELOPMENT OF THE TRUST'S FINANCIAL SYSTEMS

Under the internal influence of its quality assurance programme and the external influence of legislation relating to charities accounting, the Board will continue to seek refinement of its financial systems. The Board has introduced refined financial regulations and protocols.

The Trust uses *QuickBooks* to run their accounting systems, which is not proving as sophisticated as the Trust needs. The Trust now has a part-time Finance Director as well as a finance and administrative manager.

4.3 BUDGETING ASSUMPTIONS

In preparing its new rolling budgets for its Core and Project Accounts, the Trust has adopted the following assumptions:

1. **INFLATION.** For this Business Plan the Trust has generally adopted the inflation figure of between 2.5% and 3%, as recommended by the Treasury for planning purposes.
2. **PLANNING CYCLE.** The Board takes the view that for normal business-planning purposes a 5-year period is inappropriate: it is not generally possible to plan sensibly beyond such a one or two year period, except perhaps for major capital investment/expenditure. .

Appendix One – Budgets

Appendix Two – Company Structure

Charity Registration Number: 1007410

Company Registration Number: 2540333 (England and Wales)

Trustees: Alan Privett (Chair)
Maureen Nelson (Vice Chair)
Eileen Masters (Treasurer)
Anne Brooks
Christine Francis
Sue Musgrave
Arthur Kitson
Elissa Sedden
Esther Brown
(vacancy)
(vacancy)
(vacancy)
(vacancy)

Executive Director: Mel Bonney-Kane

Secretary: Mel Bonney-Kane

Principal Address: 35 Robertson Street
The America Ground
Hastings
East Sussex
TN34 1HT

Registered Office: 35 Robertson Street
Hastings
East Sussex
TN34 1HT

Auditors: Russell New
The Courtyard
Shoreham Road
Upper Breeding
Steyning
West Sussex
BN44 3TN

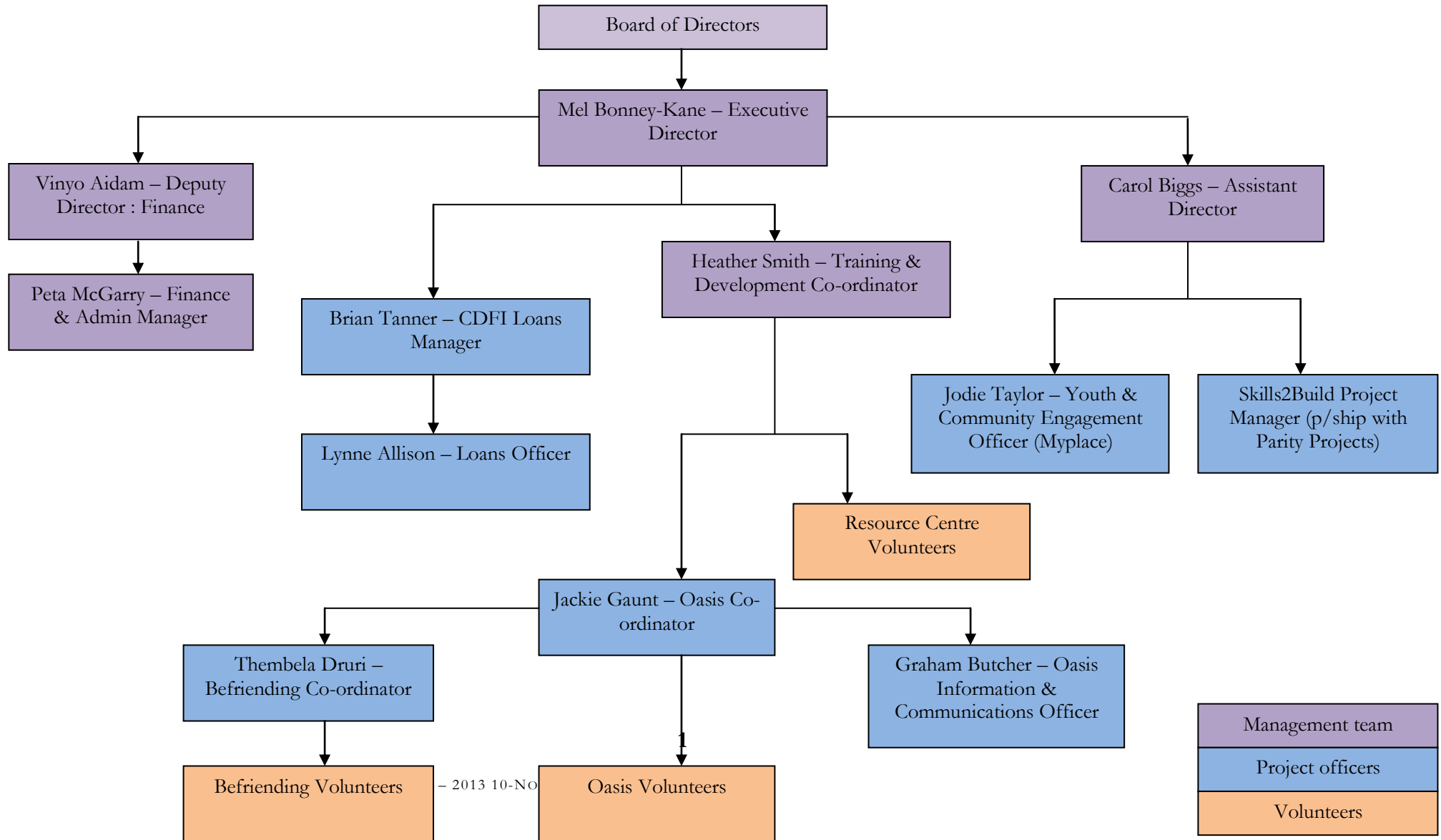
Bankers: Barclays Bank plc
PO Box 165
Crawley
West Sussex
RH10 1YX

Solicitors: Gaby Hardwicke
Wellington Square
Hastings
East Sussex

CONFIDENTIAL DRAFT

TN34 1PN

Appendix Three – Organisational Chart



Appendix Four – Forward Plan 2008-09

Introduction:

The organisation needs to move to a position whereby it is able to increase the ratio of earned income to that generated from grant aid. Incredible steps have been taken in this direction in recent years with the development of an asset base the benefits of which are two fold:

- ability to generate income through security and leases
- ability to broaden the impact of community based regeneration through the provision of affordable community based facilities

The core of the organisation will need to be in a secure financial position with a strong management and governance team. This is necessary to support the other five building blocks of a sustainable community anchor, and it is these six elements that will form the basis of the new Business Plan for the Trust's next five years.

Each project will be required to have an individual action plan / work plan – this will follow the same format as the overall Forward Plan and will form the basis of future reporting to the Board. These action / work plans will be shared with the Project Angels appointed from amongst the Trustees and will also be used to formalise staff supervision and appraisal processes, thereby ensuring a professionalism in relation to core and project delivery and reporting.

Activity	Aim	Tasks	Timescale
ABC: Secure financial position, management team and governance	To ensure that the Trust is secure to provide long term support to enable the social, economic and environmental regeneration of Hastings, St Leonards and Rother	A: Financial position:	
		A1. Application of Total Cost Recovery to all new project proposals.	Ongoing
		A2. Maximisation of earned income through consultancy and other activity.	Ongoing
		A3. Review of rental of property when rent review dates become due.	As rent review dates become due
		A4. Close financial controls in relation to all projects overseen by the ED in association with the finance director.	Ongoing
		A5. Annual review of FOPs to ensure still appropriate to Trust activity	May 09
		B: Management team and projects:	
		B1. Ongoing management supervisions and annual appraisals alongside associated training and development plans.	Ongoing
		B2. Fortnightly management team meetings	From May 09
		B3. Project action plans / work plans established and regularly reviewed as part of supervision /	ongoing

		appraisal processes and to form basis of reporting to management team and Board of Trustees	
		B4: Regular refresh of PQASSO	Ongoing, led by Board of Trustees
		C: Governance	
		C1. Securing new Trustees with specialist skill base, to be co-opted between AGMs to ensure that full complement of Trustees is in place.	Ongoing
		C2. New board members induction.	
		C3. Board training plan.	
		C4. All projects to have a 'Project Angel' appointed from amongst the Trustees.	Ongoing
D. Asset acquisition, protection and development	To provide a more secure financial future for the Trust and its communities. To provide affordable, accessible and appropriate accommodation to enable more socially focussed organisations to operate for the good of the future regeneration of our communities. To contribute to the urban regeneration of the area through the improvement and	D1. Property management and maintenance plan	July 09
		D2. Ensure maximum occupancy of lettable space and speedy response to letting voids	Ongoing

	<p>redevelopment of underutilised properties. To enable the sector to secure its own sustainable asset base for the future.</p>	<p>D3. Redevelopment and on-sale of Cambridge Gardens. This is to be delivered by Skills2Build project.</p>	<p>Project manager appointed April 09</p>
		<p>D4. Myplace at SMIC, youth managed arts and cultural facility</p>	<p>In principle funding awarded March 09, Capital Delivery Plan to be submitted end August 09</p>
		<p>D5. Develop 34 – 35 Robertson Street subject to funding through CapacityBuilders</p>	<p>Decision June 09</p>
		<p>D6. Develop business plan for ethical lettings agency scheme funded through DTA Cultivating Enterprise Programme</p>	<p>From April 09</p>
<p>E: Routes out of poverty and worklessness</p>	<p>To enable the community economic development of the area through provision of appropriate support and assistance which enables local people to become economically active and less reliant on state assistance, thereby improving quality of community and individual life</p>	<p>E1. CBP / Innovative Finance – continue to deliver and develop future funding streams.</p>	<p>Ongoing</p>
		<p>E2. Seek further capital funding for return to work loans</p>	<p>Ongoing</p>
		<p>E3. Deliver of HBC Community Partnerships Funded Vocational and Lifeskills partnership project</p>	<p>From April 09</p>
		<p>E4. Continue to provide volunteering opportunities as a means of improving employability amongst the general population</p>	<p>Ongoing</p>

		E5. Continue to provide facilities through the Community Resource Centre	Ongoing
		E6. Explore opportunities for increasing outreach provision	Innovative Finance delivering at Oasis from April 2009
		E7. Explore with partners the possibility of establishing a community employment project	Ongoing – will hopefully form the ABG Job Brokerage project to commence during 2009-10 financial year
		E8. Deliver Employability Through Experience Project funded by HBC ABG	Project development underway, delivery to commence early 2009-10 financial year
F: Community development and cohesion	To enable local people to have greater control over the fortunes of their communities, to work together for the common good, and to improve quality of community and individual life	F1. Continue to support Oasis with PCT funding	Ongoing from April 09
		F2. Continue to support Hastings Community Network, Hastings Voluntary Action, ward fora and area management structures	Ongoing
		F3. Provide access to support to people wanting to establish new community activity / social enterprise and explore opportunities for project development	As required
		F4. Continue to deliver facilities through the Resource Centre, working in partnership with Hastings Community Resource	Ongoing, funding decision June 09

		Ltd, supported by Lottery Reaching Communities	
		F6. Continue to provide access to training and volunteering opportunities the work of the Training and Development Officer and explore opportunities to develop and expand this provision	Ongoing
		F7. Provide assistance to new groups and initiatives which meet the aims of the Trust	As required
		F8. Expand Trust membership	Ongoing
G. Quality of life – arts, culture, heritage and environment	To provide the right environment for environmental, cultural, heritage and arts development thereby enhancing the regeneration of the area, improving the local economy and improving quality of individual and community life	G1. Undertake Eco Retrofit of Cambridge Gardens property to address climate change, energy efficiency in refurbished residential property and fuel poverty issues	Project manager appointed April 09
		G2. Support the development of Energise Hastings	Ongoing
		G3. Participate in Interreg funded Eco-Fab project	From April 09

		G4. Support the Build it Up and Pathways to Construction programme / event promoting young people's participation in the built environment	Ongoing, P2C event June 09
		G5. Support for local artists through the gallery space at the Resource Centre	Ongoing
		G6. Support the development of F-ISH gallery and creative trust to develop educational opportunities	Ongoing
		G7. Support for coastal Currents community arts festival	Ongoing, festival September 09
		G8. Continue to support White Rock and America Ground Business Group	Ongoing
		G9. Support the development of the Amercia Ground Festival and Independents Day	Ongoing from April 09
		G10. Represent the Third Sector on HBC's Public Realm Group	Ongoing
		G11. Support the Ore Community Land Trust	From April 09
		G12. Respond appropriately to requests for assistance in	As required

		developing Quality of Life projects	
H: Campaigning, lobbying and partnership working	To ensure that the Trust and the wider third sector, locally, regionally and nationally, is better equipped to provide all of the above for the common good, to enhance social, economic, cultural and environmental regeneration and thereby improve quality of individual and community life	H1. Respond to national, regional and local strategic consultations	As required
		H2. Undertake research and development as appropriate	As required
		H3. Continue to represent the third sector on the Hastings and Bexhill Economic Alliance	Subject to HCN election process May 09
		H4. Continue to support the Hastings Community Network and the Local Strategic Partnership	On going
		H5. Respond appropriately to opportunities to represent the Trust, the Sector and Hastings / Rother in strategic partnership working	As required
		H6. Continue to form new joint working ventures when appropriate	As required
		H7. Further develop opportunities for closer collaboration with the two other local infrastructure organisations, Hastings Voluntary Action and 1066 Enterprise to	Ongoing

		ensure complementarity of delivery and responsiveness to need, including co-location of services and sharing of back office support where appropriate	
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