

Keystone Development Trust

**Annual Report** 2003-2004

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[www.keystonetrust.org.uk](http://www.keystonetrust.org.uk)







## Trustees:

Sylvia Armes (from 1st April 2004)

Bill Bishop

Sheila Childerhouse (Chair)

Gillian Hickling

Ivan Johnson

Charlie Moss

Thelma Paines

Pat Pearson

Joanna Spicer

John Steed

Jim Thorndyke

Stephen Walker

Sandra Walmsley

Stuart Wright

Mary Pearson (until 31st March 2004)

Keith Roost (until 30th October 2003)

## Chair's Report

Keystone recently celebrated its first birthday as a development trust and there was much to celebrate. The last 12 months have been a journey - a high speed one! It has included successfully reviving the Thetford carnival, involving young people in making music through the Keystone Kollektiv, (CD available) initiating the walking for health project and working with the community to reopen the Abbey Resource Centre.

The organisation has grown to enable the delivery of the European Objective 2 programmes. Staff have worked hard to ensure that the whole team is highly professional and focused, achieving the high standards in the services they deliver and in their professional approach to the task.

At the same time as Keystone celebrated its first birthday, Neil Stott, our chief executive, completed his first year, a challenging year in which he has taken a fledgling organization and established a dynamic, fit for purpose trust. His personal contribution to the development of the trust has been fundamental.

As chair it has been a privilege to work with Keystone at such a time and with such a committed team of individuals. The board has a wide mix of skills and experience and has provided sound strategic leadership through this first key year.

There are some very real challenges ahead. The delivery of the schemes associated with the European funding package include the establishment of a centre, which will, for the first time, provide high quality local vocational training for the young people of Thetford and the surrounding area. Also there are a number of social enterprises involving training and recycling which are now being worked up and a raft of work empowering communities through the use of provision such as the multi mobile, skilled support and grants.

We will continue to work with our many colleagues from the statutory organizations and voluntary sector to deliver better opportunities and a better environment for all the people of the Keystone area.

Sheila Childerhouse

## The Keystone Vision

'To improve the quality of life and opportunities for people who live, study and work in the Keystone area through sustainable, community led regeneration. Working closely with partner organisations and communities, Keystone aims to ensure that the area is safe, healthy, inclusive, socially and economically vibrant.'

## Keystone's Aim

To build community capital, the collective skills, knowledge and experience, facilities and organisations which ensure greater returns in the quality of life for all, and to anchor community capital locally to ensure sustainable returns.

## Chief Executive's Report

Welcome to Keystone's 2003-2004 Annual report – I hope that members, partner organisations and local people find it informative and inspiring.

In the first year as a development trust, Keystone has gone from strength to strength and is making a real impact in regenerating the area – with a lot more to come. The Annual Report highlights some of the activities delivered or supported by the Trust over the last year.

The Trust has focused on;

- Launching the Trust as a Charity and Company Limited by Guarantee
- Securing new public resources
- Organisational development - being 'fit for purpose' and clear about aims, objectives and priorities
- Delivering the Single Regeneration Budget 'Growing Together' programme and preparing for the 'European Enterprising Communities' programme
- Developing a range of projects and activities to engage local people

Keystone is a rapidly developing yet 'young' organisation. KDT is also a different sort of organisation than a public, private or even traditional charity/voluntary group. Keystone is a development trust – a 'hybrid organisation' combining social and financial outcomes - in other words the Trust delivers projects to achieve social, cultural, economic and environmental aims, but has to find innovative ways to achieve these and finance them.

KDT is in the fortunate position of having secured major public investment in capital and revenue projects up to 2007 - this endowment period allows the Trust to build an asset base, deliver services which engage local people and increase trust and confidence, as well as preparing for post 2007 when significant public support may not be available. In other words, the key tasks of the Board and Strategic Management Team over the next two years are;

- To deliver funded programmes to the agreed specifications
- To maximise the opportunities to build sustainable income streams
- To prepare and practise for a strategic environment where the Trust will have to develop a mixed income stream and rely primarily on Trust resources to cash flow activities.

2004 – 2007 is a critical period for the Trust, it has to balance programme delivery with building sustainable income streams. It cannot afford to wait to the end of funded programmes to plan a way forward - the history of public regeneration schemes is littered with organisations who wait to the last minute to implement 'exit strategies'.

The next year will be extremely exciting and challenging - new facilities for businesses, social enterprises and community projects will be opened, community projects meeting local people's aspirations will be launched.

We need your support, commitment and enthusiasm to ensure that the Trust continues to make a difference.

Finally, can I thank the Board for their hard work, dedication and leadership – and the staff team for their commitment, creativity and 'going the extra mile'.

Neil Stott

## Key Achievements 2003 - 2004

- Secured major public funding
- Implemented the European 'Enterprising Communities' Programme
- Invested £1.5m SRB resources in local projects and facilities
- Launched the Keystone Kollektiv and K TEAM
- Secured Home Office 'Connecting Communities' grant

## Key Targets 2004 - 2005

- Open the Keystone Enterprise Factory – and vocational training suite
- Complete the Keystone Innovation/Business Centre
- Open the Community Development Centre and Abbey Community Centre
- Develop at least three social enterprises
- Launch a range of community development projects – children, youth, community safety
- Deliver mobile projects across the area – particularly in rural areas
- Launch a community finance initiative to tackle financial exclusion



## The Staff Team

Neil Stott  
 Tim Swaine  
 Noel Longhurst

Chief Executive  
 Director of Finance & Business Development  
 Director of Operations

### Social Enterprise:

Kirsty Scott  
 Tracey Robertson  
 Matt Deal  
 Simon Hoffman  
 Alison Ball

Operations Manager  
 Social Enterprise Projects Officer  
 MultiMobile Project Manager  
 Imagine Project Manager  
 BizFizz Coach

### Community Development:

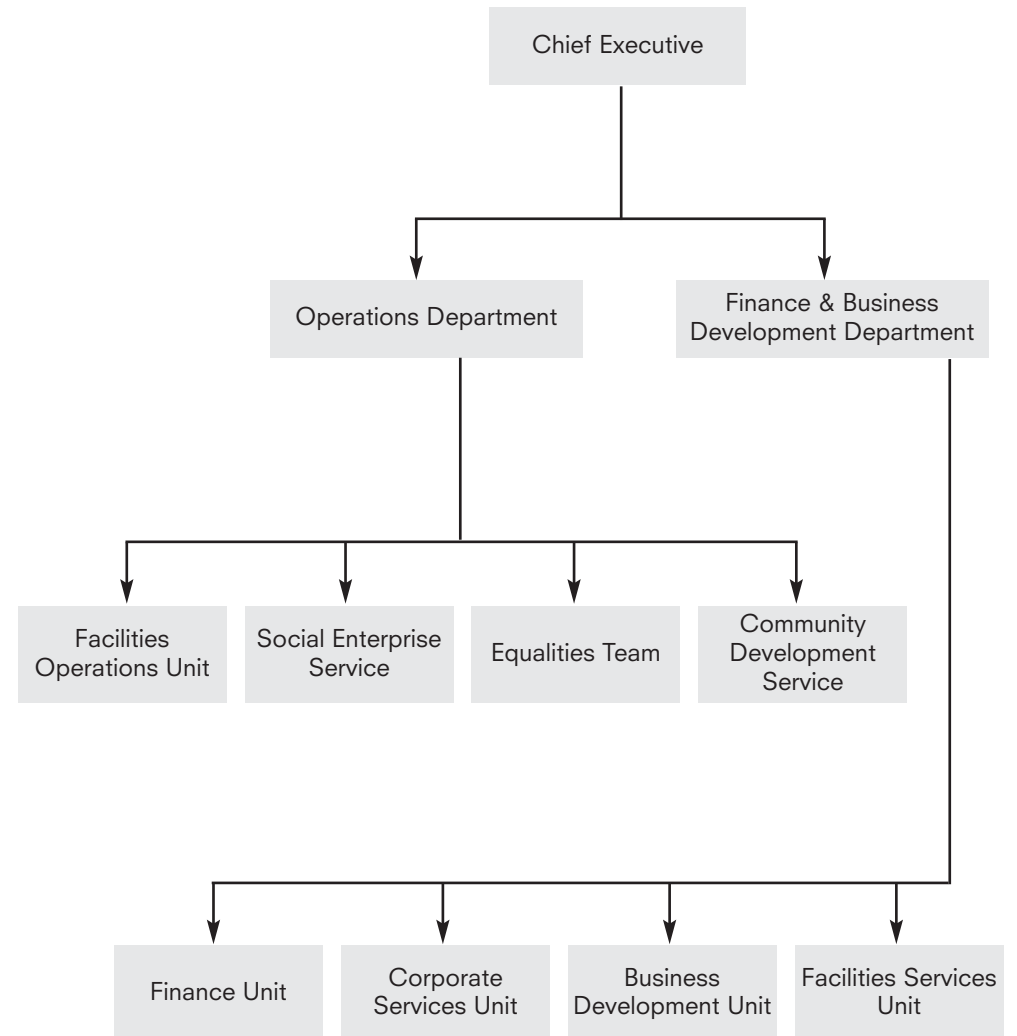
Gary Winter  
 Rachel Jeffrey  
 Corah Carney  
 Tony Jones  
 Sadie Harvey  
 Mark Allison  
 Elisa Pinto  
 Paul Stancliffe  
 Robin Howe  
 Nicola Allwork  
 Terry Jermy

Community Development Manager  
 Senior Community Worker  
 Health Development Officer  
 Learning and Skills Officer  
 Voluntary Sector Coordinator  
 Equalities Coordinator  
 Portuguese Projects Officer  
 Community Worker -Youth (p/t)  
 Community Worker – Rural (p/t)  
 Community Worker – Safety  
 Community Worker – Children (p/t)

### Business Support & Development:

Joss Emmerton  
 Kay Wilkinson  
 Kelvin Clarke  
 Caroline Chad  
 Stephen Pountney  
 Serena Snoad  
 Mandy Andrews  
 Stacey Marsh  
 Elizabeth Tillson  
 Chris Tate  
 Gillian Rice  
 Tim Andrews

Business Manager – Corporate Services  
 Business Manager – Finance & Monitoring  
 Business Manager – Funding  
 Facilities Services Manager  
 I.T Manager (part time)  
 Project Administrator  
 Business Assistant - Finance  
 Administrative Assistant  
 Business Assistant - Finance  
 Administrative Assistant  
 Administrative Assistant - MultiMobile  
 General Assistant (p/t)





## **The Single Regeneration Budget (SRB)**

The SRB programme was created to provide a single pot with which to deal with the issues and devolved responsibility from Government depts to local organisations that had experience of working with the community and its needs.

Ultimate responsibility for SRB schemes lies with the Office of the Deputy Prime Minister

Thetford first received funding through SRB2 in 1996 and the Thetford Partnership was created to manage the funds.

Further SRB funds were received in 2000 when the Growing Together scheme was launched and the Thetford Partnership became the Keystone Community Partnership (which since April 2003 has become Keystone Development Trust).

### **Growing Together**

The Growing Together Scheme works to a delivery plan agreed between Keystone and the East of England Development Agency (EEDA) having been ratified by Keystone's board which is made up of local residents, business people and members of voluntary and statutory groups.

The aim of the scheme is:

- To reduce the gap between the most disadvantaged and the rest of the population
- To improve the viability of the whole area by strengthening links between town and country
- To build on successful regeneration experience
- To provide the foundations for the area's future economic, social and environmental well-being

The scheme aims to focus on six major programme areas:

- Community Development
- Community Safety
- Health Improvement
- Learning and Skills
- Jobs and Business
- Environment

Although these themes remain at the heart of the work now being undertaken by Keystone Development Trust, the approach is underpinned by the community development model with a strong focus on community involvement.

The scheme is funded until March 2007, however the sums available taper off towards the end of the programme, therefore the emphasis of the work under the scheme is on facilitating groups and organisation to identify ways of delivering projects and initiatives for themselves and of methods to keep them sustainable.

## SRB 6 'Growing Together' Scheme 2003-2004

### Summary of year's activity:

The annual report sets out income and expenditure for the year from April 2003 to March 2004, the fourth year of the 'Growing Together' scheme.

### Capital Projects

Out of the total number of projects, 34 received SRB Capital Funding.

Examples include:

- £40,000 was awarded as part of a project to rebuild Santon Downham Village Hall.
- £24,775 awarded as part of a larger project to open a permanent Tourist Information Centre in Thetford.
- £6,000 was awarded to the Kilverstone Mobility Assessment Centre. The funding was used to create an off-road driving track in order to assess people with disabilities who wish to drive or return to driving.

### Revenue Projects

Out of the total number of projects, 30 received SRB Revenue Funding.

Examples include:

- £10,000 was awarded to Age Concern Thetford and District. The funding was used as a sustainability grant, whilst applications for long-term financial support were made.
- £1,000 was awarded to local brewery Elveden Ales, in order for the business to develop publicity and promotional material. Tourists and school groups will be encouraged to visit the Brewery for an educational visit, learning about the history and process of ale production.
- £35,176 was awarded to the MultiMobile project, a community transport and resources project, managed by Keystone Development Trust. The MultiMobile project provides three multi-purpose community vehicles, available for hire by local groups and organisations.

### Community Grants Scheme

The Community Grants scheme was initiated in 1998.

In 2000, it became one of the SRB 'Growing Together' projects, ensuring an annual grant fund for local community groups and organisations.

In 2003/4, £15,193.80 was awarded to 30 community groups and organisations.

Examples of grants awarded:

- £400 was awarded to Thetford Independent U14 boys team for all weather equipment.
- £460 was awarded to Ixworth Patients Association to provide publicity for a volunteer supported transport scheme.
- £1,000 was awarded to the Jumping Jacks mothers and toddlers group to provide equipment.

## Outputs – target and actual:

Code	Description	Target 2003/4	Achieved 2003/4
1Ai	Number of jobs created	23	38.3
1B	Number of pupils benefiting from projects designed to enhance/improve attainment	4455	3053
1E	Number of training weeks	657	635.89
1J	Number of young people benefiting from projects to promote personal and social development	3332	2771
2A	Number of new business start-ups	4	17
2Ci	Number of new businesses supported	4	27
2D	Number of businesses advised	55	54
6C	Number of buildings improved and brought back in to use	7	7
8Ai	Number of voluntary organisations supported	53	129
8Aii	Number of community groups supported	28	130
8C	Number of individuals employed in voluntary work	127	448
10A	Number of new childcare places provided	14	24

## Enterprising Communities - European Objective Two

### Community Economic Regeneration

Enterprising Communities @ Keystone is a £6.5 million programme, over three years managed and delivered by Keystone Development Trust on behalf of Breckland Council. The package contains a number of key projects that are intended to meet Keystone's objectives of supporting community development, social enterprise and local economic development. The package contains a number of linked projects that aim to raise aspirations, provide opportunities and empower individuals and groups. The projects are either directly delivered by KDT or by partners working closely with us. Because of the European funding the Enterprising Communities projects have to benefit the areas of West Thetford, Weeting and Conifer ward. However the wider impact of the projects will be felt by the whole Keystone area and beyond.



### Keystone Projects

#### Keystone Innovation Centre

The Keystone Innovation Centre will be built on the site of the old Youth Centre, next to Waterworld in Thetford. The Innovation Centre will be approximately 30,000 sq ft office building that provides a supported environment for new and existing businesses. It will contain conference and catering facilities and will provide training opportunities for people.

#### The Limes

The Limes is situated on Bridge Street in Thetford. It is a Grade II Listed building which, once renovated, will provide accommodation for some of Keystone's staff and partners as well as a location for the delivery of key services. It is intended that the Family Room and garden will be used for children's activities as well as other services for local people.

#### Keystone Community Development Team

Keystone now has a team of community workers who will contact and support communities in the project area, so that help can be given to the establishment and development of local community groups and projects, especially in Thetford, where community workers will also provide a visible presence to assist with local projects. The community development team has already developed projects such as the K.TEAM, the Kollektiv and the Games Machine.

#### Social Enterprise Service

Keystone is launching a Social Enterprise Service that will provide advice and support for the development of Social Enterprises in the Keystone area. Social Enterprises are businesses that are 'not for private profit' and which have environmental and social objectives. As well as developing its own social enterprises Keystone will be providing a service that provides advice and support on legal structures, finance and business development. ordinate other agencies and organisations to ensure that Thetford fulfils its potential.

#### Voluntary Sector Support

Keystone has employed a Voluntary Sector Co-ordinator to provide support to the voluntary sector in local capacity building, improving the skills base of local people, and improving the capacity of communities to develop their own projects and meet their needs. Working closely with the Thetford Association of Voluntary Organisations the project will improve the effectiveness and expansion of services to voluntary organisations, which will in turn aim to help recruit new and retain existing volunteers in the sector.

#### Keystone Business Broker

Employed by Corporate Connect the Keystone Business Broker will develop and support the voluntary sector through engaging with, and providing links to, receptive local businesses and supporting emerging social and community enterprises with expertise from the private sector. Particular support will be around the area of fundraising and governance.



## Partner Projects

### Thetford Town Manager

Susan Glossop has been appointed as Thetford Town Manager, employed by the Town Council and with a remit to promote business tourism and leisure in Thetford. Acting as a champion for Thetford, Susan will provide the lead on a number of projects and co-ordinate other agencies and organisations to ensure that Thetford fulfills its potential.

### Thetford Town Improvements

The package has funded a number of physical improvements in the town which have either been completed or are ongoing including Thetford Priory Ruins, St Cuthbert's Church, Whitehart Street, Bridge Street, Town Bridge, Minstergate and Minstergate Narrows, the Market Place Roundabout, and Nuns Bridges.

### Supported Employment

Delivered by Meridian East this project will provide supported training programmes to enable disadvantaged people into paid employment or volunteering. The employment preparation and volunteering development programmes will concentrate on adults with mental health, learning, physical and other disabilities. In addition to these special needs groups the volunteering programme will also include homeless people, ex-offenders, ethnic minorities and lone parents.

### Supported Volunteering

Thetford Volunteer Bureau and Norwich and Norfolk Voluntary Services are involved in providing support for volunteers with special needs. Participants will receive advice and support to enable them to take part in various projects and groups developing skills and confidence. They will then be supported in any further steps they feel they can take.

### Post 16 Bridge Project

The project aims to secure the inclusion of disadvantaged and excluded young people into full-time mainstream education, training and employment, to enable them to become full members of their communities. The project will work with young people aged 16-18 years experiencing exclusion from the labour market as a result of issues such as disaffection, severe literacy and numeracy problems, offending background, problematic drug use and history of the care system.

### Approved Childminding Network

The Network Co-ordinator managed by Childminding Matters will improve local employment opportunities by encouraging local parents to become self-employed registered childminders, providing childcare for other local parents who wish to take up employment or training opportunities. The project will improve local provision of training opportunities for registered childminders, leading to their attainment of qualifications in childcare.



## Financial Information

KDT has two major sources of funding – Single Regeneration Budget (SRB) and European Objective 2 (ERDF & ESF).

During 2003/04, SRB was spent within the following priority areas:

	Capital	Revenue	Total
	£	£	£
Community Development	446,724	273,359	720,083
Environment, Housing & Transport	107,625	46,197	153,822
Health Improvement	1,999	16,000	17,999
Jobs and Business	456,711	39,746	496,457
Learning & Skills	66,197	127,474	193,672
Management	-	73,797	73,797
	1,079,257	576,573	1,655,829

The European projects commenced activity during November 2003 and expenditure was incurred as follows within the Objective 2 measures:

	Revenue	Capital	Total
	£	£	£
Building Community Capacity	94,798	27,510	122,309
Building the Economic Base	13,581	548,863	562,444
Developing Local Skills	59,386	-	59,386
	167,766	576,373	744,139

### Funded by:

ERDF/ESF(European Region Development Fund/European Social Fund)	75,495	285,110	360,604
SRB (Single Regeneration Budget)	45,982	210,045	256,028
IIC (Investors in the Community)	40,238	65,864	106,102
Others (Norfolk CC, Breckland DC)	6,050	15,355	21,405
	167,766	576,373	744,139

KDT also received significant direct contributions to our work from the following organisations for which we are extremely grateful:

	Management	Project	Total
	£	£	£
Breckland Council	25,368	6,000	31,368
Calouste Gulbenkian Foundation	-	5,000	5,000
Countryside Agency	-	50,000	50,000
Flagship Housing (Peddars Way HA)	6,522	-	6,522
Forest Heath DC	6,618	-	6,618
Home Office	-	30,965	30,965
Monument Trust	-	65,000	65,000
New Economics Foundation	-	8,914	8,914
Norfolk CC	25,368	-	25,368
Southern Norfolk PCT	12,500	10,500	23,000
St Edmundsbury BC	5,515	-	5,515
Suffolk CC	12,132	8,000	20,132
Suffolk West PCT	5,978	8,750	14,728
West Norfolk PCT	-	1,750	1,750

In addition to the European funding identified, Keystone was also successful in a separate bid to ERDF for funding totalling **£878,500** for the purchase and refurbishment of a warehouse building which will be refurbished to accommodate a range of activities contributing to the jobs, business and training outputs in the future.

"The *Keystone Enterprise Factory* will provide supported accommodation to social enterprises and businesses tackling the social, environmental and economic issues facing Thetford.

The KEF will provide flexible accommodation which meets the needs of start ups as well as a long term secure base. It will provide tailored business space and the best possible environment to stimulate enterprise, training and employee well being. The Trust will invest in skills training to meet the local and regional demands for a skilled work-force.

The KEF will offer well positioned, extremely competitively priced accommodation; light industrial space, workshop units and the potential for developing a collective approach to common business needs - distribution, administration, marketing etc. All tenants will have free access to business advice and financial support services.

Full audited accounts will be available during October 2004.

If you require any further information about this Annual Report or Keystone Development Trust, please contact us.

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7 Bury Road  
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IP24 3PJ

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Thetford  
IP24 2AS

**Auditors:**  
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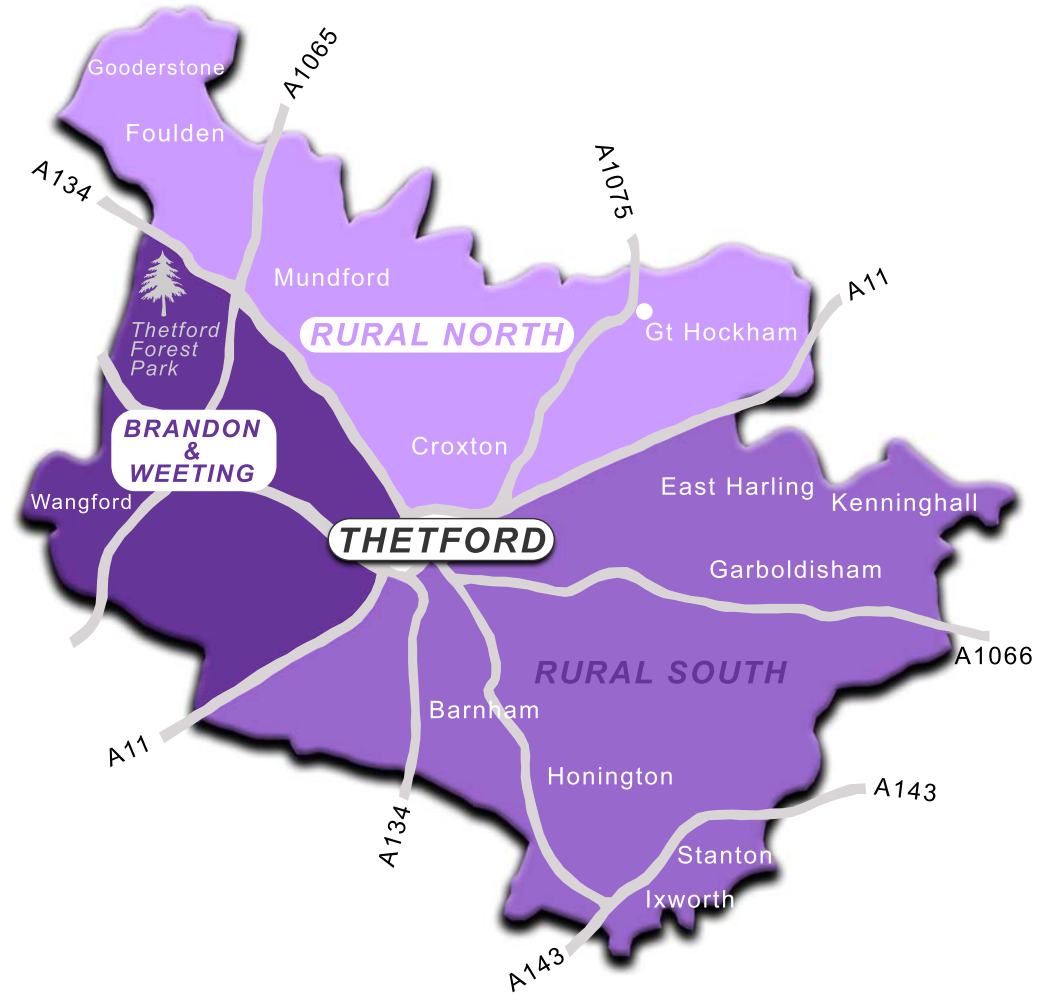
  
keystone  
development trust



 **Norfolk** County Council







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