

HASTINGS  
TRUST



# Turning the Tide

Hastings Trust Prospectus and Review 1991

HELPING PEOPLE IMPROVE THEIR ENVIRONMENT

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## Foreword by the Chairman, Richard Evans

Manager, Business Sector, Barclays Business Centre, St Leonards on Sea.

The Hastings Trust is an important new venture. It provides the means for involving the whole community in concerted action to improve one of Britain's most historic and attractive coastal towns. Teamwork is the key to making the Trust effective and I particularly hope that the business sector will play an active role alongside the public and voluntary sectors in the years to come. Hastings has a great future if we can make the most of the opportunities; the Trust is here to do just that. I invite all who can to play a part by becoming members, volunteers or sponsors and look forward to working together to restore Hastings and St Leonards to their former glory.

## Foreword by the Leader of Hastings Borough Council, Councillor Pamela Brown

Chairman, Hastings Urban Conservation Project, 1987-91.

The Hastings Urban Conservation Project was created out of growing concern about the future of the town's historic areas. But it was equally an acknowledgement of their exceptional character and quality. Remarkable progress has been made in the past five years as can be seen from the pages that follow. The Project has played an important part in the enormous improvement of the town in recent years and thanks are due to all concerned. Public funding for the new Trust, set up to continue the Project's work, will inevitably be hard to find in the present economic climate, but the Borough Council is committed to providing as much support as possible. I look forward to seeing the Hastings Trust flourish and fulfil its very great potential.

## Message of support, Martin Bradshaw

Director, Civic Trust.

Rejuvenation of our urban areas is one of the most important tasks of our time. Imaginative new approaches are essential, especially those which harness the enthusiasm and skills of local people and create partnerships between the public, private and voluntary sectors, and between professionals and laymen. The Hastings Trust – the formation of which the Civic Trust has been delighted to have supported – has set itself a most challenging agenda. I wish it every success and will watch progress with great interest.

### Front cover:

Top left. **Moving in:** Setting up a project base in the High Street of the Old Town, 1988.

Top right. **Tackling decay:** Faulty rendering removed from a Regency seafront building at 51 Marina, St Leonards, prior to structural reinforcement and re-rendering with grant assistance, 1988.

Bottom left. **Re-establishing respect for quality:** Original nineteenth century Old Town shop fascia at 9 George Street being restored with grant assistance after removal of a brash twentieth century sign board which had hidden it from view, 1990.

Bottom right. **Looking to the future:** School children learning about their environment with the Project's Education Officer, 1988.

### Back cover:

Stade wardens employed by the Trust – with funds from local voluntary, private and public organisations – working to improve the environment of Hastings' traditional and picturesque fishing industry, 1991.

# Building on success

In 1986, Hastings Borough Council and East Sussex County Council set up a joint initiative to turn the tide of neglect and decay then afflicting much of Hastings and St Leonards' rich architectural heritage. It was called the Hastings Urban Conservation Project. Operating as an independent agency – from shop front headquarters in the heart of the historic Old Town – the Project's brief was to improve the environment by involving local people and employing the most effective regeneration techniques available. Its strength lay in being able to act quickly and flexibly as a catalyst for a wide range of new economic, cultural and building activity. The annual budget was £100,000.

A broad spectrum of programmes evolved over the Project's five-year life which ended in March 1991. Restoration of over 100 buildings in key locations was assisted with five carefully targeted grant schemes. Several landscaping and pedestrianisation schemes were devised and implemented. Dozens of voluntary amenity groups were assisted. Hundreds of people were involved in self-help events and educational programmes. Two conservation shops were opened, and new urban design strategies were conceived and set in motion. The combined impact of this activity has attracted substantial public and private investment into the town's two outstanding conservation areas: the Old Town and Burtons' St Leonards. It has also raised design and construction standards, increased environmental awareness, strengthened community spirit and boosted civic pride and confidence in the town as a whole.

The Hastings Trust aims to build on this legacy, using the special characteristics of charitable trusts to attract additional support and take on new challenges. Community-based development trusts are now widely recognised nationally as a highly effective mechanism for urban regeneration. Many hurdles have yet to be faced. But the launch of Hastings Trust in November 1991 will hopefully come to be seen as another important milestone in the distinguished history of the town first made famous by William the Conqueror's invasion of 1066.

This report reviews achievements to date and sets out objectives for future action. If you can help in any way, or would like further information, please contact us at the addresses on the back cover.



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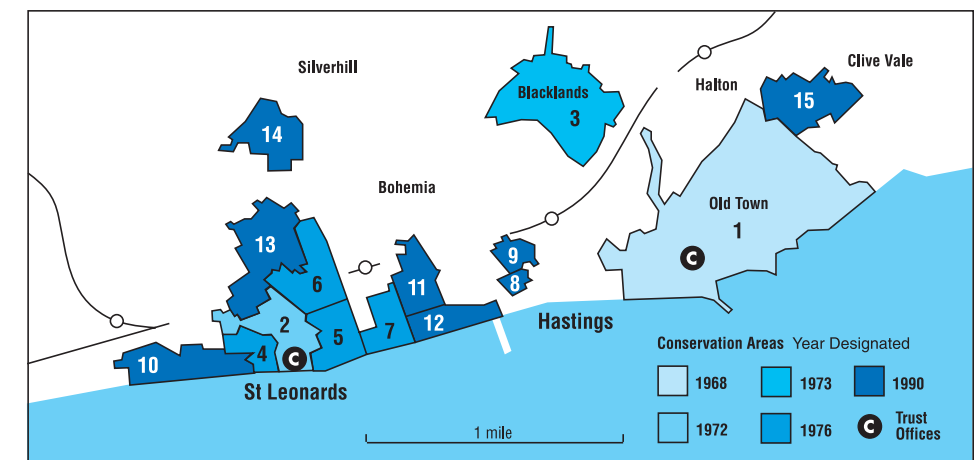
1 Hastings Old Town High Street, 1987.

2 Similar view in 1990 with some of the project's staff, trainees, volunteers and consultants. Grant assistance to owners has improved the appearance of the street, including buildings in the foreground where the Trust's main office and Conservation Shop are located.

## Conservation Areas in Hastings

Growing public interest in urban conservation led to the number of Conservation Areas more than doubling in 1990. This will make it easier to preserve and improve the town's scenic qualities in future.

- |                        |                       |
|------------------------|-----------------------|
| 1 Old Town             | 9 Cornwallis Gardens  |
| 2 Burtons' St Leonards | 10 Grosvenor Gardens  |
| 3 Blacklands           | 11 Magdalen Road      |
| 4 St Leonards West     | 12 Eversfield Place   |
| 5 St Leonards East     | 13 Markwick Terrace   |
| 6 St Leonards North    | 14 Springfield Road   |
| 7 Warrior Square       | 15 Tillington Terrace |
| 8 White Rock           |                       |





# Pelham Crescent Restoration

**Objective 1: To complete the restoration and improvement of the magnificent Regency architectural composition on the seafront surrounding St Mary in the Castle Church.**

*“With St Mary in the Castle Church as its centrepiece, Pelham Crescent is perhaps the finest such architectural composition on the south coast of England, and certainly the finest in Hastings. Dating from the reign of King George IV, it is an early example of a ‘comprehensive development’ containing houses, shops, church and sea-water baths, all conceived as an entity.”*

Roger Murton, Design Adviser,  
East Sussex County Council, 1991

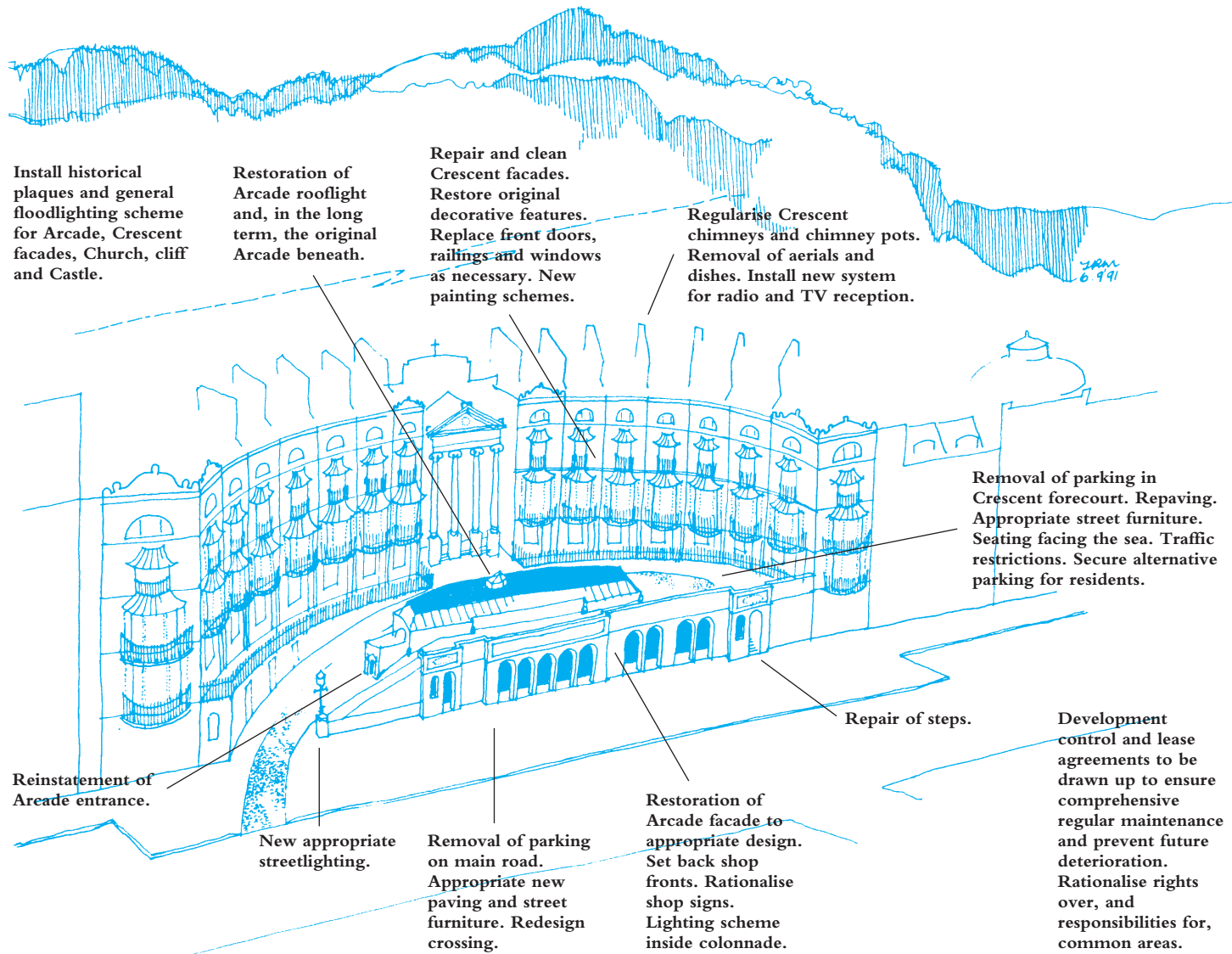
**The full restoration of Pelham Crescent and Pelham Arcade is the Trust’s top and main priority. This will involve raising funds as well as resolving complex legal, technical and management problems. Considerable progress has been made over the past 5 years but much remains to be done. The Trust intends to build on the links already developed - with local residents, property owners, amenity societies, local authorities and national pressure groups - and launch a major public appeal to generate more momentum. At the same time it will continue to administer Town Scheme restoration grants and promote other upgrading works.**

**1 (below) As it could be:** Masterplan of desirable restoration work drawn up by the Trust’s project team, August 1991. This will be used as the basis for consultation and fundraising.

**2, 3 As it was:** Lithograph of Pelham Arcade by C Hullmandel, 1828. Watercolour from the foreshore by Lady Caroline Lucy Scott, 1843. Now carved up into separate shop units, the Arcade was once a beautiful and fashionable rendezvous for visitors providing music, refreshments and a bazaar.

**4 Starting the Campaign:** Daily Telegraph, 29 December 1986.

**5 As it is now:** Pelham Crescent in September 1991 with Phase I of the Church restoration complete but much still to do.



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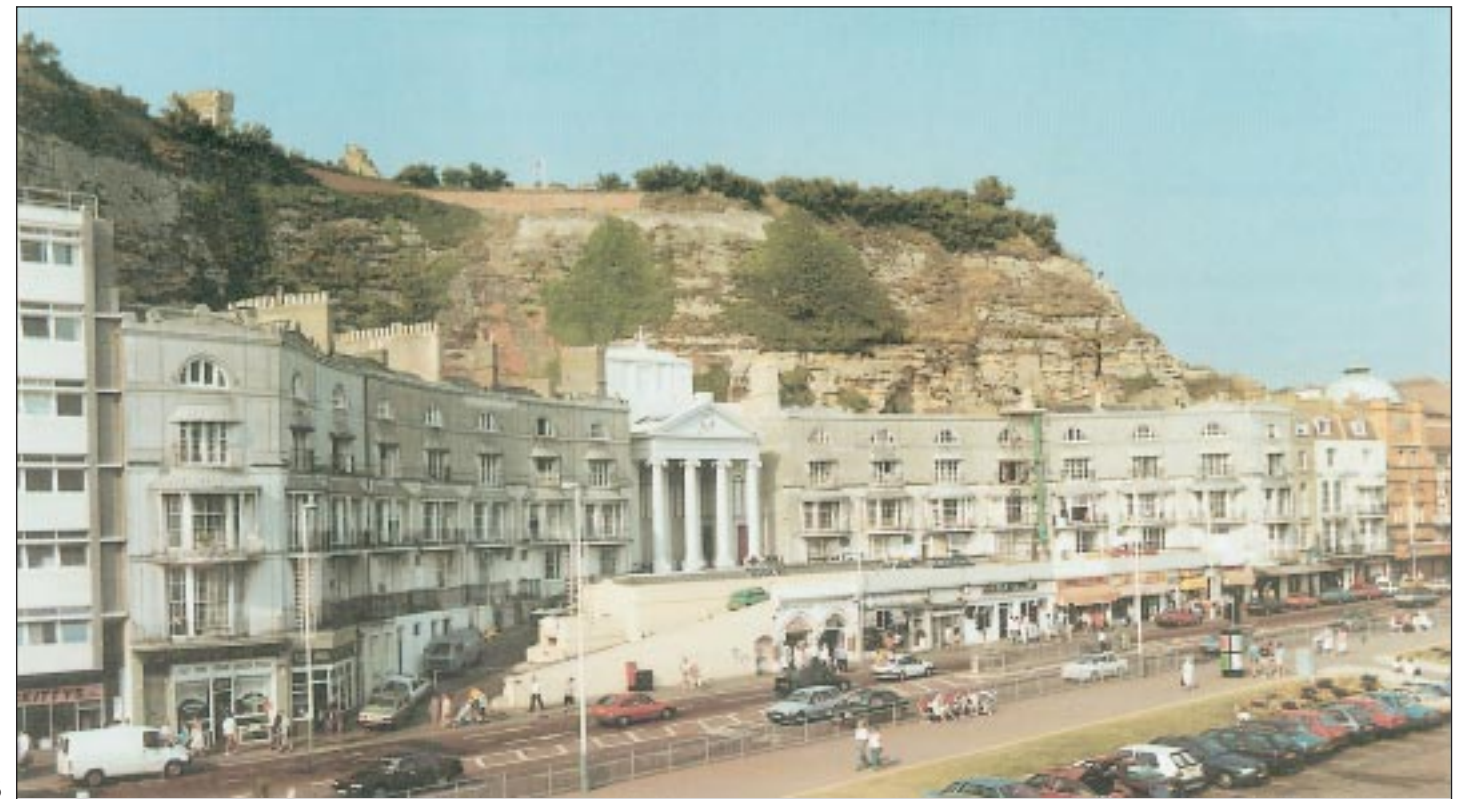


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## Queen Mother fights to save Regency church

By Robert Bedlow, Estates Correspondent  
**QUEEN ELIZABETH** the Queen Mother, as Lord Warden of the Cinque Ports, has joined conservationists to try to order a compulsory purchase order, which would have been the first vital step in saving the building.  
**SAVE Britain's Heritage**

4



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## The Rise, Fall and Rise again of Pelham Crescent

- 1824–1828** Construction by First Earl of Chichester. Architect: Joseph Kay.
- Early 1900s** Terraces flanking Crescent demolished. Arcade divided up, facade altered, architectural unity lost.
- 1951** Listing of Pelham Crescent and church: Grade II\*.
- 1960** Old Hastings Preservation Society undertakes restoration of Crescent facades.
- 1970** Church made redundant as place of worship. Other uses tried by private owners but fail. Decay sets in.
- 1986** Church on the brink of being declared a dangerous structure with risk of demolition. HUCP convenes St Mary’s Working Party to bring together all those with an interest in its future. Publicity campaign mounted.
- 1987** Working Party commissions feasibility study (funded by Borough Council) from URBED. Borough Council buys Church with help from English Heritage and embarks on renovation programme.
- 1988** Listing of Pelham Arcade: Grade II.
- 1988–91** Town Scheme administered by HUCP and Hastings Trust (jointly funded by English Heritage) provides restoration grants to 7 properties in the Arcade and Crescent totalling over £15,000.
- April 1991** First phase of church restoration completed by Borough at cost of £1.2 million. End use study for the Church, commissioned by the Borough Council Tourism Department.
- June 1991** Project team assembled by Hastings Trust. Masterplan prepared for complete restoration of entire Crescent and Arcade.
- July 1991** Riviera Gallery opens in Arcade; a temporary use initiated by HUCP, revised and implemented by Robert Tressell Workshops which helped establish the Riviera Gallery Association.
- Nov 1991** Pelham Crescent Appeal launched.



# Old Town Conservation

## Objective 2: To promote conservation and improvement in the Old Town Conservation Area.

A wide range of initiatives have been taken in Hastings Old Town aimed at improving the economy by:

- restoring and enhancing property, particularly in the commercial heart;

### Improving the shopping environment

- Grants for 16 shop front improvements totalling over £12,000, 1987-91.
- Annual Award scheme administered for most improved shop fronts run with Old Hastings Preservation Society, 1987-90.
- Grants for 2 schemes making disused floors over shops habitable totalling over £4,500, 1989-91.

### Improving the visual environment

- Grants for 24 facelift enhancements totalling over £15,000, 1988-91.
- English Heritage aid secured for all future York paving repairs, 1991.
- Six environmental projects assisted with grants totalling over £3,500, 1987-91.

### Improving the pedestrian environment

- George Street pedestrianised, 1987. This £200,000 scheme was the Borough's contribution to HUCP in its first year.
- Traffic Management study day organised with Old Town Forum, 1989. Report recommending action published, 1990.
- West Street Working Party formed, 1990, and administered since.
- Traffic calming scheme for West Street co-ordinated, 1991 (first phase).
- Traffic calming scheme for High Street promoted, 1991.
- Street entertainments sponsored, 1987-91.

- improving the visual appearance of the entrance points;
- making the environment more attractive for pedestrians;
- supporting local voluntary groups.

The Trust intends to continue this strategy with special emphasis on pushing forward environmental improvement schemes planned over recent years.



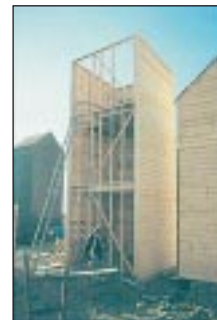
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1 Hastings Old Town in a wooded valley running down to the beach.

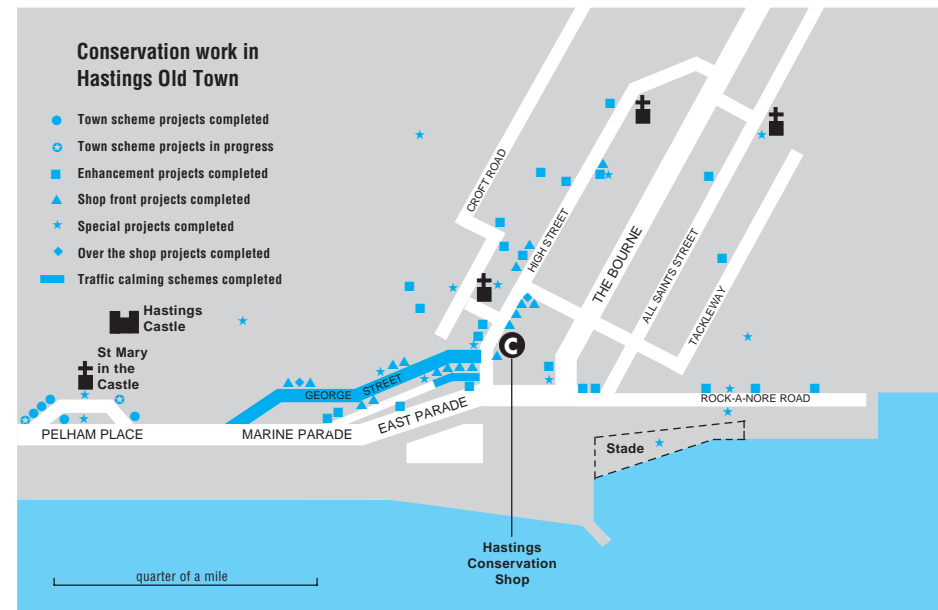
2, 3 New grant-aided timber cladding gives a facelift to Rock-a-Nore garage on the approach to a main visitor beach car park.

4 Reconstruction of a collapsed net shop, 1987. Project administered for the Old Hastings Preservation Society with English Heritage support.

5 No 57 George Street, 1991. Grant assisted shop front restoration, new hanging sign and new iron gate with plaque to former resident. Restoration and brightening up of shop fronts in traditional styles has improved the street scene and helped revive trade.

6, 7 The Mayor launching George Street Players' "Smugglers Tale", sponsored by HUCP, 1991. Street entertainment has become a regular feature of George Street since pedestrianisation. Nine restaurants and pubs now have outside tables and the pleasant atmosphere attracts visitors and boosts trade. Photograph 6 shows same view in 1986.

8 West Street, 1991. New paving scheme and bollards designed by local residents and traders for calming traffic and a grant-aided facelift for the Rock Shop (left) improve a main visitor entrance to the Old Town.



6



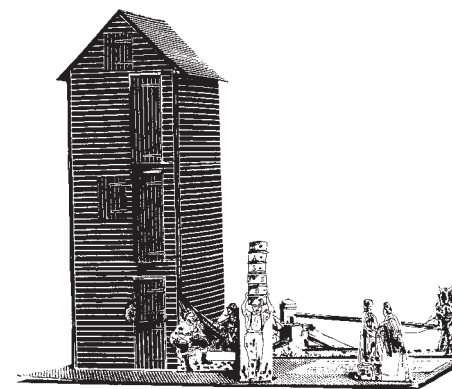
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9 Residents, traders and planners work out ways of coping with traffic at a study day in George Street Hall, 1989.

10 Net shop model kit published 1991.

11 Traffic calming proposal for High Street entrance from 'Opportunities for Action' study, 1987. The scheme was prioritised at the traffic management study day in 1988 and is due for implementation in early 1992 with County Council funding.

### Creating new vision

- Environmental Study 'Opportunities for Action' commissioned, 1987. Proposals exhibited, 1988, and pursued since.
- Forum of Old Town voluntary organisations formed to co-ordinate improvement initiatives, 1987, and administered since.
- Ideas competition for derelict Cooper Barnes site in George Street administered, 1989. Publication of the 39 entries, 1990. Local residents assisted to prepare temporary scheme for public open space, 1991.
- George Street Hall feasibility study undertaken, 1990.
- Improvement scheme design for the 100 steps developed, 1988-91.

### Land and property management

- George Street Hall, formerly disused, managed for trial year, 1990/91. Over 150 bookings for exhibitions, music, theatre, therapy workshops, markets and meetings. Use continued by private individual since.
- Stade Warden Scheme administered for improving the fishermen's beach and repairing the Net Shops, 1990/91. (Sponsored by Fishermen's Protection Society, Old Hastings Preservation Society, Tourism Department and Sea Life Centre).

### Education and Promotion

- General information and advice service provided from High Street shop daily.
- Exhibitions organised on general and specific planning issues.
- Panoramic walk round Old Town mapped and waymarked, 1988.
- Education packs for schools produced and published, 1988.
- Church restoration appeal development sponsored, 1988-90.
- Net Shops Model kit commissioned and published, 1991.



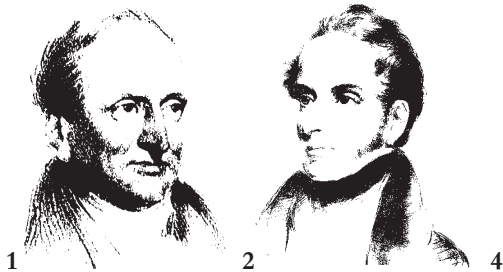
# St Leonards Conservation

## Objective 3: To promote conservation and improvement in the St Leonards Conservation Areas.

The main priority in St Leonards is to restore as much as possible of the 'high-class watering-place by the sea' built by James and Decimus Burton in the early 1800s. Although ravaged by war, neglect and insensitive new development, much of their charming new town remains as a prime example of

Regency town planning and garden landscaping. The Trust's strategy involves:

- attracting private investment into property restoration;
- raising standards of maintenance and design;
- making the environment more attractive for residents and visitors;
- supporting initiatives likely to boost the local economy.



## Property restoration

- Town scheme grants for restoration work to 38 properties totalling over £148,000, 1988-91. Fifty per cent funded by English Heritage.
- Work in progress on further 16 properties with grants totalling £48,000.
- Grants for 4 facelift enhancements totalling over £5,000, 1989-91.



## St Leonards Conservation Centre

- Partnership established with the Burtons' St Leonards Society and the Borough Tourism Department to create a Conservation Centre at the Society's headquarters at 49 Marina as a focal point for local conservation effort. Includes Trust branch office, conservation shop and Tourist Information Point as well as the Society's clubroom. Staffed by volunteers and trainees. Established 1989, refurbished 1990.

*"The Conservation Surgery provides an invaluable contact point between the Trust, local authority professionals and the lay public. The informal discussions of personal problems relating to building conservation do a lot to promote environmental education at grass roots level in a most digestible way."*

Norman Hutchins, Historic Buildings Architect, East Sussex County Council, September 1991.

1, 2 The original architects of St Leonards: James Burton 1761-1837 (left) and Decimus Burton 1800-1881 (right).

3 The Trust's Town Scheme Architect Norman Hutchins (left) with roofer John Stout at 5 The Uplands, 1990. Supervision of building work by experienced professionals makes it possible to improve standards of construction.

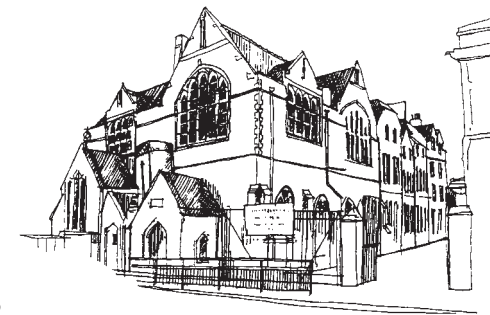


4-10 Burton's vision restored with grant assistance dependent on use of traditional materials and design: Conway Court, a seafront Greek Revival set piece at 51 Marina before restoration (4) and after (5); Improving the setting of the Royal Victoria Hotel from St Leonards Gardens by replacing a felt roof with natural slates on the classical Assembly Hall, West Ascent (6); architectural reunification of a simple Georgian terrace and reinstatement of



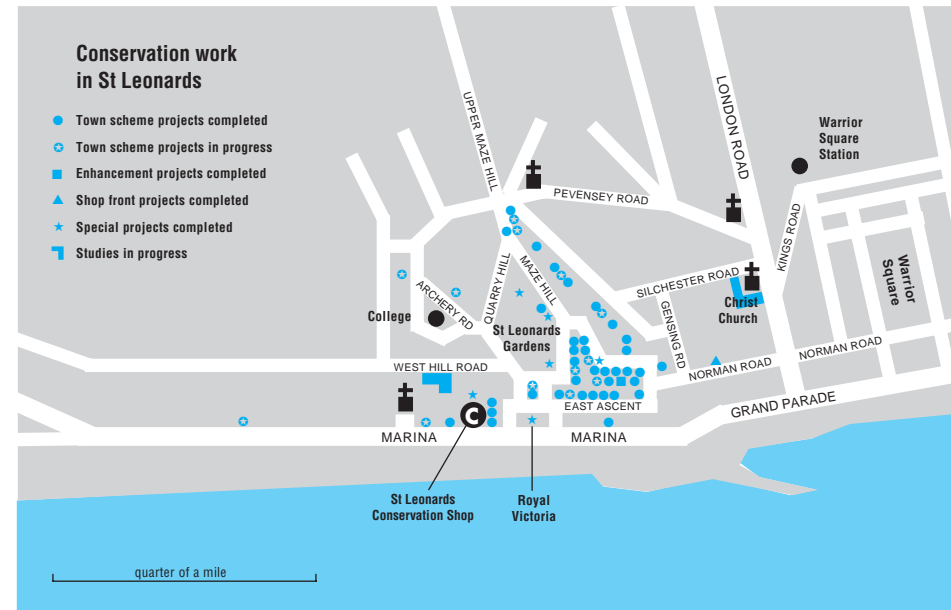
cast iron railings at Stanhope Place (7); new forecourt paving for a romantic gothic folly known as the Clock House, Maze Hill (8); restoration of a Regency residence with a stucco facade at 14 East Ascent (9) and a monumental tudoresque terrace at 9, 10 & 11 Maze Hill overlooking the Gardens (10).

11 Burton volunteers, Trust trainees and the County Historic Buildings Architect at the St Leonards Conservation Centre, 1991.



12 Scene from Glyndebourne's Opera on the Pier, 1990: Crown House being transported by boat from London for erection on the St Leonards seafront in 1828. It was James Burton's own house and the first to be built.

13 Sketch of Christ Church School by Stuart Page Architects.



## Environmental improvements

- Traditional cast iron railings reinstated at Stanhope Place, 1988-90. The originals were used for munitions in the Second World War. Sponsored by Burtons' St Leonards Society, Tourism Department and Planning Department.
- Memorial seat to a lifelong conservationist installed in St Leonards Gardens, 1991.
- Seafront colonnade restored at 48-50 Marina. Blueprint prepared for unifying shop signs and lighting throughout.

## Feasibility planning

- Study commissioned to explore conversion potential of Christ Church School, 1991. The Victorian buildings, part listed, face demolition unless a viable new use can be found.
- Memorial garden schemes drawn up for the Burton tomb site in West Hill Road. Options range from simple landscaping to creation of 'Burton experience' heritage centre with exhibitions and café. Awaiting consultation and fund raising.

## Education and Promotion

- Weekly conservation surgery held for members of the public with the Borough and County Conservation Officers. 150 enquiries dealt with annually.
- Education pack produced including guided walk for school children, 1988.
- Republishing of book on Burtons' St Leonards by John Manwaring Baines sponsored, 1990.
- Exhibitions mounted on general and specific topics.
- Seminars by skilled craftsmen on building conservation sponsored, 1989/90.
- Community opera based on the founding of St Leonards conceived and researched with Glyndebourne Education, 1989. Performed 1990 with a cast of 300 local people of all ages.



# Townscape Improvement

**Objective 4: To help improve general standards of conservation and urban design throughout Hastings and St Leonards.**

The long-term renaissance of Hastings will depend on securing broad agreement on a vision of the future which both builds on the past and capitalises on new social and technological advances.

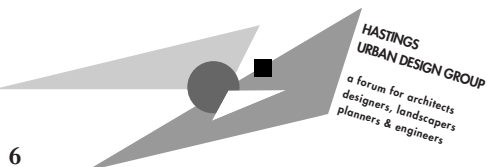
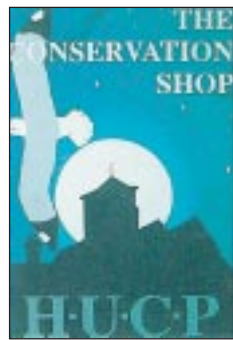
## Environment Shops

58a High Street, Hastings  
49 Marina, St Leonards

- 80 titles on local environment.
- 40 titles on building restoration.
- 300 titles on urban regeneration.
- T shirts, postcards, posters etc.
- Community noticeboards.
- Leaflet racks.
- Loan facilities for books and videos.
- Exhibitions on current topics.
- Education packs.
- Mailorder catalogues.

A range of programmes and services have been developed to:

- Make people more aware of the possibilities and constraints;
- Help people get more involved in planning and design;
- Improve planning and implementation processes.



## Support for civic and community groups

- Hastings Environment Forum initiated 1989, and serviced since (see page 19).
- Castle Hill Improvement and Protection Society formation assisted, 1989.
- Hastings Urban Design Group initiated, 1990.
- Equipment available for loan: exhibition boards, slide projectors.
- Office facilities available: photocopying, fax, desk top publishing.

## Finding new uses for derelict sites and building

- Initial coordination of £30,000 scheme enabling local residents to create the Castle Hill Wildlife Garden in a disused churchyard off Wallingers Walk, 1989-91.
- Initiative to convert empty 'Observer' building in Cambridge Road for managed workspace. Feasibility work commissioned, 1990. Recording studio assisted to establish itself in basement, 1991. £5,000 sponsorship secured from British Telecom, 1991. Project ongoing.

1 The Trust's Conservation Shop at 58a High Street, Hastings Old Town.

2 Conservation Shop hanging sign incorporating the HUCP logo. Design by Tracy Jones, 1990.

3, 4, 5 Residents planning a wildlife garden in a disused churchyard at a 'design day' organised with the Castle Hill Improvement and Protection Society and British Trust for Conservation Volunteers in 1989. Before and after of the sandstone boundary wall, rebuilt with cast iron railing viewing sections with funding from the Borough Environmental Health Department and English Heritage.

6 Logo of Hastings Urban Design Group formed to improve the quality of urban design by bringing together professionals from different disciplines. The group is currently working on a design guide for Hastings.



7 Proposal for a seafront tramway by Mike Turner. Winning entry in the 'Visions for Hastings' competition for 'the best ideas for improving the environment of Hastings and St Leonards'.

8 British Telecom's Andrew White (holding phone) presents £1000 cheque to winner (right) in the Earthscape competition for 'New Visions for Environmental Solutions', 1991.

9 New extension for West Hill Cafe resulting from advice and assistance to owner on image and management.

10 Songs of Praise being filmed on Hastings Castle, 1990.

11 Residents, traders, politicians and professionals test out their ideas for the Town Centre on a large model in an empty town centre shop, May 1991.



## Competitions and Award Schemes

- 'Visions for Hastings' open competition organised for the Environment Forum, 1990. 146 entries submitted.
- 'Eandscape' national art competition organised with the Public Art Society, 1991. 280 entries submitted.

## Pioneering new techniques

- 'Planning for Real' introduced to councillors, officers and voluntary groups at seminar in March 1991. Live exercise on Town Centre sponsored in May with assistance from Planning Department, Civic Trust and Hastings & St Leonards Observer. Independent volunteers continue the initiative.

## Education and promotion

- Publishing and exhibition programmes (see page 19).
- Lectures and tours organised for primary and secondary schools.
- Press campaigns on issues such as the scourge of satellite dishes.
- BBC 'Songs of Praise' programme in Hastings, instigated 1990.

## Advice Services

- 500 general queries dealt with annually from members of the public on a wide range of environmental matters. Involves referrals, drafting letters, making phone calls, site visits, attending public meetings, submitting public enquiry evidence, providing technical expertise or general advice, acting as mediator in disputes and providing literature.

## Environment Week

- Coordination of annual programme of events in May as part of the Civic Trust's national Environment Week celebrations. Events 1988-91 included: 23 exhibitions, 30 guided walks, 5 litter picks, 22 talks/seminars/lectures/meetings, 8 launches/unveiling ceremonies, 25 celebratory/social/fundraising events, 10 competitions, 33 active projects and 4 public art creations.



Developing Environment Week



# Hastings Pier Improvement

**Objective 5: To help find ways to restore and improve the pier and safeguard its future.**

This is one of the most challenging tasks facing the town. Present uses barely generate enough revenue to maintain the listed Victorian structure let alone restore or improve it. Being privately owned, public funding is hard to obtain.

Unless a solution is found, the pier is unlikely to survive the winter gales for many more years. The Trust's strategy is to:

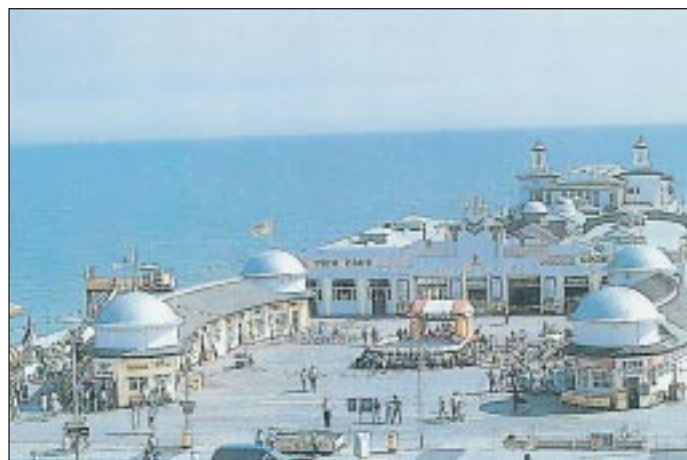
- explore all options for development;
- harness public support;
- assist the Pier Company to devise a suitable development framework and embark on a long term improvement plan.



1

## National Design Competition, 1990

- Organised with Tourism Department and *Building Design* newspaper for Environment Week 1990 which adopted the theme 'Hastings 2000'. £5,000 in prize money. 114 entries received, mostly from professional architects. Estimated value: £250,000. Exhibition of entries mounted on Pier during Environment Week. Extensive media coverage.



2

## Pier Preservation Society

- Started by Pier traders inspired by competition entries. Start up assistance provided by HUCP. Society linked with national pier societies, organised film shows and social events and is now launching a £125,000 appeal for restoring the Art Deco frontage.

*"Piers were a particularly English Victorian folly, but unlike other icons of the age that have been restored and reproduced, most of the piers of the realm creak with neglect. One hundred were built. Fifty remain."*

Chris Cornish, *The Times*, 28.4.1990.

1 Disused landing stage at the end of the Pier: once a staging point for cross-channel crossings and coastal ferries. The nearest place for ships to dock is now 28 miles away.

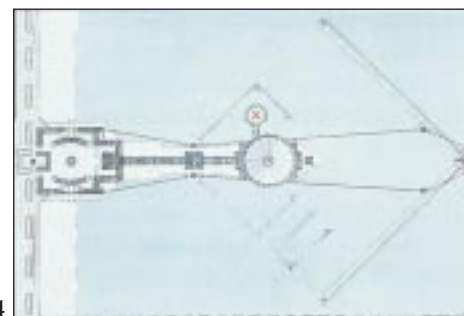
2 View from White Rock. Hastings Pier was designed by Eugenius Birch in 1869 but the pavilions have been added since. 5,000 people pass through the turnstiles on a good bank holiday now compared with 60,000 in the 1930s.



3

3, 4 Winning entry in the 1990 competition by BKB Architects, Lewes. At the shore end, a public square with 'crescents' restored and Victorian bandstand reconstructed. Further out, a new library pavilion and a large domed arena for staging international events with sports hall, cinema and heliport. New jetties create safe harbouring for shipping, re-establishing Hastings' coastal and cross-channel links. Jetty

pontoons produce electricity from wave power. A cable car transports visitors down the pier and out to a new lighthouse beyond. The judges – Cedric Price (architect), Piers Gough (designer), Paul Finch (Editor, *Building Design*), Pam Brown (Leader, Hastings Council) and Paul Smith (Mayor of Hastings) – praised the appropriate scale, attractive profile and intelligent use of new technology.



4

# Regeneration practice improvement

**Objective 6: To assist general improvement in urban regeneration practice by developing the capability to help others elsewhere.**

Development trusts are a relatively new phenomenon. All over the country people are experimenting with different ways of setting them

## Consultancy services available

- **Project conception and development**  
How to develop conservation and regeneration projects. What kind of project. What to do when. The pitfalls to avoid.
- **Information systems**  
How to organise information systems capable of handling the vast amount of material necessary to be able to operate efficiently.

*"Hastings Urban Conservation Project provided the essential grit in the system which raised the consciousness of the people of Hastings to the importance of urban conservation to the town. I hope Hastings Trust will build on this foundation."*

Tony Fry, Borough Planner, 16.10.1991.

up and making them work. HUCP and the Trust have been innovators in several respects and have experience and expertise to offer. The extent to which the Trust can participate in the evolution of development trusts nationally will depend on funding secured for research and consultancy.

- **Shops**  
Why and how to organise shops as an integral part of a regeneration project. The Trust has a detailed operating manual for the shops and draft catalogues of relevant stock.
- **Competitions**  
When to organise them, how to organise them, how to follow them up.

*"What impressed us particularly about HUCP was its openness to involvement by a wide range of different groups in and around the town, and by its wish to identify and disseminate good practice."*

Bob Pointing, Environmental Projects Manager, UK2000, 8.1.1990.



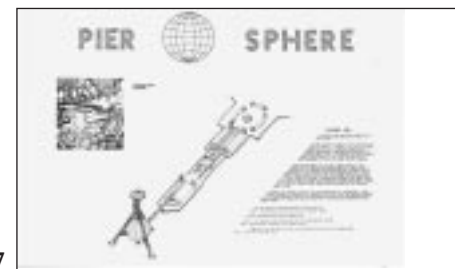
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5 Some of the Trust's manuals and directories used for keeping track of dozens of projects, each at various stages, hundreds of organisations dealt with on a regular basis, and thousands of files and photographs in constant use.

6 HUCP Chairman Pam Brown hosting a visit to Hastings by Kevin Knott, Deputy Secretary of the Duchy of Cornwall, 1990. The visit resulted in the Trust being employed on a consultancy basis by the Duchy to advise on establishing a similar initiative in Dorchester.



7

7 Equal third prize in the 1990 pier competition by AJK Architects, Hastings. The present structure is restored and embellished; markets, shopping and indoor tropical gardens replacing amusement arcades. The ballroom is revamped and a new 'Pub at the end of the Pier' constructed. From there a

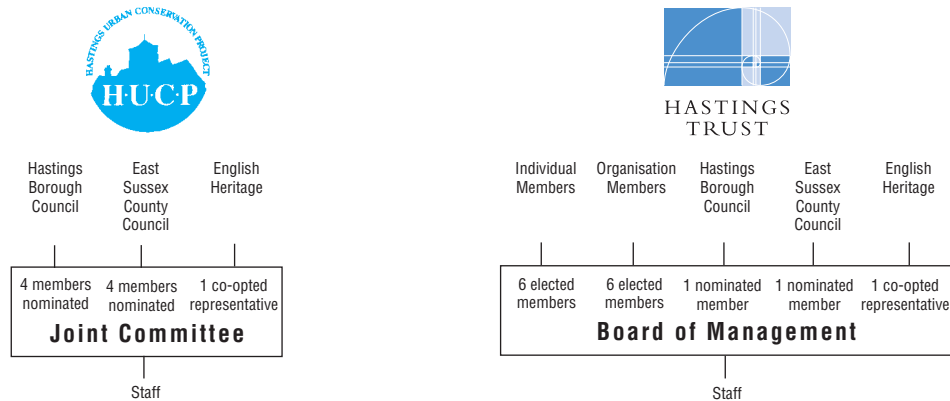
*travelator takes visitors to a new 'Pier Sphere'; a large glazed dome containing leisure pool and cinema in the round. Above is a circular restaurant and viewing gallery 100 metres above the sea. The judges' verdict: elegant, simple, weather conscious and a dramatic puller of crowds.*

*"Costs are escalating all the time. All the money we make in the summer, we put into the understructure in the winter. We could throw half a million pounds under there without blinking. Soon outgoings will overtake incomings. The question is does Hastings want to have a rusting hulk on the seafront in three or four years time?"*

John Shrive, Hastings Pier Company Director, *The Times*, 24.4.1990

# Organisation

The Trust's management structure has been designed to ensure democratic accountability and independence. Whereas HUCP was essentially a local authority initiative, the Trust is open to involvement by anyone living in the area as well as voluntary and private organisations.



Management Structures

## Membership

Hastings Trust has two types of membership:

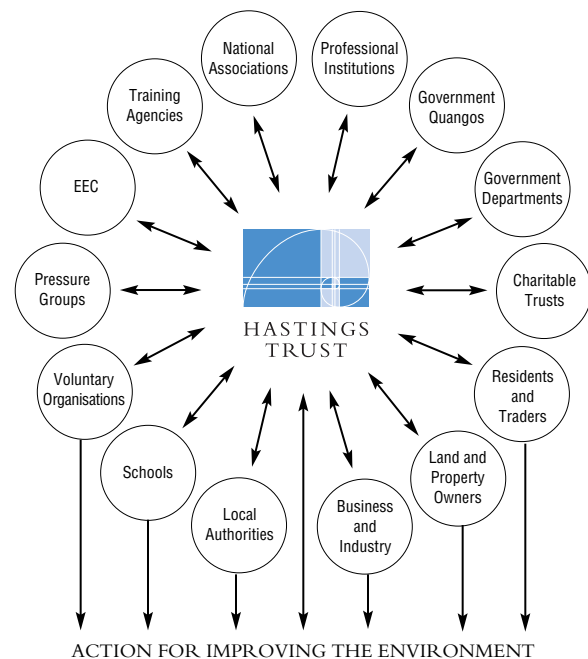
- Individuals - anyone aged 18 or over living in the Borough of Hastings, District of Rother or elsewhere at the Board's discretion;
- Organisations - any organisation at the Board's discretion.

The Board comprises up to 6 members elected by the Individual Members, up to 6 elected by Organisation Members, 1 nomination by Hastings Borough Council and 1 by East Sussex County Council.

The Trust has a trading subsidiary, Hastings Trust Trading Ltd, which covenants all profits to the Trust.

## Concept

The role of Hastings Trust is to bring together all agencies - national, regional and local - whether in the public, private or voluntary sectors, to promote action for improving the environment for the benefit of the local community.



## Staffing

The Trust's ability to deliver the goods is based on being able to draw on a wide range of expertise, both in-house and through links with local authority departments, voluntary organisations, private consultants, education establishments and training agencies.

## Operational Areas

## Skills and expertise

<b>Environmental improvements</b>	Concept design, local knowledge, scheme planning, briefing professionals, public consultation, negotiating funds and loans, contract management, land management.
<b>Environment shops</b>	Knowledge of environmental issues, publishing, trading, customer relations, reviewing, editing, librarianship, administration.
<b>Land and property management</b>	Property development, financial management, negotiation, land valuation, contract management, trust and property law, marketing, building maintenance, budgetting.
<b>Regeneration expertise</b>	Community organisation, planning, architecture, design, urban management, public participation techniques, communication, training.
<b>Environmental education</b>	Education curriculum, communication, teaching, writing, editing, publishing, photography, video.
<b>Grant schemes</b>	Building restoration techniques, construction industry, pricing, architectural design, administration.
<b>Administration</b>	Financial management, personnel management, staff training, computer programming and operating, servicing committees, administration systems, publicity and promotion.

# Finance

HUCP was financed almost entirely by the public sector. Public funding will remain essential for many years to come. But the Trust will only survive and achieve its aims if it can attract additional funding from a wide range of private, business and charitable sources and can make many of its services and development programmes self-financing. The general principle is that the public sector provides core funding with resources for specific projects and programmes being raised from the private and voluntary sectors and through fund raising events. In the long term the Trust hopes to acquire property assets through donations, sponsorship and gifts.

## Value for Money

The 'value' of the work is impossible to measure precisely in hard financial terms being mostly concerned with quality, standards, education and ideas. It is also hard to establish when new investments in an area result directly from the 'snowball effect' created by initiatives taken. But here are a few indicators providing estimates of some of the 'value' created to date.

Investment generated in property restoration (total grants x 2.5)	£621,000
Investment generated in special projects (total project costs)	£148,000
Value of trainees (assume £150 per trainee per week)	£209,000
Value of in-house volunteers (assume £30 per day)	£25,000
Value of competition entries (pier only: entries x £2,200)	£250,800
Value of environment week activities (events x £200)	£32,000

## How HUCP obtained and used its money 1986-1991\*

	Income	Expenditure
Hastings Borough Council	£225,000	£187,000
East Sussex County Council	£203,000	£65,000
English Heritage	£78,000	£152,000
Sponsorship	£31,000	£32,000
Sales	£14,000	£66,000
		£13,000
		£17,000
		£19,000
		Property restoration grants
		Environmental improvements and events
		Salaries and fees
		Office premises
		Administration
		St Leonards Office
		Shop stock
		Carried over to Trust

## Hastings Trust Cash Flow Statement 1st April - 30th August 1991

	£	£
<b>Core Income</b>		
Carried over from HUCP (part payment)	15000	
Hastings Borough Council (6 months 91-92)	12200	
East Sussex County Council (90-91 allocation)	10000	
English Heritage (90-91 allocation)	17591	
Interest	529	
Other	58	
		55378
<b>Project Income</b>		
Property management	749	
Regeneration consultancy	6616	
Environmental education	4189	
Grant funds English Heritage	12313	
Hastings Borough Council	7500	
Other	583	
		31950
<b>Total income</b>		87328
<b>Core expenditure</b>		
Office premises	3985	
Administration	3011	
Consultants fees	1366	
St Leonards office	1043	
		9405
<b>Project expenditure</b>		
Environmental improvements	1147	
Environment shops (loan to trading company)	7000	
Property management	2174	
Regeneration consultancy	1789	
Environmental education	8518	
Grant payments	8281	
		28909
<b>Total expenditure</b>		38314
<b>Balance</b>		49014

**Notes:**  
 1. Salaries of £15,303 were paid directly by Hastings Borough Council during this period.  
 2. Grant offers and firm project commitments of £21,690 were outstanding on 31st August.

## Hastings Trust Trading Ltd Cash Flow Statement 1st April - 31st August 1991

	£	£
<b>Income</b>		
Carried over from HUCP	460	
Retail sales	5027	
Wholesale sales	216	
Loan from Hastings Trust	7000	
Other	765	
<b>Total income</b>		13468
<b>Expenditure</b>		
Equipment	3678	
Fees	1860	
Stock	3159	
Publishing	1250	
Other	17	
<b>Total expenditure</b>		9964
<b>Balance</b>		3504

\* Figures exclude £200,000 expenditure on George Street pedestrianisation: the Borough Council's contribution to HUCP in its first year.



# Project Expenditure

Details of all grants and other project expenditure to 31 September 1991. Figures and dates in italics refer to offers for projects in progress

## Town Scheme Grants

Funded jointly with English Heritage. Up to 40% of costs of restoration of specific properties in St Leonards and Pelham Crescent.

<b>2 East Ascent</b> Repairs to chimney stack, main roof, gutters, rainwater pipes, windows.	20.1.88 14.6.90	<i>£424</i> <i>£5,547</i>
<b>10 East Ascent</b> Renewal of parapet gutter and slates. Restoration of front dormer, door and windows. New front door. Repairs to railings.	1.6.88 15.8.88 15.11.88	<i>£2,300</i> <i>£589</i> <i>£1,715</i>
<b>14 East Ascent</b> Rendering. New sashes. Restoration of mouldings. Rebuilding of chimney and parapet. Repairs to window.	7.3.89 29.8.89 1.9.89	<i>£1,159</i> <i>£1,643</i> <i>£1,869</i>
<b>15 East Ascent</b> Renewal of roof covering. Repairs to roof structure, parapet, gutter.	13.12.89	<i>£5,000</i>
<b>16 East Ascent</b> Renewal of front walls and lintels. Re-rendering, plastering.	22.1.91	<i>£989</i>
<b>24 East Ascent</b> Reinstatement of features: front parapet, door surround, flank wall. Lunette window repairs. Removal of chimney stump.	23.1.91	<i>£2,538</i>
<b>2 The Lawn</b> Repairs to roof.	3.2.88	<i>£1,261</i>
<b>5 The Lawn</b> Repairs to roof, windows, balcony.	15.9.88	<i>£1,712</i>
<b>9 The Lawn</b> Damp-proofing of basement.	3.1.91 15.2.91	<i>£2,500</i> <i>£2,500</i>
<b>10 The Lawn</b> Re-roofing. Rendering. Repairs to parapets and cornices.	18.12.88 21.3.89 6.7.89 24.7.89	<i>£4,609</i> <i>£1,636</i> <i>£772</i> <i>£5,263</i>
<b>36 Marina</b> Repairs to roof, chimney, gutters.	25.7.88	<i>£2,399</i>
<b>48 Marina</b> Restoration of colonnade.	16.11.90	<i>£154</i>
<b>49 Marina</b> Restoration of colonnade.	30.10.90	<i>£86</i>
<b>50 Marina</b> Restoration of colonnade.	16.1.91	<i>£86</i>
<b>51-53 Marina</b> Part rebuild of front wall. Repairs to colonnade. Re-instatement and repair of features. Creation of parapets. New cast iron rainwater pipes.	30.9.88 13.2.89	<i>£22,560</i> <i>£8,351</i>
<b>4 Maze Hill</b> Rebuild of ground and first floor bay windows.	3.10.89	<i>£3,484</i>
<b>9 Maze Hill</b> Repairs to windows, roof, chimney, guttering.	6.2.89	<i>£489</i>
<b>10 Maze Hill</b> Repairs to oriel window, roof, windows, chimney, doors, guttering.	7.6.90 8.2.91	<i>£442</i> <i>£5,000</i>
<b>11 Maze Hill</b> Repairs to walls, rendering, windows, gutters, oriel window. Renewal of bressummer beam.	7.4.89 8.6.89 7.6.90	<i>£1,640</i> <i>£2,819</i> <i>£442</i>
<b>17 Maze Hill</b> Damp Prevention.	7.3.89	<i>£423</i>
<b>St Leonards Lodge, Maze Hill</b> Re-roofing.	25.4.91	<i>£5,000</i>
<b>Clock House, Maze Hill</b> New forecourt paving: York stone with granite setts.	1.1.89	<i>£1,382</i>
<b>2 Maze Hill Terrace</b> Repairs to main roof and roof of bay.	26.7.88	<i>£826</i>
<b>4 Maze Hill Terrace</b> Restoration of rear elevation, windows and bay top.	15.2.91 3.9.91	<i>£4896</i> <i>£104</i>
<b>1a Mercatoria</b> Repair to steel beam supporting rear wall over archway.	28.9.90 28.9.90	<i>£2,402</i> <i>£3,214</i>
<b>11 Mercatoria</b> Rendering of gable. Tanking.	6.2.89	<i>£690</i>
<b>14 Mercatoria</b> Re-rendering. Replacement of lintels. Repairs to sashes.	1.2.89	<i>£1,207</i>
<b>12 Pelham Arcade</b> Re-plastering. Floor replacement.	23.6.89	<i>£480</i>
<b>3 Pelham Crescent</b> Repairs to main and back roof and railings. New bay, sash windows and door.	3.9.90	<i>£2,500</i>
<b>10 Pelham Crescent</b> Replacement windows.	12.12.90	<i>£433</i>
<b>11 Pelham Crescent</b> Repairs to roof.	19.1.89	<i>£3,141</i>
<b>13 Pelham Crescent</b> Repairs to roof and chimney. Replacement of basement windows. Damp-proofing basement.	5.8.88 25.4.89 7.2.91 30.8.91	<i>£296</i> <i>£3,542</i> <i>£380</i> <i>£150</i>
<b>2 Stanhope Place</b> Rebuilding of parapet and firewalls. Rendering of chimneys. New gutters.	17.11.89	<i>£2,662</i>
<b>3 Stanhope Place</b> Rendering. Repairs to rainwater goods and windows. Damp-proofing.	3.5.89 30.3.90	<i>£1,000</i> <i>£1,108</i>
<b>4 Stanhope Place</b> Replacement of windows. Repairs to parapet. Repairs to main roof and chimney stacks. Damp-proofing.	2.11.88 16.7.90 16.1.91	<i>£1,532</i> <i>£1,200</i> <i>£250</i>
<b>7 Stanhope Place</b> Repairs to rendering. Remaking sash windows.	2.11.88 8.5.89	<i>£266</i> <i>£1,121</i>
<b>11 Stanhope Place</b> Repairs to roof, parapet, chimney. New damp course. Re-rendering.	13.2.89	<i>£949</i>
<b>12 Stanhope Place</b> Damp-proofing to cellar. New sills and rainwater goods. Rendering. Rear basement tanking.	21.10.88 18.12.88 8.5.89 23.6.89	<i>£538</i> <i>£662</i> <i>£482</i> <i>£506</i>
<b>13 Stanhope Place</b> Repairs to chimney, firewalls, render, mouldings, windows, parapet. Window renewal.	17.4.89 3.9.90 3.9.90	<i>£4,055</i> <i>£1,610</i> <i>£248</i>
<b>5a The Uplands</b> Re-roofing.	12.12.90	<i>£5,057</i>
<b>6 The Uplands</b> Repairs to entrance hall, music room and windows.	6.8.903 16.5.91	<i>£3,932</i> <i>£489</i>
<b>1 Upper Maze Hill</b> Replacement of main roof, drain pipes and guttering. Verandah roof repairs. Restoration of gates and railings. Rendering greenhouse wall.	14.11.89 15.11.90	<i>£3,092</i> <i>£1,748</i>
<b>Masonic Hall, West Ascent</b> Reinstatement of natural slate roof.	12.12.90	<i>£3,128</i>
<b>Total</b>		<i>£158,679</i>

## Town Scheme Projects in Progress

<b>3 East Ascent</b> Damp-proofing. Replastering. Replacing defective woodwork.	16.11.90	<i>£2,990</i>
<b>5 Highland Gardens</b> Chimney rebuild.	2.9.91	<i>£5,000</i>
<b>2 The Lawn</b> Replacement of sash windows.	20.9.90	<i>£1,251</i>
<b>60 Marina</b> Rendering. Repairs to chimney, cornice.	6.9.91	<i>£3,384</i>
<b>61 Marina</b> Balcony restoration.	21.3.90	<i>£2,245</i>
<b>101 Marina</b> Gable replacement. Repairs to balcony, railings, masonry, front door.	9.1.91 30.8.91	<i>£1,000</i> <i>£2,661</i>

<b>1 Maze Hill Terrace</b> Repairs to rear steps, chimneys, roof, windows, doors, guttering, walls.	15.11.90 28.8.91	<i>£5,000</i> <i>£900</i>
<b>6 Maze Hill</b> Repairs to rear elevation: rendering, guttering, lead flashing, dormer.	5.11.90	<i>£4,214</i>
<b>10 Maze Hill</b> Repairs to roof, windows, guttering.	30.8.91	<i>£5,000</i>
<b>16 Maze Hill</b> Repairs to roof.	7.10.88	<i>£738</i>
<b>10a The Mount, Archery Rd.</b> Damp-proofing. Window replacements.	16.1.91	<i>£5,000</i>
<b>4 Pelham Crescent</b> Roof repairs.	30.8.91	<i>£1,978</i>
<b>14/15 Pelham Crescent</b> Reroofing.	2.9.91	<i>£3,036</i>
<b>3 Stanhope Place</b> Repairs to front elevation and rear wing roof. New sash windows.	30.3.90	<i>£1,672</i>
<b>14 Stanhope Place</b> Renewal of sash window. Renovation of exterior rendering.	30.8.91	<i>£2,240</i>
<b>6 The Uplands</b> Repairs to windows.	30.8.91	<i>£2,492</i>
<b>1 Upper Maze Hill</b> Repairs to front door.	20.9.91	<i>£500</i>
<b>Masonic Hall, West Ascent</b> Repairs to portico, flooring and substructure.	2.9.91	<i>£2,385</i>
<b>Total</b>		<i>£53,686</i>

## Shop Front Grants

Up to 40% of costs of repairing and enhancing existing shop fronts or the replacement of unsympathetic modernised ones, mostly in the Old Town.

<b>4-6 Courthouse Street</b> Renovation of external bookcase.	22.2.90	<i>£300</i>
<b>4 George Street</b> Repairs to existing shopfront. New damp proof course.	31.10.88	<i>£432</i>
<b>8 George Street</b> New shop front.	22.12.89	<i>£2,240</i>
<b>9 George Street</b> Removal of modern fascia. Restoration of original. New sign.	5.9.90	<i>£562</i>
<b>11 George Street</b> Re-instatement of tiles and iron grille. Replacement of blind. Redecoration.	20.10.88	<i>£430</i>
<b>24a George Street</b> Replacement of shopfront with traditional design.	14.3.89	<i>£1,000</i>
<b>25 George Street</b> Repairs to fascia and stall riser. Replacement of lead dressing. Redecoration. New replica shopfront.	8.5.90 12.9.90	<i>£1,178</i> <i>£530</i>
<b>45 George Street</b> New shopfront including restored elements.	1.8.91	<i>£1,000</i>
<b>57 George Street</b> Erection of hanging sign. Repairs and additions to fascia. Redecoration.	18.12.89 23.1.90	<i>£87</i> <i>£770</i>
<b>60 George Street</b> Repairs to fascia and signwriting.	4.2.88	<i>£30</i>
<b>70/71 George Street</b> Replacement of rotten windows. Renewal of shutters. Rendering of column. Flashing. Repainting.	1.1.89 12.2.89	<i>£1000</i> <i>£380</i>
<b>16 High Street</b> Renewal of lead soakers. Repairs to rotten timber. Redecoration.	19.10.88	<i>£350</i>
<b>51/52 High Street</b> Renewal of skirting, corner moulding, fascia and defective timber. Stabilisation.	3.10.89 4.1.91	<i>£856</i> <i>£506</i>
<b>58 High Street</b> Replacement of original gilt window lights. Repairs to fascia and threshold.	1.12.87	<i>£238</i>

<b>77 High Street</b> Restoration and decoration. New hanging sign.	14.5.90	<i>£266</i>
<b>78 High Street</b> Repairs, redecoration, signwriting.	1.7.88	<i>£338</i>
<b>59-61 Norman Road</b> Reconstruction of original shopfront.	5.10.90	<i>£1000</i>
<b>Total</b>		<i>£13,493</i>

## Shop Front Projects in progress

<b>6 George Street</b> Restoration and repairs.	10.1.91	<i>£1000</i>
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## Enhancement Grants

Up to 40% of the costs of 'facelift' property improvements in key locations in the Old Town and Burtons' St Leonards.

<b>125 All Saints Street</b> Restoration of hanging sign.	24.10.90	<i>£224</i>
<b>Hastings Potteries, Cobourg Place</b> Restoration of conservatory: renewal of timber, stabilisation, painting.	31.10.90 10.5.91	<i>£1,000</i> <i>£438</i>
<b>12 Croft Road</b> Repairs to windows, doors, fascia and guttering. Painting.	20.11.89	<i>£320</i>
<b>18 Croft Road</b> External decoration.	18.6.91	<i>£95</i>
<b>48 The Croft</b> External decoration and repairs.	7.6.89	<i>£570</i>

<b>10 East Parade</b> Repairs to gutters, windows, balcony, roofs, walls. Decoration.	19.12.89	<i>£328</i>
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<b>20 East Parade</b> External repairs and decoration.	14.11.89	<i>£941</i>
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<b>10 Exmouth Place</b> Painting doors and windows. New porch.	30.1.90 15.1.91 1.8.91	<i>£162</i> <i>£53</i> <i>£260</i>
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<b>16 High Street</b> Renewal of doors and windows. Repairs to rendering. Decoration.	8.3.89	<i>£390</i>
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<b>58 High Street</b> Restoration of rendering.	13.1.88	<i>£238</i>
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<b>64a High Street</b> Rendering and repairs to parapet walls.	13.1.88	<i>£201</i>
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<b>64c High Street</b> Re-laying flat roof.	15.9.88	<i>£184</i>
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<b>77 High Street</b> Painting of front elevation.	14.5.90	<i>£100</i>
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<b>98 High Street</b> Rebuilding wall and parapet	17.1.89 7.2.89	<i>£1403</i> <i>£902</i>
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<b>116 High Street</b> Repairs to windows. Rendering.	3.10.90	<i>£160</i>
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<b>1 High Wickham</b> Repair and repainting of facade and windows.	22.11.89	<i>£207</i>
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<b>48 Marina</b> Painting of colonnade.	16.11.90	<i>£154</i>
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<b>49 Marina</b> Painting of colonnade.	30.10.90	<i>£85</i>
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<b>50 Marina</b> Painting of colonnade.	16.1.91	<i>£85</i>
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<b>2 Pleasant Row</b> Redecoration of front elevation.	6.10.88	<i>£40</i>
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<b>3 Pleasant Row</b> New windows, door and railings.	7.3.90	<i>£617</i>
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<b>The Woodshop, Rock-a-Nore</b> Re-roofing in Welsh slate. New timber cladding.	20.4.89	<i>£1,357</i>
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<b>Rock-a-Nore Garage</b> Replacement of asbestos roof with boarding. Boarding of front elevation.	19.10.88	<i>£1,457</i>
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<b>22 Rock-a-Nore</b> Renewal of roof. Timber treatment. Repairs to chimneys.	1.11.88	<i>£1,358</i>
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<b>7 Stanhope Place</b> Repairs to cornices.	9.5.89	<i>£80</i>
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<b>1 West Street</b> Repair and redecoration of front, side and rear elevations.	1.9.89	<i>£268</i>
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<b>4 West Street</b> External decorations. Repairs to roof.	31.1.89	<i>£145</i>
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<b>19a West Street</b> Repairs to roof, parapet, gutter, windows. New vent to cellar.	20.2.89	<i>£1,038</i>
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<b>16 Winding Street</b> Relaying slate roof. Timber treatment.	18.10.88	<i>£1,486</i>
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<b>Total</b>		<i>£16,346</i>
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## Enhancement Projects in Progress

<b>26 Tackleway</b> Redesign and rebuild of porch. Rendering of side wall.	13.6.90	<i>£549</i>
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## Over the Shop grants

Up to 40% of the costs of bringing disused floors over shops in the Old Town into use.

<b>4-6 Courthouse Street</b> Re-roofing. Repainting of rear and east walls. New soil pipes and gutters. Repairs to yard roof, wall and lean-to.	21.2.89 5.5.89 23.5.89	<i>£1,544</i> <i>£1,510</i> <i>£773</i>
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<b>45 George Street</b> Refurbishment of first floor.	1.8.91	<i>£1,000</i>
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<b>Total</b>		<i>£4,827</i>
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## Special Project Grants and Expenditure

Grants and direct expenditure made for a wide variety of environmental improvements or related organisational, educational and cultural initiatives. Figures in brackets indicate total cost of projects.

<b>Burton Memorial Garden</b> Preparation of sketch scheme design.	30.11.90	<i>£350</i>	<i>(£700)</i>
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<b>Burtons' St Leonards Book</b> Contribution towards republishing book by Manwaring Baines. Purchase of 1000 copies.	14.5.89	<i>£876</i>	<i>(£2,624)</i>
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<b>Burtons' St Leonards Society</b> New fascia board and repairs to the Society's headquarters.	30.9.88	<i>£127</i>	<i>(£317)</i>
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<b>Castle Hill Improvement &amp; Protection Society</b> Contribution towards the Society's setting up costs.	12.6.89	<i>£100</i>	<i>(£100)</i>
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<b>Clock House, Maze Hill</b> Reinstatement of railings. Laying of flagstones and granite setts in forecourt.	29.7.88 21.10.88 31.1.89	<i>£750</i> <i>£392</i> <i>£677</i>	<i>(£4,547)</i>
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<b>Earthscape</b> Underwriting national art competition for Environment Week.	1991*	<i>£3,300</i>	<i>(£12,800)</i>
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<b>East Well</b> Restoration of decayed stonework and new tap.	18.5.89	<i>£2,000</i>	<i>(£5,104)</i>
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<b>Environment Week 90</b> Co-ordination of events programme.	1990*	<i>£1,972</i>	<i>(£6,489)</i>
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<b>Environment Week 91</b> Co-ordination of events programme.	1991*	<i>£1,000</i>	<i>(£816)</i>
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<b>Fishing Hut Survey</b> Measured drawing survey of former net shops at 13-16 East Beach Street.	14.6.90	<i>£632</i>	<i>(£632)</i>
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<b>George Street Artist's Plaque</b> Construction of decorative iron gate with commemorative plaque to Samuel Prout at 57 George Street.	1.7.88	<i>£100</i>	<i>(£400)</i>
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<b>George Street Hall</b> Management of Hall for trial year. Study on long-term use.	1990/91*	<i>£4,276</i>	<i>(£8,257)</i>
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<b>High Street Promotion Sign</b> Manufacture and erection of sign promoting High Street.	3.6.91	<i>£82</i>	<i>(£205)</i>
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<b>Holy Trinity Church Fountain</b> Feasibility study on restoring Victorian drinking fountain.	22.2.91	<i>£431</i>	<i>(£431)</i>
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# People and Organisations

Grateful thanks to all those who have made the work of Hastings Urban Conservation Project and Hastings Trust possible over the past 5 years, and apologies to anyone left out.

### Hastings Trust Board, September 1991

Chezel Bird (English Heritage co-opted representative)  
 Cllr. Pamela Brown (Borough Council nomination)  
 Richard Evans (Chairman)  
 Alma Hanson  
 Cllr. Ossie Hughes (County Council nomination)  
 Steve Peak  
 Don Richardson  
 James Risbridger  
 Anne Scott (Vice Chairman)

### HUCP Joint Committee Members, 1986–91

*Hastings Borough Council*  
 Cllr. Sandie Barr, 7/89 – 6/90  
 Cllr. Pamela Brown, 1/86 – 3/91  
   Vice Chairman 3/86-7/86,  
   Chairman 7/87 – 3/91  
 Cllr. Philip Michael-Anthony, 6/90 – 3/91  
 Cllr. Vic Pain, 1/86 – 7/87  
   Chairman 1/86 –7/87  
 Cllr. Michael Sandaver, 6/90 – 3/91  
 Cllr. Terry Randell, 7/89 – 6/90  
 Cllr. Paul Smith, 8/88 – 6/90  
 Cllr. Richard Stevens, 3/86 – 7/89  
 Cllr. Karen Alun-Thornton, 1/86 – 7/89  
 Cllr. David Thornton, 7/87 – 8/88

*East Sussex County Council*  
 Cllr. Jane Amstad, 7/89 – 3/91  
 Cllr. Robert Bromley, 1/86 – 7/89  
   Vice Chairman 7/86 – 7/89  
 Cllr. Marguerite Hall, 1/86 – 7/89  
 Cllr. Jo Holden, 3/86 – 8/88  
 Cllr. Ossie Hughes, 7/89 – 3/91  
 Cllr. John Wallis, 7/89 – 3/91  
 Cllr. Pat Wright, 1/86 – 3/91  
   Vice Chairman 7/89 – 3/91

*English Heritage (co-opted representatives)*  
 Chezel Bird, 7/89 – 3/91  
 Jim Read, 1/86 – 7/89

### Staff (S), trainees (T), volunteers (V), and in-house consultants (C)

Paul Bellingham, Photographer 11/ 89 – 11/90 (T)  
 Donald Beney,occasional assistance (V)  
 Lloyd Bevan, Illustrator 1/87 – 7/87 (T)  
 Julius Breeze, Publicity Assistant 3/88 – 9/88 (T)  
 Grace Brooker, Administrator SLCC 3/90 – 8/90 (T)  
 Kevin Carias, Publishing Officer 7/89 – 6/90 (T),  
   Shop Manager 6/90 – 8/91 (C) since 9/91 (V)  
 John Carter, Illustrator 2/88 – 1/89 (T)  
 Kay Carter, Sponsorship Assistant 10/90 – 5/91 (T)  
 Cheryl Clark, Secretary/Receptionist 8/87 – 5/88 (T)  
 Neil Clements, Publicity Assistant 11/88 – 11/89(T)  
 Anthony Collins, Supervisor 2/86 – 5/87 (T)  
 Marion Dearle, Office Assistant SLCC 12/90 – 6/91 (T)  
 Arthur Duffey, Shop Receptionist 2/90 – 4/91 (V)  
 Anne Elliot, Education Officer 1/87 – 2/87 (T)  
 Gillian Falla, Office Assistant SLCC 1/91 – 9/91 (T)  
 Robert Firth, Financial Assistant since 2/91 (T)  
 Juliet Foot, Administrator SLCC since 10/91 (T)  
 Andrew Ford, Education Officer 87 (T)  
 Nick Foster, George Street Hall Manager 10/90 –11/90 (C)  
 Deidre Frape, Secretary/Receptionist 1/87 – 1/88 (T)  
 Peter Fuller, occasional assistance (V)

Chris Fyfe, Computer Officer since 9/91 (T)  
 Mollie Gillam, Receptionist SLCC 12/89 – 4/90 (V)  
 Christine Goldschmidt, Sponsorship Officer/George Street Hall Administrator 5/90 – 4/91(C),  
   Acting Director since 10/91 (S)  
 Clare Gooding, Publicity Officer 7/88 – 1/89 (T),  
   Photographic Consultant since 5/89 (C)  
 Katherine Greig, Shop receptionist 5/91 – 7/91 (V)  
 Catherine Griffin, Assistant to Director 3/89 – 9/91 (S),  
   Administrator since 10/91 (S)  
 Sharon Griffin, Office Assistant 4/90 – 7/90 (T)  
 George Hay, Special Projects Consultant 7/89 – 3/91 (V),  
   Receptionist SLCC 1/90 – 4/90 (V)  
 Mike Haynes, Director 7/86 – 10/88 (S)  
 Natalia Holloway, Office Assistant/Receptionist 1/91 – 7/91 (T)

Laurence Homewood, Receptionist 6/91 – 8/91 (V),  
   Administrative Assistant since 9/91 (T)  
 Karen How, Shop Manager 1/90 – 4/90 (C)  
 Andrew Hutchings, Illustrator 8/88 – 12/88 (T)  
 David Jeapes, Project Officer SLCC since 9/91 (T)  
 Lesley Johnson, Co-ordinator SLCC 11/89 – 2/90 (T)  
 Tracy Jones, Design Consultant 1/90 – 12/90 (C)  
 Kathy King, Office Assistant 1/91 – 6/91 (T)  
 Valerie Knapp, Information Officer 2/88 – 2/89 (T)  
 Brian Le Gassick, Supervisor 8/87 – 2/88 (T)  
 Rachel Lewis, George Street Hall Manager 6/90 – 9/90 (C)  
 Caroline Lvin, occasional assistance (V)  
 Lucilla Machado, Shop Receptionist 4/91 – 6/91 (V)  
 Suzanne Mead, Office Assistant 4/90 – 8/90 (T)  
 Jean Millhouse, Secretary 4/88 – 10/88 (T)  
 Linda Mitchell, Office Assistant 4/90 – 7/90 (T),  
   Administrator SLCC 8/90 – 3/91 (T)  
 Christopher Morgan, Editorial Assistant 12/89 – 1/90 (V)  
 Nick Muriel, Illustrator 8/87 – 7/88 (T)  
 Norman and Doris Oakes, SLCC receptionists, since 10/89 (V)  
 Michael Oliphant, Environment Week 1992  
   Co-ordinator since 1/91 (V)  
 Alan Rankle, Public Art Consultant 4/90 – 3/91 (C/V)  
 Mark Roberts, Project Officer 2/88 – 2/89 (T)  
 Nick Rowlands, Receptionist 7/91 – 8/91 (V)  
 Frances Rosser, Publicity Assistant 87 (T),  
   Photographic Assistant 8/89 – 10/89 (T)  
 Teresa Ruiz, Shop Receptionist 12/89 (V)  
 Mary Sarkar, Shop Receptionist 4/91 – 6/91 (V)  
 Gail Saxby, Design Assistant 10/90 – 6/91 (T/V)  
 Paul Sayer, Shop Receptionist 12/89 (V)  
 Louise Scott, Assistant 11/90 – 3/91 (C)  
 Judy Sillem, Project Development Officer 6/89 – 8/89 (T)

David da Silva, Publicity Officer 1/87 – 7/87 (T)  
 Paul Singleton, Publicity Officer 2/88 – 6/88 (T)  
 Hilary Spencer, Information Officer 1/87 – 1/88 (T)  
 Michele Spice, Secretary/Receptionist 8/87 (T)  
 Caroline Stalker, Architect 11/90 – 1/91 (C)  
 Georgina Stewart, Office Assistant 9/90 – 7/91 (T)  
 Mike Stuttle, Education Officer 9/87 – 9/88 (T)  
   Project Officer 11/88 – 2/89 (S)  
 Kenneth Swift, Publicity Assistant 3/88 – 9/88 (T)  
 Phyllis Taylor, Office Assistant SLCC 7/91 – 8/91 (T)  
 Linda Tolhurst, Environment Week Co-ordinator 5/89 – 5/90 (V)  
 Jenny Tracey, Environmental Education Officer 10/90 – 1/91 (T) and 1/91 – 8/91 (C/V)  
 Beth Turner, Catalogue Editor 11/90 – 3/91(C/V),  
   Planning for Real co-ordinator, 4/91 – 5/91 (C/V)  
 John Turner, Building Communities Consultant 5/90 – 3/91 (V),  
   Town Centre model maker, 4/91 – 5/91 (V)  
 Louise Turner, Environment Week Co-ordinator/Receptionist since 10/89 (V)  
 Robin Viggers, Project Development Officer 2/87 – 12/88 (T)  
 Nick Wates, Director 3/89 – 9/91(S),  
   Development Advisor since 10/91(C)  
 Russell Watson, Computer Consultant 10/89 – 8/91 (C),  
   George Street Hall Manager 12/90 – 7/91 (C)

Tamsin Webster, Shop Receptionist 1/90 (V)  
 Helene White, Co-ordinator SLCC 2/90 – 1/91 (T)  
 Paul & Peter White, Stade Wardens since 4/90 (C)

### Main local authority support staff

*Hastings Borough Council*  
 Ian Bear, Joint Committee Secretary  
 Barbara Browning, events advice  
 Jim Corrigan, grant scheme architect  
 Tony Fry, co-ordination  
 Den Haddon, accountancy  
 Paul Reed, building conservation advice  
 Kenneth Swift, planning advice

*East Sussex County Council*  
 Sandra Caine, surveying and design  
 Norman Hutchins, Town Scheme architect  
 Bill Lanning, co-ordination  
 Nigel Marshall, landscape design  
 Roger Murton, design  
 Ken Nice, project management

### Project Consultants

Acres Wild Landscape Architects  
 AJK Architects  
 Michael Ambler, architect  
 Robin Beardshaw, architect  
 Callow & Burstow, architects  
 Education for Neighbourhood Change  
 Environmental & Transport Planning  
 Gypsy Garden Services  
 Roger Gates, designer  
 Graphic Ideas  
 Peter Greenhalf, photographer  
 Le Fevre Wood & Royle, architects  
 Alan Hunting Associates  
 Gordon Michell & Partners  
 Stuart Page, architect  
 Picture Maps  
 Regeneration Ltd  
 SeNews  
 David Shoesmith, architect  
 Terra Firma, landscape architects  
 URBED Ltd  
 Brian Wooller

### Hastings Environment Forum

The Forum was set up in 1989 ‘to co-ordinate and promote the activities of organisations in the Hastings area concerned with the environment’. Administration was provided by HUCP and the Trust until October 1991 when it became independent. Members in 1990 were:

Barley Estate Residents’ Association  
 Bohemia Area Residents’ Association  
 Burtons’ St Leonards Society  
 British Trust for Conservation Volunteers  
 County Park Rangers  
 Castle Hill Improvement & Protection Society  
 Dungeness Action Society of Hastings  
 Fairlight Down Conservation Society  
 Greenpeace (Local Fundraising Group)  
 Grey Owl Society  
 Hastings Area Archaeological Research Group)  
 Hastings Arts  
 Hastings Badger Protection Society  
 Hastings Borough Council Planning Department  
 Hastings and Rother Friends of the Earth  
 Hastings and St Leonards Chamber of Commerce  
 Hastings and St Leonards First Association  
 Hastings Tools For Self Reliance  
 Hastings Voluntary Action  
 Hastings Woodcraft Folk  
 Keep Hastings Tidy  
 Neighbourhood Revitalisation Services (now Hastings Renewal Service)  
 Hastings and St Leonards Association (National Trust)  
 Old Hastings Preservation Society  
 Pelham Arcade & Pelham Crescent Residents Association  
 Robert Tressell Workshops  
 Shelter Housing Action for Hastings  
 St Helen’s Park Preservation Society  
 St Mary’s Terrace Preservation Society  
 UK Federation of Business and Professional Women  
 West Hill Residents’ Association  
 Wishing Tree Residents’ Association

### Old Town Forum

The Old Town Forum was set up in 1987 to co-ordinate improvement initiatives in the Old Town. Administration is provided by the Trust. Members have included:

Fishermen’s Protection Society  
 Hastings Arts  
 Hastings Old Town Residents Association  
 Hastings Old Town Traders Association  
 High Street Traders  
 Old Hastings Preservation Society  
 Old Town Churches  
 Pelham Arcade and Pelham Crescent Association  
 Seafront Traders

### Other local organisations worked with

Friends of George Street  
 Hastings Cancer Help Centre  
 Hastings College of Arts and Technology  
 Hastings Employment Training Agency  
 Hastings Museum and Art Gallery  
 Hastings Teachers Centre  
 and a great many schools and building firms

### National support and advice

Art & Architecture  
 British Telecom  
 Building Design  
 Civic Trust  
 Directory of Social Change  
 English Heritage  
 Georgian Group  
 Groundwork Associates  
 Marylebone Health Centre  
 North Kensington Amenity Trust  
 Phoenix Initiative  
 Royal Institute of British Architects  
 UK2000

# Exhibitions

### Conservation: Investment in the Future

How conservation can benefit the economy of Hastings now and in the future, 1988.

### Grace and Grandeur

Spotlight on some of the best architecture of Hastings and St Leonards, 1987.

### Hastings Urban Conservation Project

Small exhibition showing aspects of HUCP’s early work, 1988.

### Hidden Hastings

Highlights some of the less well known attractive parts of Hastings and St Leonards, 1988.

### New Life Through Conservation

Highlights areas of Hastings where grant aid has helped the regeneration process, 1988.

### Opportunities for Action: an environmental study

Proposals for improving Hastings Old Town by Terra Firma Landscape Architects, 1988.

### Problems and Opportunities

A look at the down side of Hastings and some solutions, 1987.

### Put the Heart Back into Hastings

Open exhibition of proposals for improving the town centre, 1991.

### Visions for Hastings

Entries from an open competition for the best ideas for improving the environment of Hastings and St Leonards organised by the Hastings Environment Forum, 1990.

# Publications

### Burtons’ St Leonards

John Manwaring Baines, 1956. Second edition. Published with Hastings Museum and the Burtons’ St Leonards Society, 1990. £2.50.  
 Classic introduction to the architecture of St Leonards on sea, founded by James Burton in 1928.

### Conservation Areas: Hastings

A W K Fry, 1990. Reduced photocopy edition of Hastings Borough Council original. Maps of the 15 Conservation Areas in Hastings and St Leonards. £1.20.

### Earthscape

Christine Goldschmidt and Alan Rankle (eds), 1991 with the Public Art Society. £2.75.  
 Catalogue for an art competition and exhibition on ‘New Visions for Environmental Solutions’ organised for Environment Week 91. Sponsored by British Telecom and the Civic Trust.

### Education Pack

Mike Stuttle (ed), 1988. £5.00 (Teachers Notes £1.50, Worksheets 50p). Pack to help teachers conduct educational tours of Old Town and Burtons’ St Leonards. Suitable for upper primary or lower secondary school children. Includes fact sheets on traditional construction.

### George Street Ideas

Nick Wates and Kevin Carias, 1990. ISBN 0 9514094 1 7. £1.00.  
 Results of a public ideas competition for developing the derelict Cooper Barnes site in George Street, organised by the Old Town Forum with HUCP and Hastings Arts in 1989.

### Hastings & St Leonards 1991 Publications Catalogue

Pamela Haines and Kevin Carias (eds), March 1991. £0.40.  
 Annotated mail order catalogue of eighty of the best publications on local history, planning, personalities and the environment.

### Hastings Old Town: Opportunities for Action

Terra Firma Landscape Architects, 1988. £2.00. Environmental study commissioned by HUCP providing a strategy for improving the visual appearance of the Old Town.

### Hastings Urban Conservation Project: Mid Term Review 1986-1988

Mike Haynes, 1988, 28 pages. ISBN 0 9514094 0 9. £2.00.  
 Illustrated report on the early work of the Hastings Urban Conservation Project.

### Hastings Fishermen’s Net Shops

Roger Gates and Steve Peak, 1991. ISBN 0 9514094 4 1. £3.00.  
 Cut-out model kit of a fishermen’s net shop with an illustrated account of their history and construction.

### Information Sheets £0.25.

Hidden Hastings: Twittens Tour, 1988.  
 Hidden Hastings: Burtons’ St Leonards, 1988.  
 Listed Buildings: An Owner’s Guide, 1987.  
 Panoramas Walk, 1988.  
 TV Aerials: It’s Your Skyline, 1988.

### Keystone

HUCP magazine on conservation in Hastings & St Leonards. Five issues published during 1987 and 1988. £1.00 each issue.

### The Old Town Hastings

Lord Holford and R A Haskell, 1966. Photocopy edition, 1989. £1.00.  
 The first important post war contribution to town planning in the Old Town and still of relevance.

### Postcard Series

Paul Bellingham, Clare Gooding and Alan Rankle (eds), 1990. Colour 30p, b/w 20p.  
 Series of 16 postcards on unusual aspects of Hastings.

### Story of Hastings Pier

Gaby Koppel and Mike Baron, 1982, Hastings Pier Company. Photocopy edition, 1990. £0.75.  
 Brief history of Hastings Pier which opened in 1872.

### Traffic Management in Hastings Old Town: An Agenda for Action

Dr Carmen Hass-Klau, Dr Graham Crampton and Nick Wates, 1990. ISBN 0 9514094 2 5. £1.00.  
 Report on solutions to traffic congestion in the Old Town based on a study day organised by the Old Town Forum and HUCP in 1989.

### The Wealden Series Puzzle

Mike Stuttle (ed), 1988. £1.50.  
 Puzzle based on a traditional Wealden House designed to increase children’s powers of observation. Suitable for upper primary and lower secondary school children.

### Whatever Happened to the Oojah Kappivy?

Harry Veness, 1991. Photocopy edition. ISBN 0 9514094 3 3. £9.25.  
 The lively reminiscences of Harry Veness, born in the Old Town.

### Awards

Hastings & St Leonards First Association Shield for making Hastings a better place, 1988.  
 Special Commendation, Wimpy Walks Awards, for ‘Hastings and the Victorians’, 1988.  
 UK2000 Kitemark for high quality environmental work, 1990.  
 Honourable Mention, Community Enterprise Scheme ‘for the most imaginative, viable and need fulfilling community projects in the built environment in the United Kingdom’. Organised by the Royal Institute of British Architects, The Times and Business in the Community, 1991.

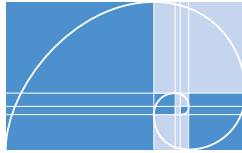
### Turning the Tide: Hastings Trust Prospectus and Review, 1991.

Published by Hastings Trust © November 1991. ISBN 0 9514094 5 X  
 Compiled and edited by Nick Wates. Design by Jeremy Brook, Graphic Ideas. Photographs by David Bowie, Clare Gooding, Peter Greenhalf, Mike Haynes, Norman Hutchins, Kenneth Swift and Nick Wates. Printed by C J Bennett & Sons Ltd. The Trust would like to thank UK2000 and the Civic Trust for financial assistance towards producing this report.

### Hastings Trust

Company Limited by Guarantee. Registered in England on 18.9.1990. No. 2540333. Charity status applied for. Trading subsidiary: Hastings Trust Trading Ltd. Company Limited by Guarantee. Registered in England on 13.3.1991. No. 2591283. VAT No. 5836445. Solicitors: Sinclair Taylor & Martin. Auditors: Ashdown Hurrey & Co. Development Consultants: Partnership Ltd.





## HASTINGS TRUST



### Aims

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



### Hastings Trust

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Telephone: 0424 718636. Fax: 0424 421026