

# Hastings

#MakeItInHastings



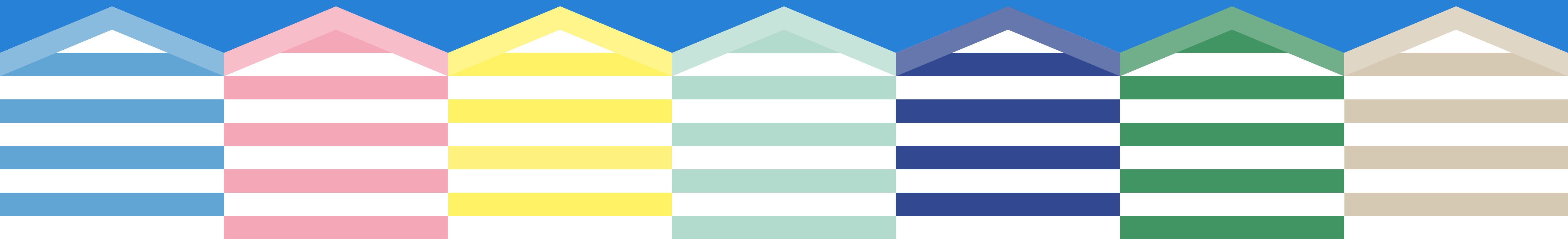
Town  
Investment  
Plan

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# Foreword

'Hastings is a fantastic town, with people and community at its heart, where there is a real commitment to overcoming challenges and moving forward. This investment plan builds on our strengths, offering a restart and pushing us collectively to achieve our vision that everyone can #MakeItInHastings. It will transform our town, creating a wealth of opportunities for people who live, work and visit here to benefit from.'

Cllr Kim Forward, Leader Hastings Borough Council

'For centuries, people have made Hastings their home. Inspired by our landscape, by the sea and our position on the south coast, people come here to live; to raise their family; to leave the urban sprawl; to be creative; or to start a business and build new opportunities. Many have grown up here and choose not to leave. And, of course, people love to visit Hastings to relax and enjoy the sun, the sea and its beautiful surroundings.'

Hastings is unique, but like many English seaside towns it faces significant challenges. Hastings remains one of the most deprived towns in England. Our slogan for this plan is 'MakeItInHastings' but we know that not everyone has been able to make it yet. This plan aims to turn that around.

We are already on a journey of change. With the Towns Fund programme and investment, we can build upon our previous regeneration successes. Our town centre needs to focus on the future: we need to use all our strengths to engage new investors, entrepreneurs and visitors. We need to inspire and energise local people, whilst simultaneously attracting more people with vision and enthusiasm to live, work and set up business in the town. Regeneration must also directly benefit those living in the poorest areas of the town. We need to create more opportunities, skilled people and skilled jobs and inspiring surroundings to lift the spirits and erase the stigma of deprivation.

The Towns Fund programme will enable us to progress further in delivering our vision securing a sustainable future for the whole town. We want all our communities, our young people and future generations to know that they can #MakeItInHastings.

Much more is possible here!'

Carole Dixon, Graham Peters –  
Co-chairs of Hastings Town Deal Board

# Executive Summary

## Introduction

Hastings is a fabulous place to live, its qualities are widely recognised in the national and international press. We are proud of our efforts to regenerate the town over the past 20 years and for our reputation as a great place to live, work and visit. Those of us who have chosen Hastings as our home would live nowhere else. The heart and soul of Hastings is best expressed by its unique and somewhat maverick people and communities and the way we come together in both a crisis: Hastings Emergency Action Response Team or for a fun event: Jack in the Green or the Guinness world Pirate record! Despite our regeneration successes, there remains across the town many challenges now heightened by the current pandemic.

### Opportunity to 'reset' our plans

The Towns Fund initiative offers us an opportunity to 'reset' our plans over the next decade. Coastal deprivation has been documented for many years and recently

acknowledged by central government for action. Our approach will be distinctive, learning from our past and driven much more by the direct needs of our community. Our shared vision for the fund is clear:

“A healthy, vibrant and quirky seaside town that people love to visit, live and work in and say, ‘I can make it in Hastings’.”

Our need for the Towns Fund is not just because we are a 'poor' coastal town with high deprivation, multi-generational worklessness and ingrained poverty, although these structural issues must be addressed. But it is because we are at a turning point, and we cannot allow the COVID pandemic, the recession and the coming changes to the economy to set us back and undo the progress we have made. The Towns Fund will be a catalyst for the change we need to embed in the DNA of our delivery of hope and success for our residents and businesses. This program offers tremendous opportunities for change and a seedbed for new economic growth. We have a very strong track record of delivering against objectives and our current and new partnerships will sustain our long-term collective regeneration work well beyond the life time of the Towns Fund.

The Town Investment Plan presented here only details the immediate potential, there is much more which it will catalyse and unleash. We have already started work with our partners in developing proposals for investment in 'people' alongside these capital programmes. Existing funding streams are already here but closing this gap is vital if we are to improve the lives of all our residents, grow the economy and reduce future welfare and health costs to the UK Exchequer.

### Why have deprivation levels remained almost static?

Despite all the investments over the past twenty years, deprivation levels have remained almost static. The reasons can generally be summarised as follows (based on research undertaken during 2019 and early 2020 in the 'Hastings & Rother Task Force Review'):

- Regeneration activities over the past twenty years have not been delivered as a single "programme", but have comprised different funding streams, objectives, delivery and time lines
- Capital programmes have always relied on the 'trickle down' effect in terms of their economic impact. The 'trickle' has failed to reach the most deprived communities. Programmes have generally been separated from activities to address the needs and aspirations of the people
- Leadership and evaluation of regeneration activities hasn't always been consistent, with progress sometimes not being monitored on a longer-term basis. With time limited programmes, accountability has often been lost
- Effective regeneration activities rely to a large extent on a steady curve of economic growth to succeed. This has not been the case over the last twenty years
- Large capital builds need supporting revenue funding to build to a sustainable business model whilst the market conditions develop to enable organic self-sufficiency.

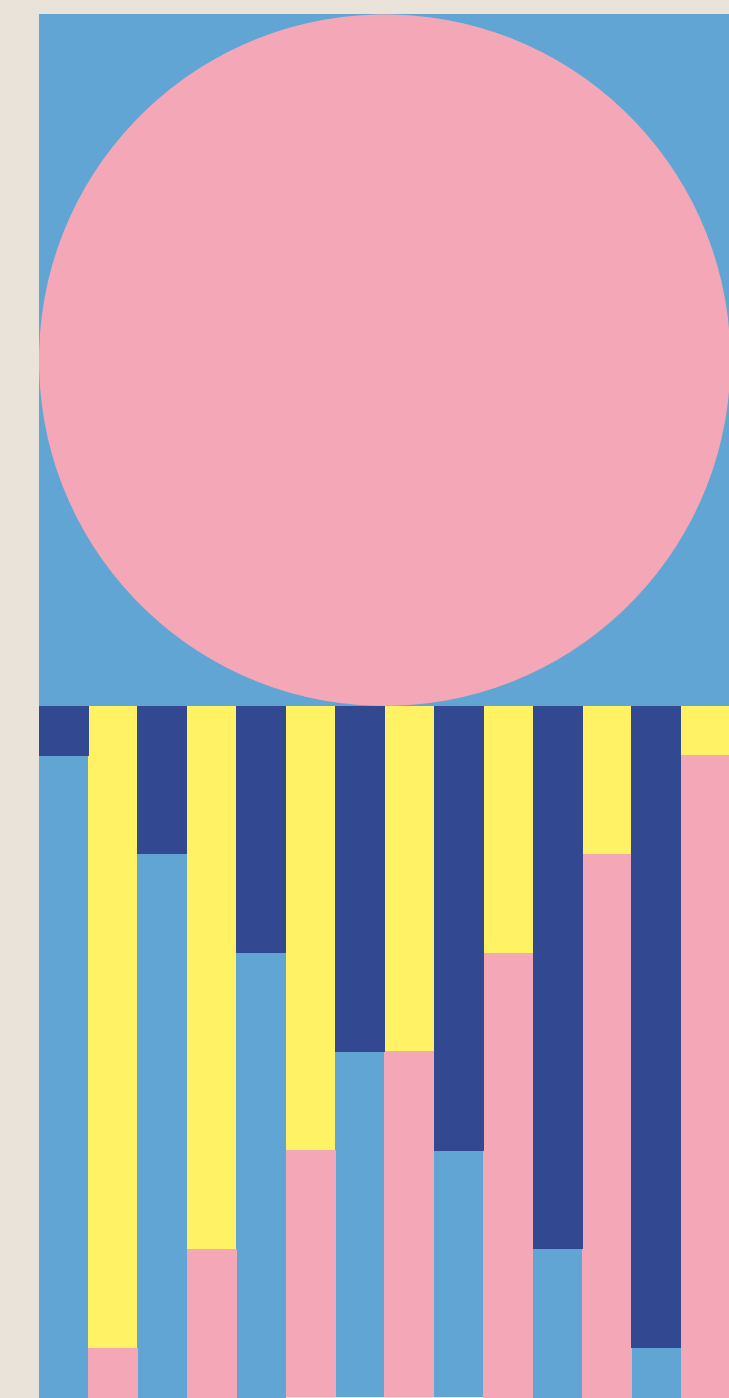
We believe this regeneration programme will be different and more impactful than previous activities. Our key reasons for this are:

- Leadership of this regeneration programme is at a much more ground-led level; by a local partnership of the Town Board and the local administrative body
- The range of investment proposals assembled in Hastings are both large in scale and a step towards larger objectives. Most importantly however there is a real attempt in this programme to direct the benefits of all these efforts to those living in our most deprived neighbourhoods, through inclusive growth
- The range of delivery partners engaged in delivery is also something significant and different for Hastings. They range from a large real estate company, to small and medium sized social enterprises and other public bodies
- The programme has also enabled the start of new partnerships, both locally and regionally, to focus on delivering economic change in Hastings.

### Opportunity to Level up

To level up we need government to develop a 'long-term' relationship with the coast. Not just across Whitehall, but also across the wider government estate including: Unitary Authorities, NHS England, Arts Council England, Homes England, National Lottery Heritage Fund and others. Better strategic and non-siloed partnerships with these organisations and a commitment to focus resources on the particular nature and issues affecting coastal areas will increase investor confidence and enable the sea-change in economic fortune desperately needed in Hastings. We want to continue to work collaboratively with government to see this programme succeed.

In September 2020, Hastings had the second highest claimant rate in the South East region, and the top for East Sussex – its rate has doubled since September 2019. In several aspects prior to COVID-19 the town was at a significant pivotal moment in terms of regeneration. Like many places, after COVID-19's impact and the consequent recession, Hastings now faces a major threat to its economy.



# The impact of our investment programme will be national, regional and local.

We are asking for a total Towns Fund investment of £28,216,500 which will leverage in an additional £85,583,610.

At this stage this represents an additional £3 of private and public match for every £1 of Towns Fund investment, resulting in a programme of significant regional and national impact.

## Through this investment we will see:

The story of the Norman invasion come alive, through interpretation and footfall, living and breathing in our residents' psyche once again. The story will reach beyond the 35,000 foreign students who currently visit our town each year, and the Castle will be a national destination in its own right, befitting of the world-renowned Battle and story it symbolises, and its significance on our history.

## The South East's first Green Garden Town

Visitors will also want to see the South East's first Green Garden Town. Green arteries buzzing with biodiversity will connect our old Norman harbour of a town centre to Hastings' nationally recognised countryside parks, seafront and urban parks. This, coupled with the wider movement and access plans and curation of our street scene, will deliver a town which allows people room to breathe, think and dwell – pushing much needed footfall into our town centre.

## New mixed-use homes, commercial and leisure facilities

A town centre regional offer developed in partnership with New River REIT, will be diversified, renewed and revitalised by bringing mixed use facilities, new homes, commercial, leisure and Electric Vehicle charging facilities into our current aged infrastructure. It will build on our High Street Heritage Action Zone, running through to the seafront establishing a wide arc of creative and cultural enterprise development. These projects will ensure the town centre is less divorced from the seafront, residential areas and our heritage parks and will kick start the creation of a '15min city' for Hastings town centre and immediate residential areas.

## New jobs and the creation of three new regional skills bases

Supporting and interweaving with this is the creation of three new regional skills bases. These will be focused on the green economy and land-based skills, employment and self-enterprise. Our projects will drive low-level job density up; provide room to grow within the town centre and other employment sites via development of flexible work spaces and more industrial units to support our existing and growing industry sectors. Our focus on developing specialised skills for supporting the green revolution includes skills needed for retrofitting and



“The South East Local Enterprise Partnership (SELEP) is tasked with driving forward economic growth and prosperity across the Partnership area, ensuring it is open to sustainable investment and maximising opportunities to help businesses grow and to support residents. SELEP is fully supportive of the Hastings Town Deal Investment Plan, which will provide an excellent framework and ‘re-set’ programme for investment and inclusive growth across the town, but more than that the projects for investment could realise wider regional benefits and outcomes for our communities.

Chris Brodie, Chair, South East Local Enterprise Partnership

reducing carbon emissions from ageing housing stocks; installing green technologies in homes; and repairing and maintaining electric vehicles.

Our ambition is for Hastings to become a centre of skills excellence for these future jobs so our local workforce can help us meet our net zero carbon target and we can offer these skills both along the coastal conurbations and in the region. The skills sector we will develop will have local, regional and international significance and will future-proof our town with new training and work opportunities for our residents.

We are excited and hopeful about what this diverse range of projects can bring to the future of our town, its communities and the wider region.

# The Investment Plan Programme

Our ask is for £28.2m of investment to deliver a bold transformational programme over the next decade framed around seven project themes.



## Enterprise & Employment Infrastructure

Development of 5657m<sup>2</sup> of new employment space increasing the amount of shared workspace to 1957m<sup>2</sup>. The creation of 78 new business start ups, three new learning and training facilities and 253 jobs.

## Green Low Carbon Skills & Economy

Development of three new regional skills hubs delivering 27 new courses within 1070m<sup>2</sup> of new state of the art educational training facilities and 200m<sup>2</sup> of commercial floorspace. A cohort of 565 students will be taught per year with 215 students gaining qualifications. The creation of 17 new jobs.

## Hastings Castle World Heritage Destination

A major heritage landmark will be transformed to include a new visitor hub, creating 24 new jobs and an increase to 250,000 visitors per year to the town. Plus, an increase in the use of the funicular lift to 30,000 per year.

## Town to Sea Creative Quarter

The creation of three inter-connected cultural and community assets and 700m<sup>2</sup> of new commercial space, 16 Homes, 200m<sup>2</sup> of improved public spaces, and access to new wellbeing services and facilities. The creation of 58 new jobs.

## Town Centre Core

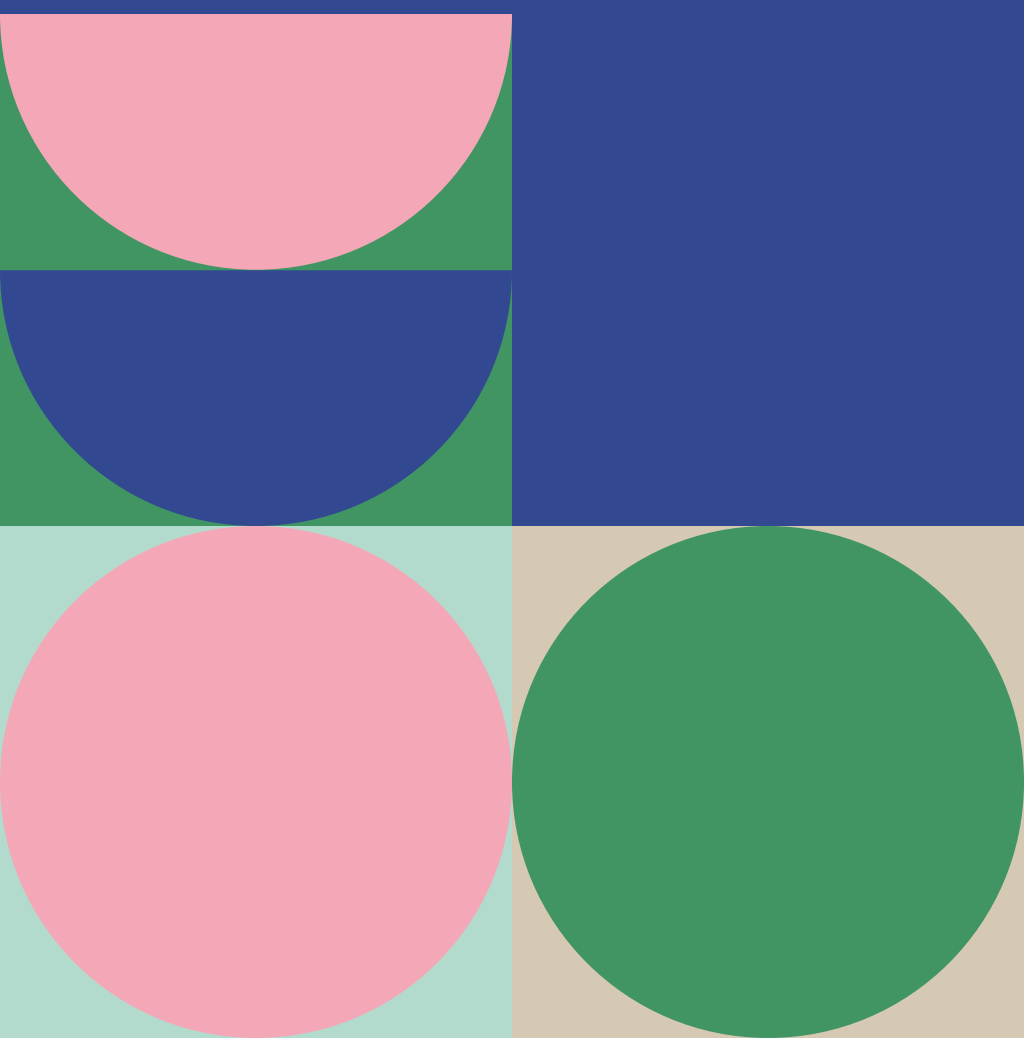
A new commercial leisure centre (7,325m<sup>2</sup>); and the transformation and repurposing of a shopping centre and underutilised retail spaces; a mixed-use development of 167 dwellings and other leisure and cultural facilities.

## Town Centre Public Realm & Green Connections

A transformed gateway hub and new and improved walking and cycling paths, public art and new upgraded public spaces. The public realm will be revitalised throughout the town centre within a one mile radius, with improved connectivity, signage and increased biodiversity and wellbeing.

## Town Living

The development of 20 new refurbished homes and two improved commercial assets (100m<sup>2</sup>). The provision of skills training in retrofitting for five people and supporting 20 people who will be homed into employment.



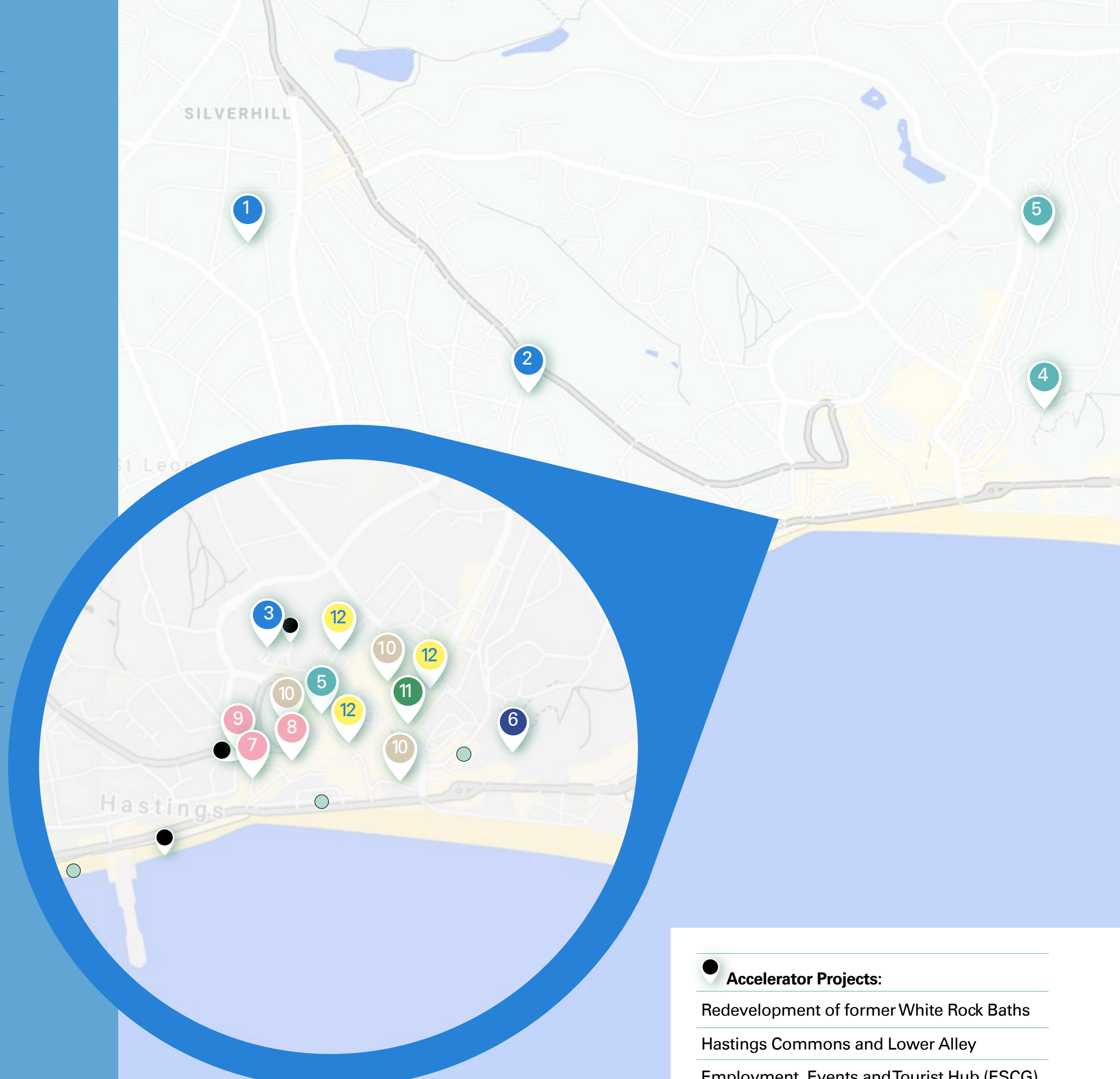
# Map of Our Investment Plan Programme

The Towns Fund and our programme of interventions offers an exciting chance to kick-start a recovery process; an opportunity that we welcome with open arms and will give our collective passion and focus to achieve.

The Town Board recognises that our focus needs to be on the broader horizon. There is need across all areas of our town, and the spatial areas included in the deal are key to spark that wider programme of work to achieve our objectives for all our residents and communities.

We are already working on a wider pipeline of programmes which in partnership with these projects, will ensure a much wider impact for the town. Some of these projects will have regional and national impact in terms of innovation, profile and reach.

01. Churchfields Industrial Est.
02. Enterprise Space, Ponswood
03. Hastings Co-working, Flexible Office & Community Space
04. Green Construction, Energy & Vehicle Training Centre
05. Broadening Futures Together Plumptre College The Firs
06. Hastings Castle
07. 12 Claremont
08. Cambridge Road Development
09. Observer Building Creative Digital Hub
10. Town Centre Core (Phase 1) Projects  
 Priory Street Car Park  
 Priory Meadow  
 Wellington Place
11. Town Centre Public Realm & Green Connections  
 One-mile radius
12. Town Living  
 Queens Road  
 Devonshire Road  
 Havelock Road



**Employment & Enterprise Infrastructure**  
 Development of three employment sites; two 3km to the north-west of Hastings town centre

**Green Low Carbon Skills & Economy**  
 The creation of three new low carbon regional skills training facilities

**Town to Sea Creative Quarter**  
 Transforming three large and significant empty buildings into new community assets

**Hastings World Heritage Destination**  
 A major new visitor attraction based around the Ancient Monument of the Castle

**Town Centre Core**  
 Town centre regeneration and development of new leisure and cultural facilities and public spaces





**Town Centre Public Realm & Green Connections**  
 A transformative and innovative greening of Hastings town centre public realm

**Town Living**  
 Development of high quality, affordable and energy efficient homes in Hastings town centre

- Accelerator Projects:**
  - Redevelopment of former White Rock Baths
  - Hastings Commons and Lower Alley
  - Employment, Events and Tourist Hub (ESCG)
- Electric vehicle charging points:**
  - Castle Hill Car Park
  - Carlisle Parade Car Park
  - Pelham Place Car Park

The table summarises our projects linked to programme themes and challenges.

Our four Key Challenges, aligned with the Town Fund Prospectus Intervention themes, our theory of change and rationale for programme interventions are detailed in Sections 2 and 3 of the Investment Plan.

4 Challenge Themes	7 Programme Themes	12 Projects	Project Lead & brief description
 <p><b>Jobs &amp; Enterprise Growth</b> (Enterprise Infrastructure; Skills Infrastructure)</p>	Enterprise & Employment Infrastructure Total value: £12,786,500 Towns Fund ask: £3,082,500	Churchfields Industrial Estate	Hastings Borough Council – Churchfields Industrial Estate Business Incubation Units, small and medium-sized factory units
		Enterprise Space, Ponswood	Unveiled Ltd – repurposing existing open plan office spaces on Ponswood Industrial Estate
		Hastings co-working, flexible office and community space	Freedom Works – repurposing existing open plan employment spaces in the town centre
	Green Low Carbon Skills & Economy Total value: £4,018,775 Towns Fund ask: £3,079,000	Green Construction, energy and vehicle training centre	East Sussex College Group – Infrastructure for provision for Green Low Carbon Skills & business start up / development opportunities
Broadening Futures Together		Plumpton College and Education Futures Trust – new education and skills offer linked to land-based occupations and business opportunities	
 <p><b>Forgotten History &amp; Assets</b> (Arts, Culture &amp; Heritage)</p>	Hastings Castle World Heritage Destination Total value: £5,650,000 Towns Fund ask: £3,50,000	Hastings Castle	Hastings Borough Council – telling the story of the Norman invasion and its impact
		Town to Sea Creative Quarter Total value: £10,019,000 Towns Fund ask: £4,055,000	12 Claremont Cambridge Road Development OB Creative Digital Hub
 <p><b>Disconnected, Unloved Town Centre</b> (Urban Regeneration, Planning &amp; Land use; Local Transport)</p>	Town Centre Core Total value: £72,845,835 Towns Fund ask: £10,000,000	Town Centre Core (Phase 1 Projects)	Hastings Borough Council and NewRiver REIT – Regeneration of key sites in the town centre through acquisition and development to modernise, repurpose and revitalise the centre. Phase 1 projects are subject to a Joint Venture Agreement with further information contained in Town Investment Plan 2
		Town Centre Public Realm & Green Connections Total value: £4,498,000 Towns Fund ask: £3,000,000	Town Centre Public Realm & Green Connections
 <p><b>Lack of Quality Housing</b> (Urban Regeneration, Planning &amp; Land Use)</p>	Town Living Total value: £4,000,000 Towns Fund ask: £1,500,000	Town Living	Hastings Borough Council – Town Centre Housing Investment Proposal – providing new and renovating existing homes



# Overall, the Towns Fund investment of £28.2m will deliver the following impacts:



**614**

Projected number of new local jobs that will be created

**203**

Number of new or refurbished homes

**875,000**

New Visitors to Hastings Town Centre (per annum)

**1,670m<sup>2</sup>**

New / upgraded green skills and learning facilities

**£448m**

The Gross Value Added (cumulative Net Present Value by 2035)

**23**

Buildings Either new or repurposed buildings developed



A thriving well-connected town, a vibrant and sustainable town centre

**56**

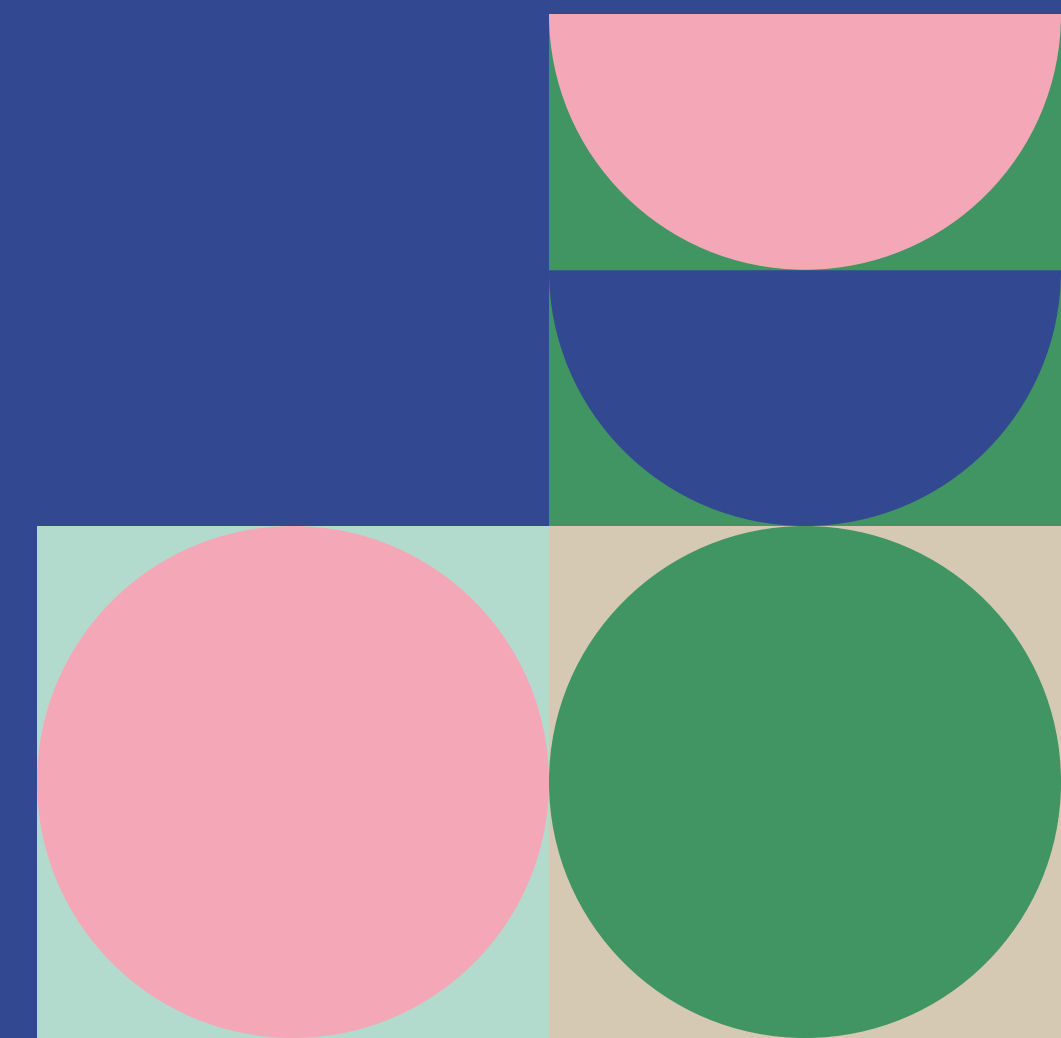
Enterprises Utilising high quality, affordable commercial spaces (per annum)

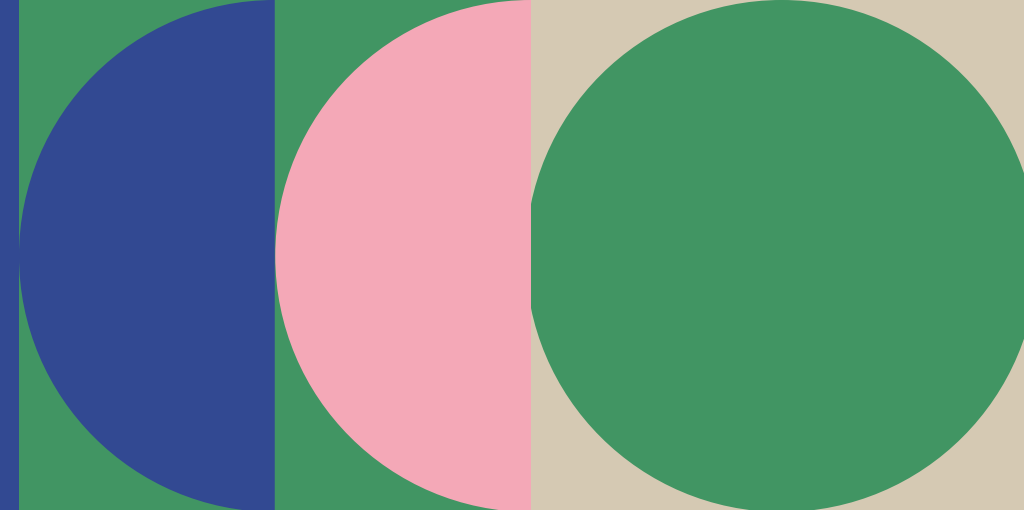
**15,054m<sup>2</sup>**

Total m<sup>2</sup> new / upgraded leisure, arts, cultural, heritage buildings and landmarks

**17,707m<sup>2</sup>**

New and refurbished affordable commercial floor space





## 'Shovel Ready'

The Board is acutely aware that to continue to bring local people with us on this journey we need to demonstrate that we are making early progress. The ability to progress the 'shovel-ready' accelerator fund projects has been immensely helpful, but we need this momentum to continue, and we are pleased to include further projects that will be ready for early sign off (subject to preparation of business cases as appropriate). These are:

### 1. Churchfields Business Centre

Development of 28 business incubation units on Churchfields Industrial Estate. Towns Fund Ask: £750,000 (2021 / 22) – all permissions are in place for build.



1. Churchfields Business Centre

### 2. Enterprise & Employment Infrastructure

Creation of flexible office spaces in the town centre by Freedom Works and on Ponswood Industrial Estate by Unveiled Ltd. Total Towns Fund Ask: £332,500 – all permissions are in place (no planning permission required).



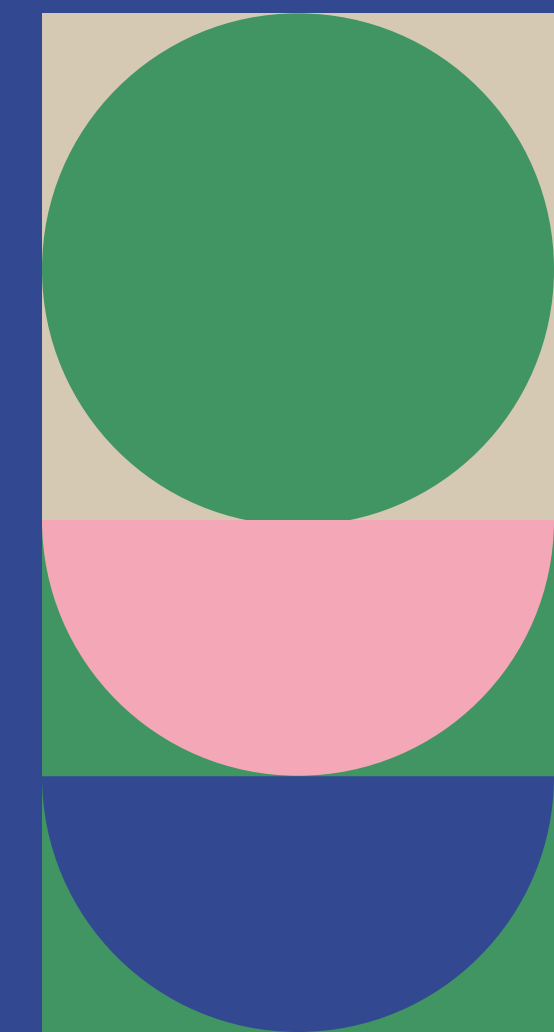
2. Ponswood Industrial Estate

### 3. Broadening Futures Programme

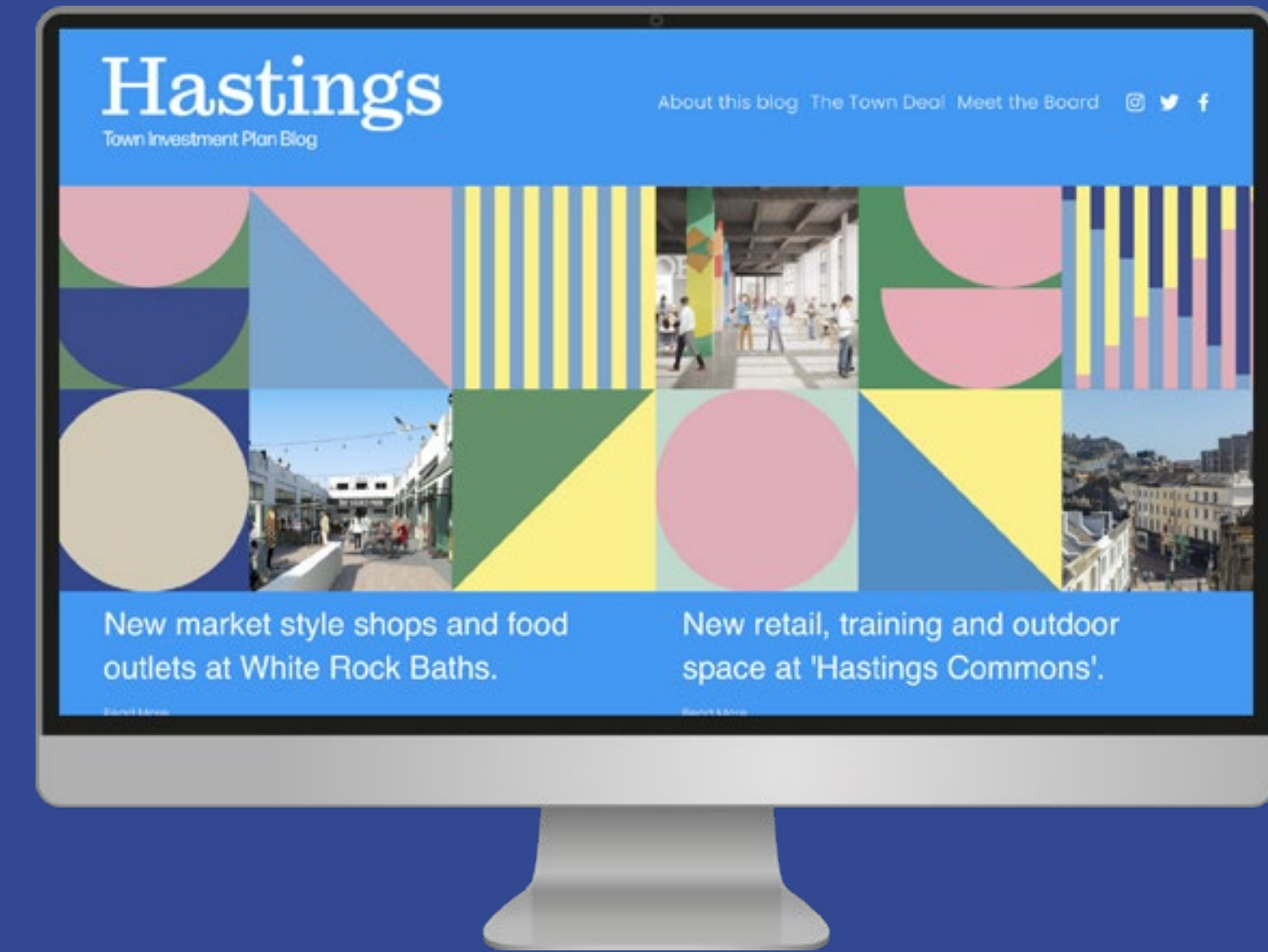
Establishment of Plumpton College facilities in the town centre and commence build of EFT training facilities at the Firs. Towns Fund Ask: £402,000 (2021 / 22) – all permissions are in place for build.



3. Plumpton College (ground floor unit)



We recognise that not everyone can or has been able to #MakeItInHastings and the aim of this plan is to help turn this situation around.



## Stakeholder Engagement

Stakeholder engagement is at the heart of our Investment Plan. Hastings is a lively, passionate and active town, where community and business are keen to engage, lend their voice and get involved. Our engagement approach detailed further in the document shows how our Plan has been developed. COVID-19 refocused our approach to predominantly online engagement, and when possible, a variety of offline methods through partners, networks and face-to-face workshops. The ideas generated from a broad and diverse range of town voices informed our SWOT analysis, helped to distill our key challenges and ambitions, and define the impact we want and need the fund to achieve for our town.

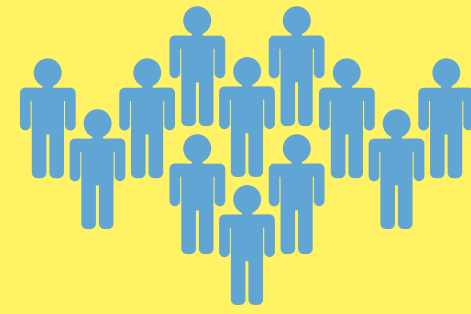
Our investment proposals reflect a 'bottom' up approach of intelligence gathering and engagement; both in clarifying our collective understanding of the town's challenges, ambitions, and possible solutions; as well as an open call for project ideas and investment proposals (we received over 150 project ideas), reflective of our community's desire to have a voice and share opinions.

## The strategic objectives are:

- To equip people with the skills and confidence to achieve their potential, strengthen their progression and pathways into education, employment, self-enterprise and raise their income levels
- To achieve a vibrant town centre, creating new leisure, housing and service offer, positioning Hastings as a regional and national attraction while enhancing our rich built and cultural heritage
- To create an attractive vibrant and connected place to live, relax, work and visit and take full advantage of stronger staycation and home working trends as a result of COVID-19
- To create a resilient local economy by building on the town's economic strengths, through greater diversification and innovation, job creation and improved productivity.

Through our #MakeItInHastings campaign, we are harnessing our strong community spirit and desire to create lasting, inclusive change by providing a platform to continue to shape our Town Investment Plan.

# Overview



92,700

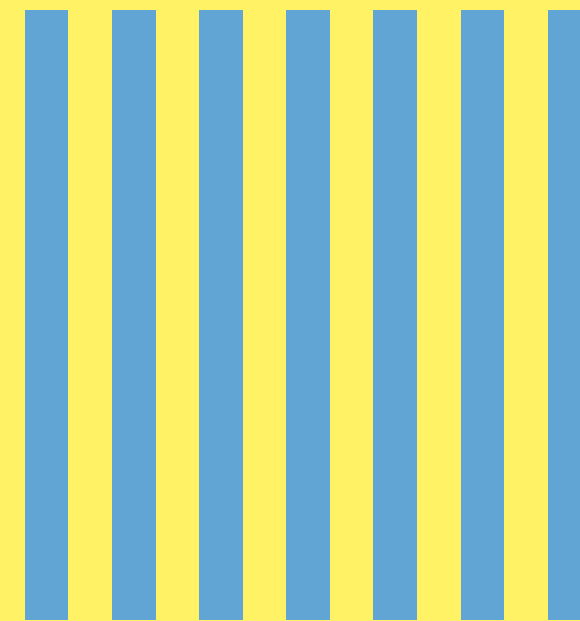
population of Hastings



56,700\*

working age population

\*Stats: ONS Oct 2020



35k

Foreign student visits

3.9m

Tourism visits per year

Hastings is located on the south coast of England. It has almost eight miles of coastline and is surrounded by the mainly rural district of Rother. The natural and open space of the High Weald is located to the north and Hastings Country Park to the east. Combe Valley Countryside Park lies to the western side of the town.

Hastings developed from a small fishing port to a substantial town and is known worldwide for its rich history including the Norman Conquest in 1066, almost 1,000 years ago. Hastings' history is shaped partly by its relationship to the sea and the physical constraints of its environment, wrapped as it is by the rural landscape of Rother to the north, east and west, and the sea to the south. It is also influenced by its distance of just 65 miles from central London.

Following a period of significant economic decline over the latter half of the 20th century, Hastings is now at a turning point in terms of its regeneration journey.

Over the last 20 years it has recently benefited from considerable capital investment, including: Hastings Station rebuilding; a new link road freeing land for employment and housing. University Centre Hastings (part of University of Brighton); a new Further Education college; new office blocks at Priory Quarter; Robertson Street and Innovation Centre; investment in new school

buildings; new cultural assets – Pier, Source Park, Hastings Contemporary, Stade open space, Classroom on the Coast; neighbourhood investments in housing, heritage and public realm.

There have been setbacks and not all the investments have delivered the outcomes originally expected. The University of Brighton left Hastings in 2019 leaving three large buildings standing empty, and the Pier went into liquidation in 2018 following a major refurbishment and is now under new ownership.

We however believe we are at a turning point and the opportunities created by this funding opportunity will kick start the next stage of our renewal of inclusive growth, with greater and better direct benefits to our residents living in the most deprived areas.

Hastings was a major town long before the coming of the railway in Victorian times, which is when most seaside resorts developed. Coastal towns which had 180-degree catchment areas were real positives for investment then and not the negative as sometimes perceived now.

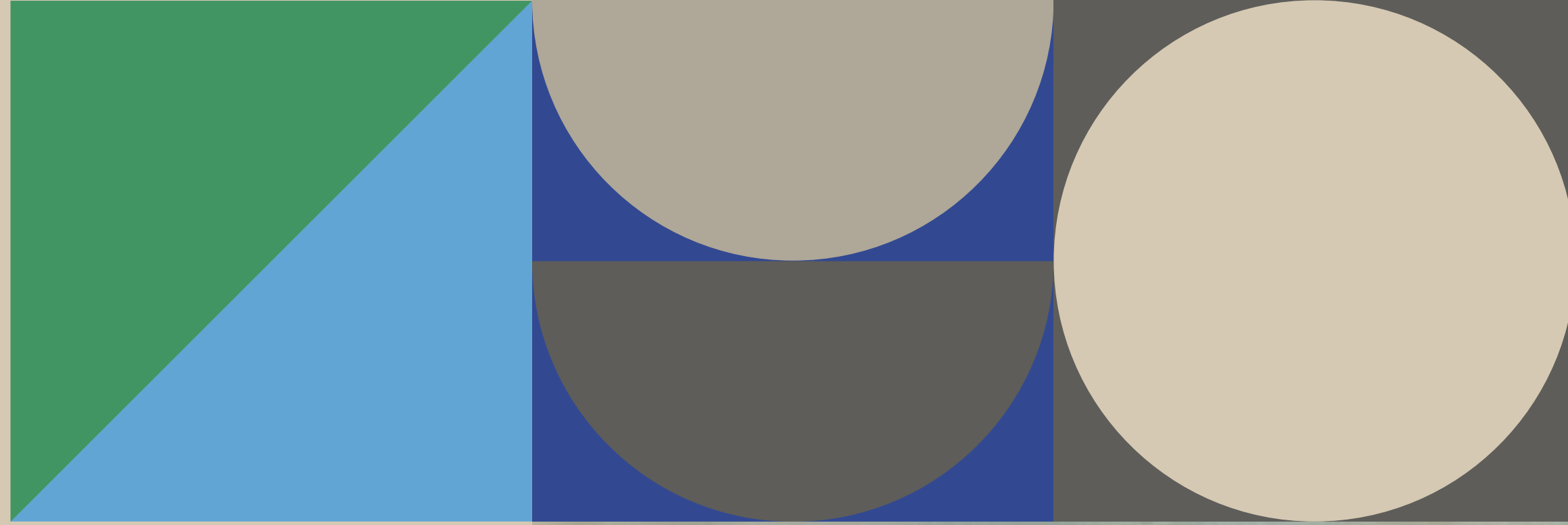


The population of Hastings has traditionally been boosted during the tourism season on very busy days by up to 50%. Visitor numbers are further increased by the arrival of over 35,000 foreign students staying in the town each year.

Hastings sits within proximity to Brighton, Ashford, Channel Tunnel, London, Gatwick Airport etc. All journey times take far longer than they would elsewhere and although we are only 65 miles from London it feels like 200 miles.

Hastings has four railway stations providing direct connections to London and Gatwick International Airport. Journey times by train are around an hour and a half to both.

# Trends & Challenges



“Ill health... concentrating in areas of deprivation is long-standing and needs to be tackled. Describing and deploring it is not enough; we need to have actionable plans to improve it.

– Chris Whitty, Chief Medical Officer, Annual Report 2020



Hastings is growing, changing and developing. Our pioneering and energetic town has lots of assets to build on with a determined business and local community to help #MaketItInHastings; but we have many challenges to face and overcome in order to achieve our ambitions for the town.

Hastings is the 13th most deprived town in England with a quarter of children living in poverty. We are committed to changing this and other intrinsic struggles through recognising and acting upon them; so that Hastings is a place where together, we can all prosper.

### Housing

Along with many other Victorian seaside destinations the borough witnessed a significant decline in the traditional holiday market during the latter half of the 20th century. As a result, the large Victorian buildings that dominate parts of the borough were subject to poorly conceived conversions that created concentrations of Houses of Multiple Occupancies.

Improving the ‘fabric’ of the housing stock is key to improving the town centre’s vibrancy, attracting investment and holding on to existing populations to ensure social stability.

There is a limited supply of affordable housing in Hastings as a whole, which has failed to keep pace with rising demand for housing services. There were only 134 new affordable homes created over the past three years, meanwhile, 262 households are living in emergency accommodation, 1,596 households on the waiting list and waiting times can often be up to four years.

The private rented sector in Hastings is very large with 28.8% of its population living in the sector compared to SE average of 16.3%. These homes are increasingly unaffordable, often of poor quality, let on a revolving door basis with little or no social support for the many vulnerable residents living in them.

Annex 1 provides further detail of our full socio-economic context.

### Public Health Challenges

Linked to the lack of employment opportunity and poverty, there are significant public health challenges that need to be overcome, with obesity in children at an alarming level and life expectancy rates regionally very low.

### Unemployment & Training

While the skills base of the resident population has gradually improved, including the proportion of those with higher and further education qualifications, there are considerable hurdles, both in training and employment, with marked discrepancies at a regional level.



# Deprivation



1 in 4

Hastings children living in poverty



28.9%

Children in low income families in Castle Ward



13<sup>th</sup>

Most deprived Local Authority in England\*

\*Down from 20<sup>th</sup> in six years

Deprivation Indicators	Hastings	South East	UK
<b>Unemployment % rate (Sept / Oct 2020)</b>			
Claimants	9.1	5.4	6.6
Men aged 18-24	17.3	9.1	10.9
Fuel Poverty (% of households) (2018)	11.5	7.9	10.3
Children living in low income families % (2018 / 19)	24.9	13.5	18.2
<b>Life expectancy in years post-aged 65 (2016-18)</b>			
Men	18	19.5	18.9
Women	20.6	21.8	21.2

## Deprivation in Hastings

Although there has been considerable investment in Hastings, the impact on the economic wellbeing of many of our residents has been limited. The reasons for this are many but mainly because previous regeneration programmes have primarily relied on economic 'trickle down' effect which has never materialised.

Overall deprivation in the town remains stubbornly high and, in some areas, it is getting worse. According to the Index of Multiple Deprivation (IMD) of 2019, on the overall 'rank' measure at local authority level, Hastings has

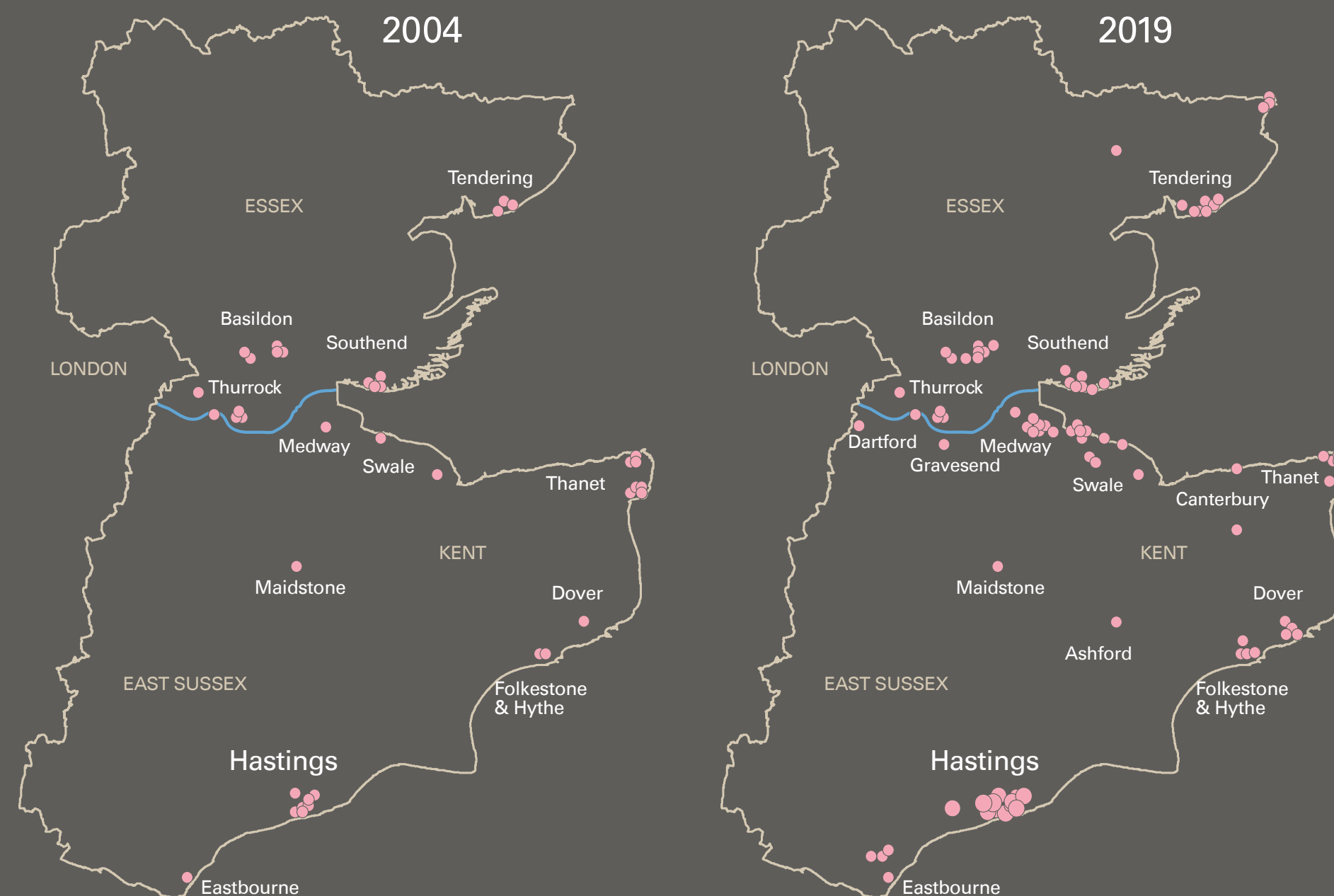
fallen from the 20<sup>th</sup> to 13<sup>th</sup> most deprived local authority in England.

Poverty is part of life for many of those both in and out of work in Hastings. Low pay, limited job security and the necessity to take multiple part-time jobs is a feature of many people's lives. The number of children living in poverty in Hastings has increased to 25% of all children, an increase of 6% since 2015. It also means reduced life expectancy and lower aspiration amongst the next generation.

## Coastal Deprivation

Hastings is however not the only coastal town in the South East to have experienced an increase in deprivation. The maps below highlight the number of Super Output Areas (SOAs) across the South East in the top 10% most deprived areas in the country increased from 40 areas in 2004 to 87 in 2019.

These maps show the 10% increase from 2004. This increase is impacting more communities and reflects the economic performance across the South East coast.

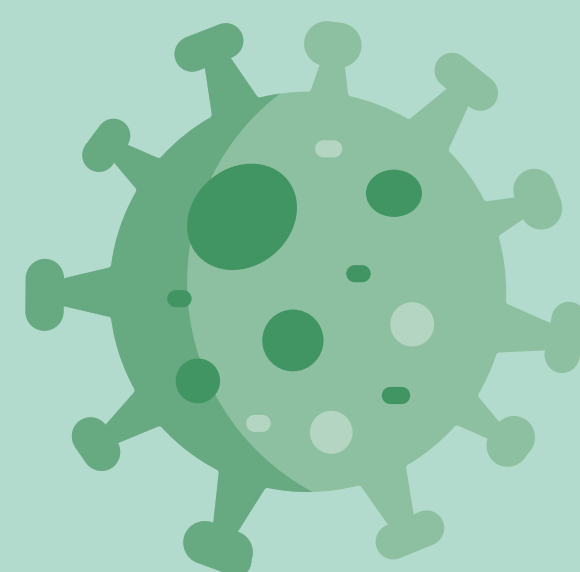


Local Authority	IMD Release – Rank of Average Rank						Rank Change 2000-19	% Change in Rank
	2000	2004	2007	2010	2015	2019		
Hastings	43	35	26	22	19	13	-30	-70%
Rother	170	162	146	128	144	135	-35	-21%
Eastbourne	191	162	146	128	144	135	-35	-21%
Lewes	174	214	189	174	195	194	+20	+12%
Wealden	246	274	255	243	268	254	+8	+3%
Folkestone & Hythe	107	111	113	87	101	84	-23	-21%
Thanet	62	74	56	49	34	34	-28	-45%



## Hastings is not immune from the global problems that face towns and cities across the world.

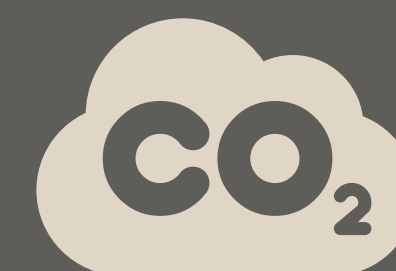
The full economic and social impact of the COVID pandemic is still to be determined. However, for coastal towns the impact is likely to be acutely felt with long term consequences on our visitor economy, hospitality industry, retail and our extensive cultural calendar. Sector recovery is not just dependent on when the pandemic will end but also on how long the economy as a whole takes to recover.



### COVID-19

It is difficult to assess the long-term effects of COVID-19 on the country, but its impact has been acutely felt and particularly in the coastal towns with social and economic consequences on our economy over the next few years likely to be significant

- There is an increase in need for social care and medical staff
- Social changes such as where and how people choose to live and work are bending towards a dramatic expansion of remote working



### Climate Change

In February 2019, Hastings was one of the first councils in the UK to declare a climate emergency and set a target to make the town carbon neutral by 2030



## Our 12 Economic & Social Challenges

Our challenges are derived from an extensive stakeholder engagement programme conducted during 2019 / 20. This includes the Hastings & Rother Task Force Review, the new Local Plan and the SE Coastal Communities Economic Prospectus and our work with the Town Board. The 12 challenges were identified and then refined to four key challenges and themes to frame our Town Investment Plan.

We recognise that there is significant work to do across all 12 of the challenges if we are to fully realise our vision for the town. However, responding to the four key challenges helps us to channel our efforts and kick start the journey to bring about the 'change' needed and demanded by the Town Board.

 <p>Not many well paid and high skilled jobs in the town</p>	 <p>Lots of empty shops and buildings in the town centre and limited retail offer</p>	 <p>Town centre feels unsafe, unloved and lacks vibrancy</p>	 <p>Lack of affordable housing and lots of 'low quality' private rented sector properties for let</p>
 <p>Our heritage and natural assets are hidden, underused and some cases in very poor condition</p>	 <p>Tackling and benefiting from the global challenge to reduce our carbon emissions to near zero</p>	 <p>We are 65 miles from London but it feels like 200 miles!</p>	 <p>The town centre is not well connected to key assets – e.g. poor links from the station to the seafront, the pier, and the castle</p>
 <p>Local public transport not well-connected, infrequent and expensive</p>	 <p>Digital connectivity on offer to businesses, voluntary sector and homes is limited</p>	 <p>Low-household aspiration leads to a low skills base</p>	 <p>We lack a strong industry focus</p>

## Our Four Key Challenges & Themes

Focussing on key challenges does not mean that the work ceases in these other areas, and it is a key ambition of the Board to see further leverage of investment to address the wider issues as part of the broader Town Deal. Discussions on this has already started and will continue even after the Deal has been agreed.

Hastings Challenges	Towns Fund Intervention Themes
 <p>Jobs &amp; Enterprise Growth</p>	<p>Enterprise Infrastructure; Skills Infrastructure</p>
 <p>Forgotten History &amp; Assets</p>	<p>Arts, Culture &amp; Heritage</p>
 <p>Disconnected, Unloved Town Centre</p>	<p>Urban Regeneration, Planning &amp; Land Use; Local Transport</p>
 <p>Lack of Quality Housing</p>	<p>Urban Regeneration, Planning &amp; Land Use</p>

Our four key  
challenge themes:

## Jobs & Enterprise Growth

1

### Our Ambition:

Diversifying our industry focus, create more skilled jobs, new and adapted business spaces, increased enterprise start-ups, prepare residents for future jobs and higher aspirations for our young people and residents.

- We are a coastal town with too few jobs, low pay, low aspirations, low skills, poor educational attainment and lacking strong industry focus, but a town with significant opportunities to flourish
- Successive generations have never entered the employment market
- We have the second-highest claimant rate in the South East (East Sussex in Figures briefing December 2020); our skills levels trail behind the regional average at every level; 12.2% of our population have not gained any qualifications
- Coupled with a lack of aspiration towards jobs and qualifications, these have served as fundamental barriers to economic growth and activity and people reaching their potential.

**Enterprise Infrastructure; Skills Infrastructure**

## Forgotten History & Assets

2

### Our Ambition:

A vibrant, artistic, creative town with a recognised identity and sense of place, which builds upon the opportunities Hastings has to flourish. A town with an incredible built and natural environment which celebrates its history and maximises the benefits it brings for its community.

- 1066 saw the town rise to fame with 'that' battle, but much of our built heritage, maritime and natural environment is forgotten, underutilised and in some cases in poor condition
- The Royal Society of Arts Heritage 2015 Index placed Hastings 3rd nationally for the strength of its heritage assets, but only 38th for heritage activity, demonstrating the potential for heritage development in the town
- We have not fully realised our potential as a destination for cultural tourism which can significantly contribute to economic regeneration
- The castle, could, and should, be at the heart of the town and a key visitor focus of 1066 Country alongside Pevensey and Battle.

**Arts, Culture & Heritage**

## Disconnected, Unloved Town Centre

3

### Our Ambition:

A thriving well-connected town, a vibrant and sustainable town centre, embracing our independent alongside national retail offer, with a viable evening economy. A place where our community and visitors feel safe with a sense of well-being and purpose, enhanced by its surrounding and revelling in its creative diversity.

- There were challenges in the town centre emerging prior to COVID-19 which have now been accelerated
- Hastings town centre is the physical, economic and social 'heart' of Hastings, sustaining over 20% of the town's jobs (@6,000 jobs) with a cluster of economic and social activity
- It is home to its shopping centre, business quarter, emerging cultural quarter, transport hub, hotels and the pier. These are all within walking distance of each other
- However, it faces a challenge with changing consumer behaviour, outdated and disconnected public realm, limited range of leisure and social offer with 'unfinished' business from the original regeneration programme which started in 2001.

**Urban Regeneration, Planning and Land Use; Local Transport**

## Lack of Quality Housing

4

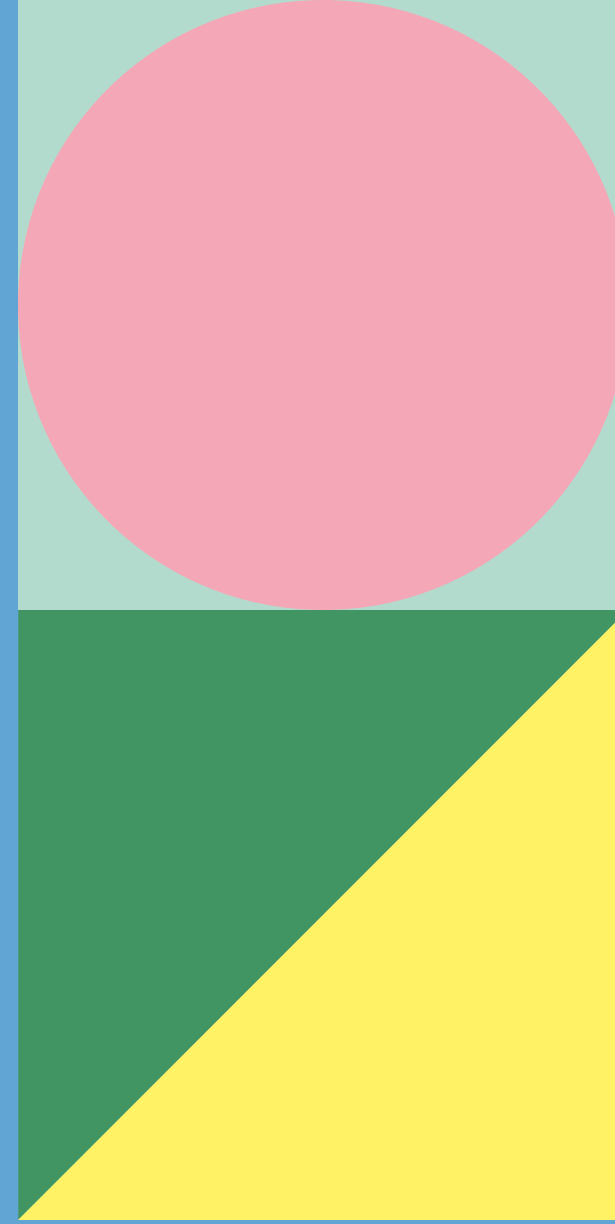
### Our Ambition:

Delivering new and retrofitted, affordable, high-quality, sustainable homes and cohesive and well-engaged communities. This ambition can only be achieved if the other challenges are met and cannot be delivered in isolation.

- A large proportion of our residents are unable to afford homes, a significant number of homeless and many of the homes that are available are of poor quality, or the wrong type
- A town with disconnected communities and too many disengaged landlords presiding over low-quality, privately rented homes; and where fuel poverty is significantly higher than the rest of East Sussex
- Large Victorian buildings that dominate our town are not all good conversions for dwellings, creating concentrations of Houses of Multiple Occupants
- 38% of housing stock is private rented and varying quality
- Our Local Plan housing target is 200 per annum and government set a target of 430 per annum. The town centre is a sustainable location for new housing growth as per our Planning Policy Framework.

**Urban Regeneration, Planning & Land Use**

# Strengths & Opportunities



Our landscapes, our people and our iconic cultural heritage has always been a source of local pride and passion. The built and natural heritage of our town is extraordinary.

Many people who have chosen our town as home wouldn't live anywhere else. Hastings is quirky, fiercely independent, and a free-spirited place with a distinctive character, bubbling with many community-led events such as Jack in the Green, Fat Tuesday and the lively Hastings bonfire nights. Our iconic cultural heritage has always been a source of local pride and passion. The built and natural heritage of our town is extraordinary with the seafront being a key feature. This magnificent coastline is rich in diverse landscapes harbouring many important ecosystems.

Although Hastings' problems are significant and pressing the town also has a tradition of getting things done and has considerable levels of local activism, from the work of Hastings Youth Council, to our community response to the pandemic to protect the vulnerable.



# Opportunities for Resurgence

## Architecture, Heritage & Natural Environment

“Enhance our town by planting trees on pavements where space allows.”

Hastings resident

	<p>The internationally designated Hastings Cliffs, Special Area of Conservation (SAC)</p>		<p>25 Local Wildlife Sites</p>	
<p>Three nationally designated Sites of Special Scientific Interest at Marline Valley</p>	<p>Eight Local Nature Reserves</p>		<p>18 areas of conservation</p>	<p>Stunning historic townscape</p>
<p>Over 900 nationally listed buildings recognised for their special architectural or historic interest</p>		<p>27 archaeological notification areas</p>		<p>Two registered historic parks &amp; gardens</p>

# Economy & Industry

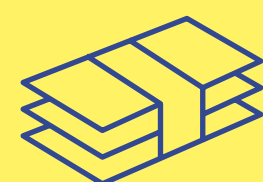
## Key Industry Statistics

Near full capacity industrial parks



Rock-a-Nore fishing huts

Contributed £1,522m to East Sussex economy in 2018



The value of goods produced is now over £1.6bn and supports 38,800 jobs

Hastings Pier



84% occupancy rate January 2020

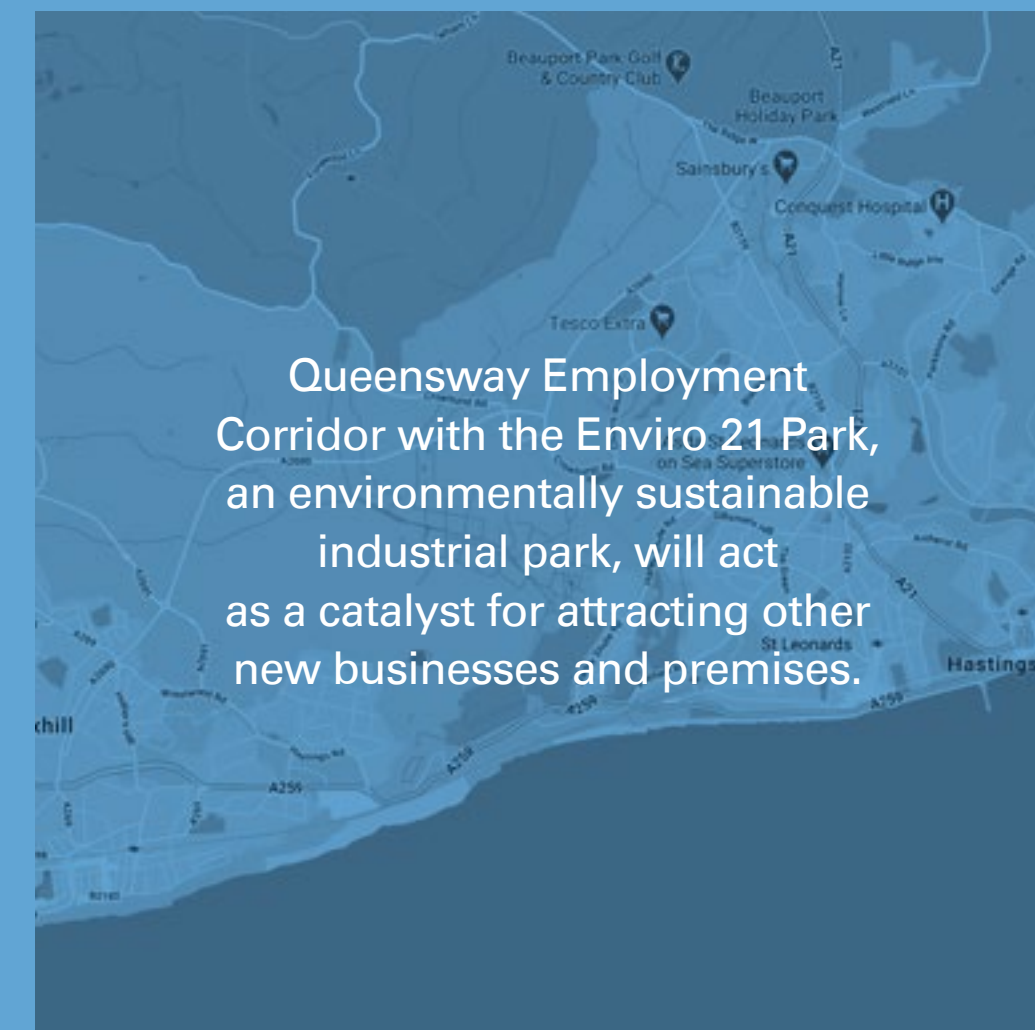


In 2018 Hastings GVA was £16,391 per head, an increase of 21% since 2010

Hastings Contemporary art gallery



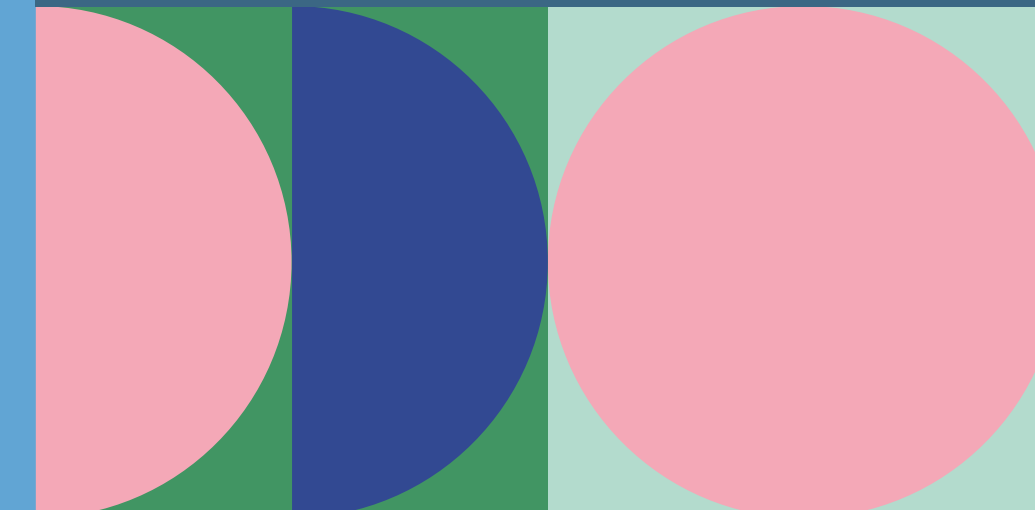
## Key Local Connections



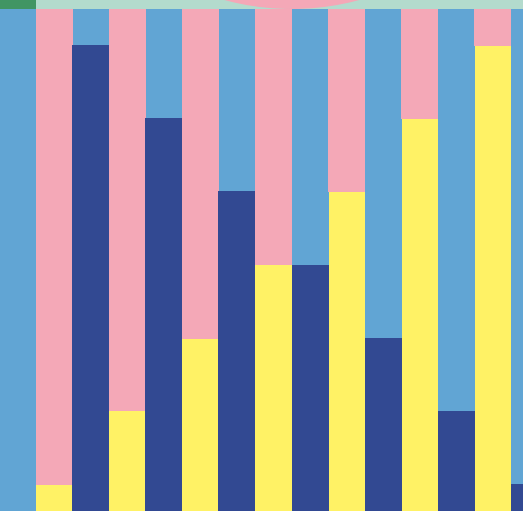
Queensway Employment Corridor with the Enviro 21 Park, an environmentally sustainable industrial park, will act as a catalyst for attracting other new businesses and premises.



Hastings to Bexhill Link road (Combe Valley Way) has opened up opportunities for growth



South of Ridge West and along Queensway, and through to neighbouring Rother, there are opportunities to increase the volume of industrial and commercial premises and to strengthen the links between the Hastings labour force and the town's exports with the wider market of the UK and beyond.





## 1. Jobs & Enterprise Growth

<h3>Strengths</h3> <ul style="list-style-type: none"> <li>• New modern college offering both vocational and NVQ 4 / 5 level courses</li> <li>• Hastings is a manufacturing hotspot (precision engineering, vacuum / photonics / food and drink etc) with 19.9% of GVA in the borough</li> <li>• Growing creative sector in web design, graphics, gaming, visual, music and performing arts</li> <li>• Growing demand for a variety of smaller managed office spaces; incubator units and light industrial units</li> </ul>	<h3>Weaknesses</h3> <ul style="list-style-type: none"> <li>• Reliance on traditional seaside industries, low productivity, skill and pay with a high level of seasonality</li> <li>• Skill shortages failing to attract investment</li> <li>• Lack of high-value jobs with limited opportunity for career progression. Job density is low at 0.66 (regionally 0.88)</li> <li>• Growing demand for a variety of smaller managed office spaces; incubator units and light industrial units</li> <li>• High level of deprivation, many unable to work due to poor health, skills, lack of aspiration</li> </ul>
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<h3>Opportunities</h3> <ul style="list-style-type: none"> <li>• Low house prices, fantastic natural environment makes Hastings a lifestyle choice for entrepreneurs, SMEs and those wanting to work closer to their home</li> <li>• Available employment land for development, empty buildings and sites in town centre to repurpose</li> <li>• Demand for smaller managed working spaces and modern / green industrial units</li> <li>• Carbon neutral ambition of town – demand for new types of businesses and skills to enable adaptations to economy, homes, work and travel modes</li> </ul>	<h3>Threats</h3> <ul style="list-style-type: none"> <li>• Longterm impact of COVID-19: prolonged recession; changing consumer behaviour; high levels of unemployment, possibility of levelling down rather than up</li> <li>• Current changing consumer behaviour is a threat to employment in the retail sectors, commercial, leisure and hospitality</li> <li>• Working from home as the norm limited to only a section of the local population</li> <li>• Well-being and mental health issues for residents due to lack of skills and employment</li> </ul>
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Enterprise Infrastructure; Skills Infrastructure



## 2. Forgotten History & Assets

<h3>Strengths</h3> <ul style="list-style-type: none"> <li>• Heritage natural environment: 8km of coast line; designated country parks, historic gardens, archaeological sites and fishing fleet</li> <li>• Heritage built environment: Hastings Castle, St Mary in the Castle; Ladies' Parlour; 18 conservation areas; 900 listed buildings; OldTown; Burton St Leonards; Pier</li> <li>• Community-led Historic England funded Heritage Action Zone programme at Trinity Triangle</li> <li>• High visitor numbers and unique annual cultural events</li> <li>• Three Arts Council National Portfolio Organisations – Project Art Works, Home Live Arts and Hastings Contemporary</li> </ul>	<h3>Weaknesses</h3> <ul style="list-style-type: none"> <li>• RSA 2015 placed Hastings 3rd nationally for the strength of its heritage assets, but only 38th for heritage activity demonstrating the potential for heritage development in the town</li> <li>• Natural assets are high maintenance and subject to deterioration due to climate change</li> <li>• Financial viability of cultural buildings and assets a challenge – the Pier, St Mary in the Castle; White Rock Theatre; Hastings Museum; Hastings Contemporary</li> <li>• Poor links between the seafront and the town centre – dissected by the A259</li> </ul>
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<h3>Opportunities</h3> <ul style="list-style-type: none"> <li>• Hastings Castle dominates the skyline around the town. However, its story and impact (Norman invasion in 1066) is undersold and forgotten</li> <li>• Hastings history has an USP for rebuilding community pride and action as well as the visitor economy</li> <li>• Hastings declared as a 'Music City' – live music attracting new types of visitor</li> <li>• Build on Hastings' position as the birthplace of television</li> <li>• Historic townscapes provides attractive living and traditional built homes, with the potential to attract new investors and residents</li> </ul>	<h3>Threats</h3> <ul style="list-style-type: none"> <li>• Historic assets are costly to maintain and some remain economically unviable</li> <li>• Arts and cultural activities and programmes require revenue funding. Pre COVID-19 it suffered from lack of funding due to austerity. Post COVID-19 there will be little public funding available</li> <li>• Access to arts, culture and heritage limited to a few and often does not reach those living in the most deprived areas</li> </ul>
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Arts, Culture & Heritage

Our SWOT analysis per challenge theme derived from a variety of stakeholder engagements.



### 3. Disconnected, Unloved Town Centre

#### Strengths

- Coastal location with amazing views and good access to beach and green space
- Good local bus and rail service – links to Gatwick and Ashford Eurotunnel. Future possible fast link to London via HS1
- New link road has brought forward substantial land for potential housing and employment land development
- Emerging Local Plan enabling employment growth and adapting town centre
- Available, modern buildings are already in existence in the town centre, ready for change of use

#### Weaknesses

- Town centre has poor, unattractive public realm, poorly connected, issues of anti-social behaviour which can make it feel unsafe and unloved
- Poor evening economy with declining footfall
- Town centre not well connected to the sea front and promenade – visitors just passing by
- Empty and poorly maintained residential properties in the town centre
- Lack of quality hotel bed spaces or choices inside the town centre

#### Opportunities

- Council is a large owner of land in employment sites and in the town centre
- Potential to work with social entrepreneurs and private developers to transform the town
- Growing demand for affordable (smaller) managed office spaces which enable people to work remotely
- Utilising changes to use classes regulations to revitalise the town centre as a living, shopping, working, wellbeing, entertaining and social place area
- Opportunity to replicate expertise and knowledge of partners already successfully delivering capital projects in the town

#### Threats

- Decreasing footfall and dwell times
- Impact of COVID-19 and growth of online business – changing consumer behaviour against town centre retail, entertainment and hospitality
- Key buildings in the town Centre remains empty – University buildings; Debenhams; Queensbury House etc
- Increasing levels of street homelessness, anti-social behaviour and drug use
- Impact of climate change – and the need to adapt

Urban Regeneration, Planning & Land Use; Local Transport



### 4. Lack of Quality Housing

#### Strengths

- The town centre has been identified in the local plan as sustainable location for new housing growth
- Well established partnerships to enable housing project development and delivery – NewRiver REIT; OPTIVO; Hastings Housing Company; Hastings Commons
- Experience of using enforcement powers to improve the housing stock in the private rented sector

#### Weaknesses

- 57% of residential dwellings in the town centre are privately rented – with many being managed by disengaged or absent landlords
- There are currently 1743 households waiting for social housing in Hastings. The average waiting time is 537 days
- Demand for quality and affordable housing currently outstrips supply
- Hastings has one of the lowest housing completion rates in the region – 20 units in 18 / 19 and 140 in 17 / 18
- Significant financial intervention is required to improve the housing stock – 74% of privately rented homes owned by single property-owning landlords with little capital to improve or maintain the property

#### Opportunities

- Using commercial vacancies and voids to repurpose and diversify the town centre into vibrant mixed-use housing / commercial / retail spaces
- Development sites available in the town centre and increasing density a challenge set out in the Local Plan
- House building programme – creates a local supply requirements for skilled labour, training and services
- Enables Council's housing company to deliver safe, secure, affordable housing to a deprived part of the borough

#### Threats

- Poor quality housing in the town centre discourages new investments
- Displacement of existing residents as property value rises in the town centre
- Growing affordability gap for households, particularly those with larger families
- Cost and resources needed to make existing homes carbon neutral a significant challenge
- Town centre retail in decline, risk of centre becoming further neglected and underutilised

Urban Regeneration, Planning & Land Use

# Building on Our Success - Our Track Record

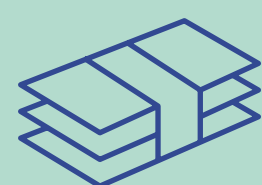
Our key opportunity is to build on the multiple partnerships that exist - public, private and community-led organisations - to deliver regeneration. Many are active members of the Town Board and the fact there are 12 different lead partners engaged in delivering our Town Investment Plan shows this partnership's depth. Historically and since 2001 a total of 40 individual capital investments, totalling £450m have been made through the work of the Hastings & Rother Task Force framed around what is referred to as the 'Six Point Plan' (originally five) and other community and public partnerships. The initial programme was intended to last 10 years, but it has continued to the present day. The success of this programme in terms of delivering capital interventions has been considerable, with the majority of the funding coming from public sector sources.

Despite all the investments over the past twenty years, deprivation levels have remained almost static. The reasons can generally be summarised as follows (based on research undertaken during 2019 and early 2020 in the 'Hastings & Rother Task Force Review'):

- Regeneration activities over the past twenty years have not been delivered as a single "programme", but have comprised different funding streams, objectives, delivery and time lines
- Capital programmes have always relied on the 'trickle down' effect in terms of their economic impact. The 'trickle' has failed to reach the most deprived communities. Programmes have generally been separated from activities to address the needs and aspirations of the people
- Leadership and evaluation of regeneration activities has never been consistent, with progress not monitored on a long-term basis
- Effective regeneration activities rely to a large extent on a steady curve of economic growth to succeed. This has not been the case over the last twenty years
- Large capital builds need supporting revenue funding to build to a sustainable business model whilst the market conditions develop to enable organic self-sufficiency.

We believe this regeneration programme will be different and more impactful than previous activities. Our key reasons for this are:

- Leadership of this regeneration programme is at a much more ground-led level; by the local partnership of the Town Board and the local administrative body
- The range of investment proposals assembled in Hastings are both large in scale and a step towards larger objectives. Most importantly however there is a real attempt in this programme to direct the benefits of all these efforts to those living in our most deprived neighbourhoods, through inclusive growth
- The range of delivery partners engaged in delivery is also something significant and different for Hastings. They range from a large real estate company, to small and medium sized social enterprises and other public bodies
- The programme has also enabled the start of new partnerships, both locally and regionally, to focus on delivering economic change in Hastings.



40 Capital Investments since 2001 totalling £450m

Project	Capital Outputs Achieved
Infrastructure	<ul style="list-style-type: none"> <li>• Bexhill to Hastings Link Road</li> <li>• Hastings Station Refurbishment</li> <li>• Public Realm (Seafront, St Leonards, Parks and Gardens, Stade, town centre)</li> <li>• Fisheries Local Action Group investment in Hastings fishing fleet</li> </ul>
Business Space	<ul style="list-style-type: none"> <li>• Lacuna Place</li> <li>• Havelock House</li> <li>• Creative Media Centre</li> <li>• Innovation Centre</li> </ul>
Skills and Education	<ul style="list-style-type: none"> <li>• East Sussex College and Station Plaza</li> <li>• New Academies</li> </ul>
Health and Wellbeing	<ul style="list-style-type: none"> <li>• Station Plaza Health Centre</li> </ul>
Cultural and Leisure Space	<ul style="list-style-type: none"> <li>• Hastings Contemporary</li> <li>• The Source Park</li> <li>• The Pier</li> <li>• Azur</li> <li>• Hastings Fishing Beach and Stade Space</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Townscape Heritage Initiative 1&amp;2</li> <li>• Central St Leonards Housing Renewal Area</li> <li>• Coastal Space Project</li> <li>• HMO Licensing</li> </ul>
East Sussex Invest (incl. East Sussex Intervention Fund and Property Based Funds)	<ul style="list-style-type: none"> <li>• 895 FTE jobs created through awarding of business capital grants and loans</li> <li>• Other outputs include training, apprenticeships and volunteering opportunities</li> </ul>
SUCCESS (Business Grants Programme – capital)	<ul style="list-style-type: none"> <li>• 443 FTE jobs created</li> <li>• 51 businesses supported</li> </ul>

(See annex 4 for further details)



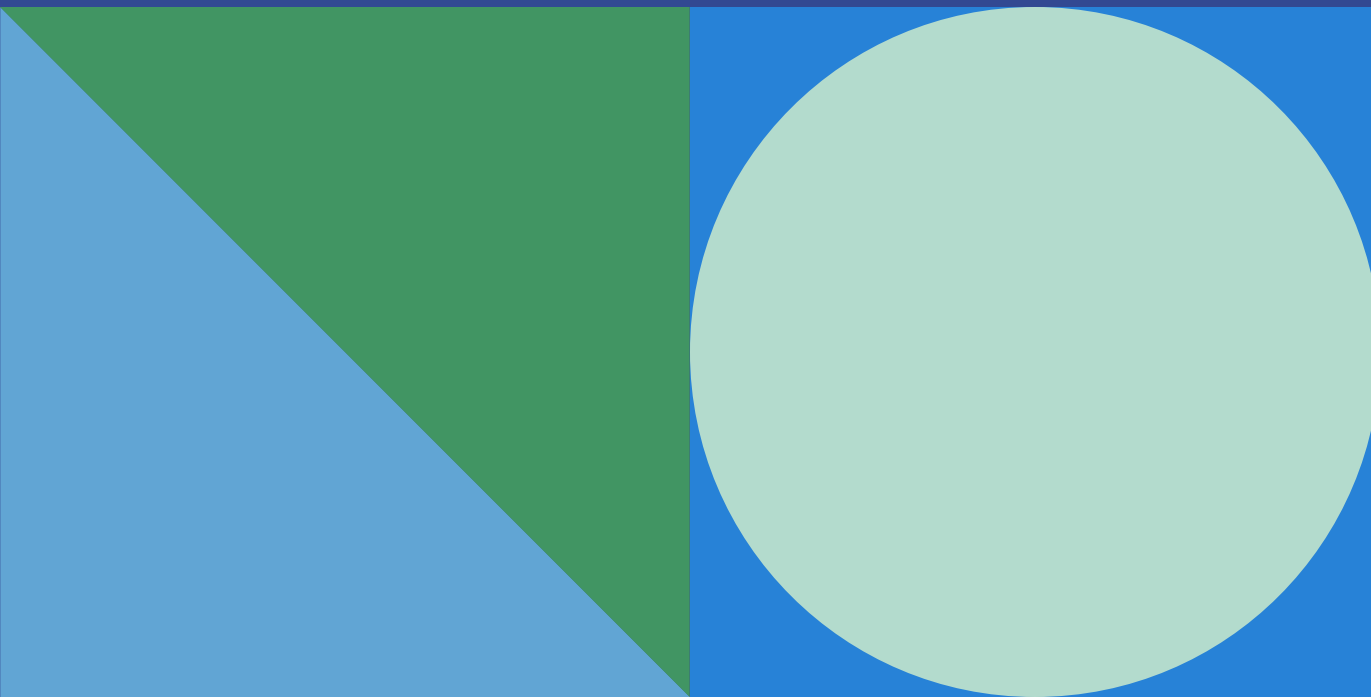
Hastings is an ambitious town that thrives on making things happen. Edgy and creative we have a long history of ‘doers’, innovators and entrepreneurs.

#MakeItInHastings

### Spotlight on People & Industry

Our key assets are also our people and partnership working, which has led to our success, as a relatively small town in the south east, in the delivery of a number of significant projects and initiatives. Our response to the COVID pandemic crisis and the innovation of service delivery via strong partnership working, through everyone from individual residents to community and voluntary organisations to public sector and businesses, is testament to that; the establishment of the Town Board and the work of the Local Strategic Partnership shows our want and desire to recover from the current crisis.

We expand on this in the section below including a spotlight on some key economic sectors.



# The total value of tourism activity in Hastings in 2019 is estimated to have been around £386 million.



Of course, 2019 was quite different to 2020 and, it appears 2021 too, with COVID-19 almost completely wiping out all trips from international visitors – and overseas visitors account for around 20% by value of our visitor economy. Domestic staycations thrived in 2020 once the lockdown was over, with a noticeable change in demographics (to younger families and couples).

Annex 2 details further the economic impact of tourism to Hastings.

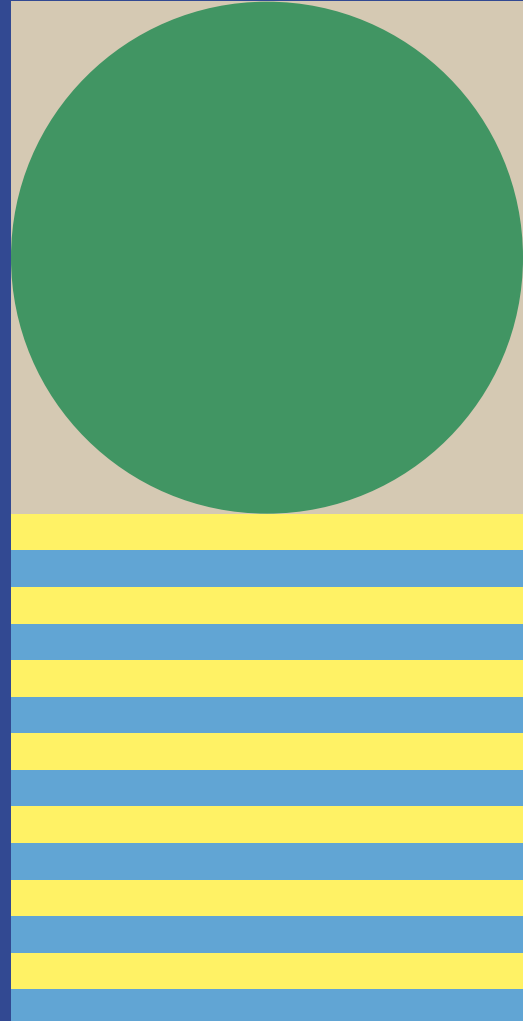
## Tourism Sector

Hastings is a place people love to visit. However, this sector has significant opportunity to be strengthened and bolstered to reflect current tourism appetites.

This is demonstrated by the total value of tourism activity in Hastings in 2019 which is estimated to have been around £386 million. It is vitally important to the town's economy and provides many jobs, from 'entry level' jobs in hospitality, small business start-ups like bike rental and kayak hire to working creatively on one of Hastings many cultural events.

It is estimated that around 3.8 million tourism day trips were made to Hastings in 2019, a rise of 12% compared to 2018. There was also an increase in day visitor expenditure of 14%. Trip length by domestic visitors in 2019 decreased and the total number of nights spent in Hastings fell from 1.36 million bed nights to 1.3 million bed nights (a decrease of 4%). However, there was an increase in the trip length of overseas visitors where the number of nights spent in Hastings rose by 15%.

This income to the local economy is estimated to have supported 5,240 full-time equivalent jobs. Many of these jobs are part-time or seasonal in nature and translate into an estimated 7,030 actual jobs, an increase of 8% compared to 2018.



The total value of tourism activity in 2019 was around £386 million, up by 8% compared to 2018



Hastings cultural attractions attract 4 million visitors each year



14% increase in day visitor expenditure in 2019 compared to 2018



Number of overnight stays by overseas visitors rose by 15%

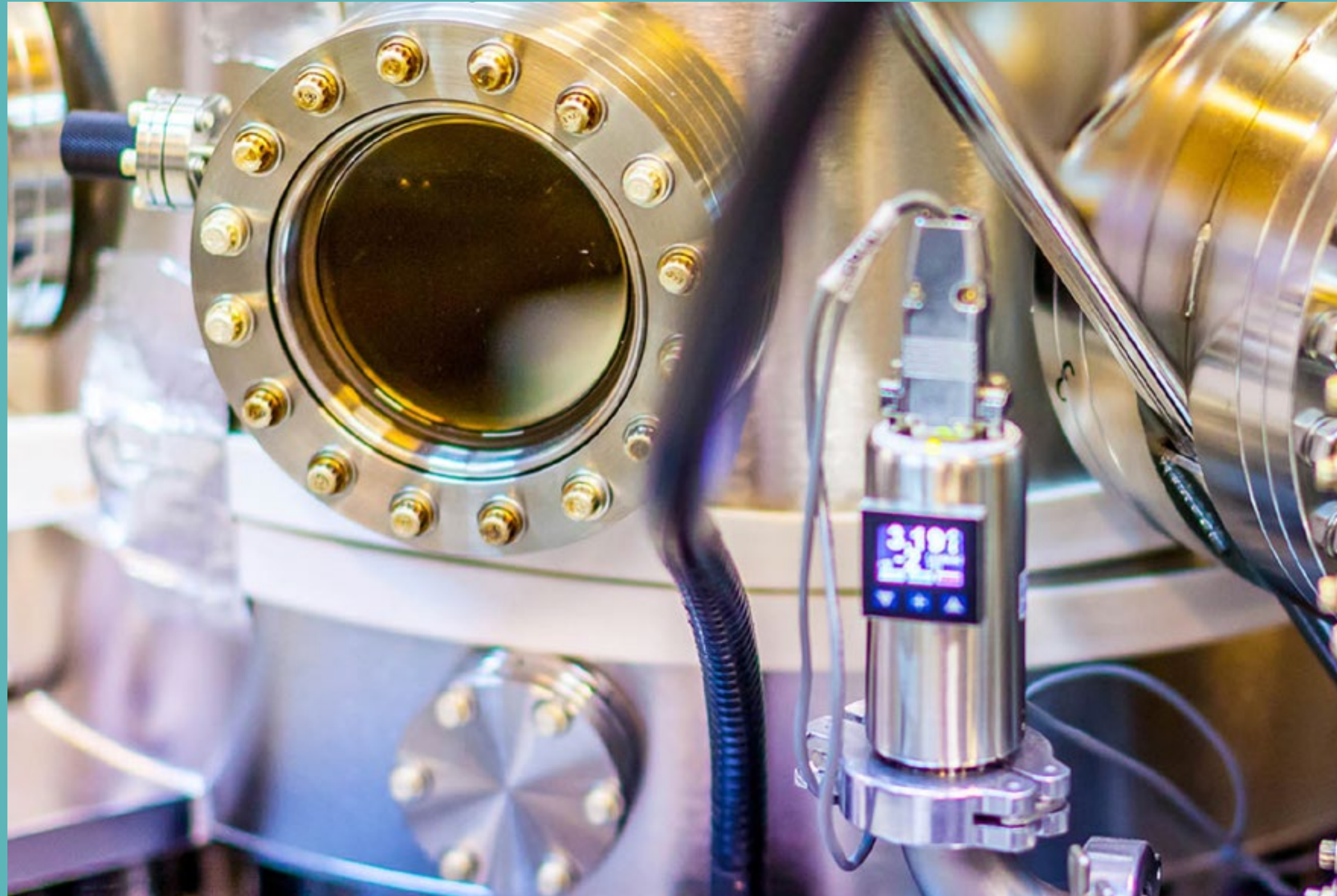


Tourism supports an estimated 7,030 jobs an increase of 8% compared to 2018



COVID-19 almost wiped out trips from overseas visitors, which account for around 20% by value

# The manufacturing sector locally contains some long-standing and high performing companies.

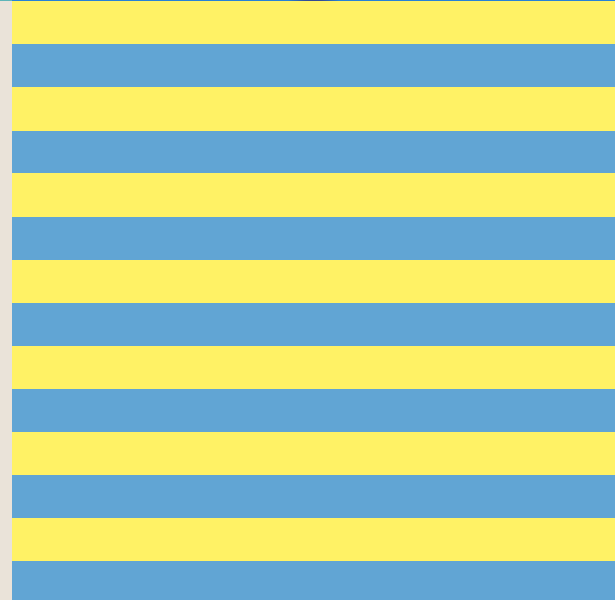
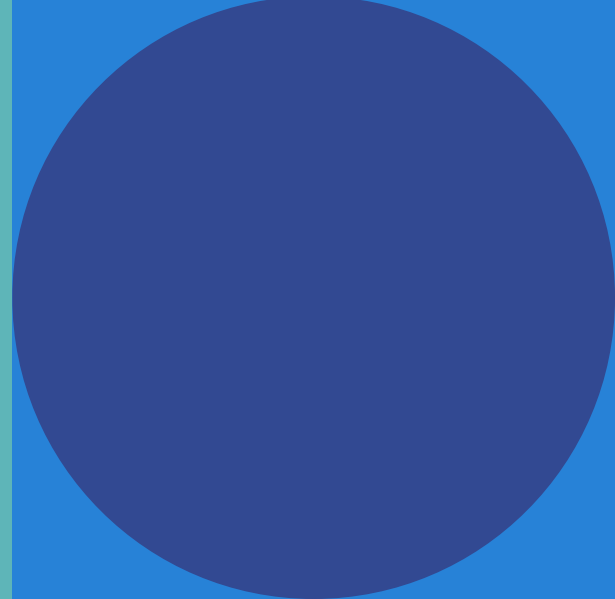
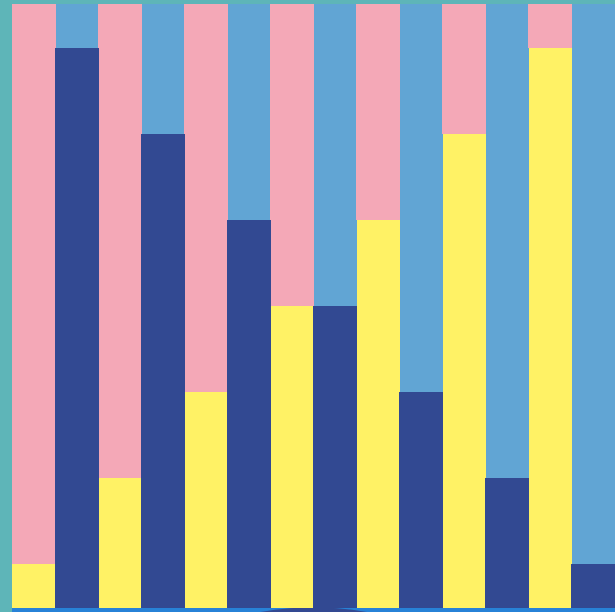


## Manufacturing Sector

Hastings has a long-standing history of manufacturing. The sector locally is resilient and makes a higher than average contribution to Gross Value Added (GVA) in the region at 19.9%.

Hastings has some long-standing and high performing companies in aerospace, defence, precision optics and hi-tech electronics. Almost 8% of the working population works within the manufacturing sector and provides for higher levels of income than in many other sectors.

As an example, in 2020, Kurt J Lesker Company moved their European headquarters to a new base in Austin House in Castleham Estate in Hastings. Nearly three times the size of their previous location, they have also relocated their lab to the new site and are now opening up more space to enhance their logistics centre in a site nearby. While Interface Precision Engineering have been suppliers to the world's major scientific manufacturers of test kits for COVID-19, and for healthcare equipment such as ventilators.



## British & European First

Focus SB made a historic achievement in becoming the first British and European manufacturer in its industry to be licensed to develop, manufacture and export electrical wiring accessories to China in October 2017; enabling the company to supply British-made products into China's multi-million dollar high-end residential and hospitality construction marketplace.

£££

In 2018, manufacturing GVA had grown by 3.7% since 2010



Manufacturing has a higher than average contribution to GVA in the region at 19.9%

7.8%

Manufacturing supports 7.8% of local employment compared to regional average of 6.2%

#MakeItInHastings

# Hastings is a ‘creative hotspot’ at the epicentre of England’s Creative Coast stretching from Brighton to Margate.



Hastings also has a vibrant annual calendar of cultural, arts and heritage festivals. It is known for its events regionally and nationally, involving and attracting many people that live here and enticing people to visit. Due to COVID-19 virtually all events have been cancelled since March 2020 and are unlikely to restart until at least Autumn 2021.

## Creative Sector

Hastings is a creative hotspot at the epicentre of England’s Creative Coast stretching from Brighton to Margate. It punches way above its size creatively.

Hastings people are unstoppably creative, and this is a major attraction to living and working in the town. Its wild coastline, natural diversity and rugged determinism attracts a creative spirit and has lured or produced internationally celebrated artists like Quentin Blake and the Chapman Brothers. Hastings also prides itself on the variety of this sector, be you a fire-wielding metal forger or part of a neurodiverse collective of artists, everyone is welcome to **#MakeItInHastings**

The innovation charity NESTA, named Hastings a ‘creative hotspot’ with a high percentage of firms and potential for further growth in this sector. The creative community is a hotbed of creative talent and networked in ways only seen in larger cities.

This creative sector now employs around 800 Hastings residents across approximately 260 organisations and accounts for 9.4% of businesses in Hastings which involves interactive, performing, visual and fine arts, gaming, digital, story-telling and more.

As well as having three National Portfolio Organisations; Project Art Works, Hastings Contemporary and Home Live Art; Hastings has seven museums and 18 professional art galleries. COVID-19 has had a huge impact on the sector with commissions, contracts, events and venues having to cease activities almost completely.



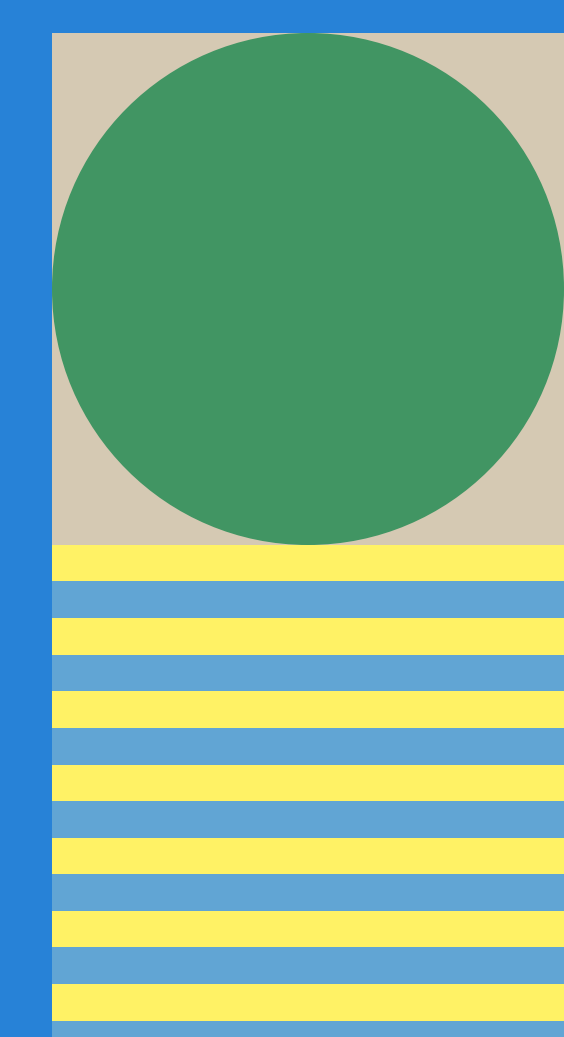
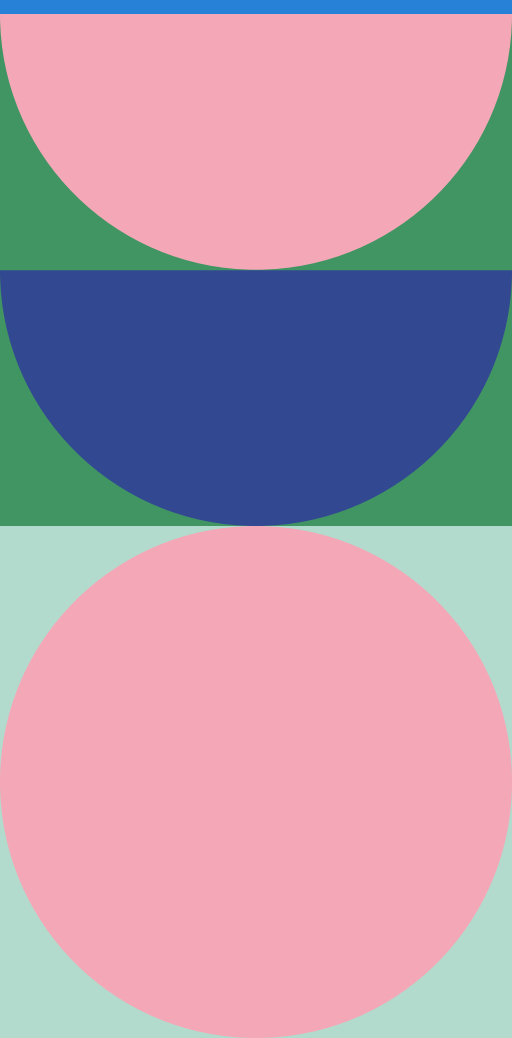
The Creative Sector employs an estimated 800 people



Hastings & Rother is a UK ‘Music City’



Hastings named as a ‘Creative Hotspot’ by innovation charity NESTA in 2017

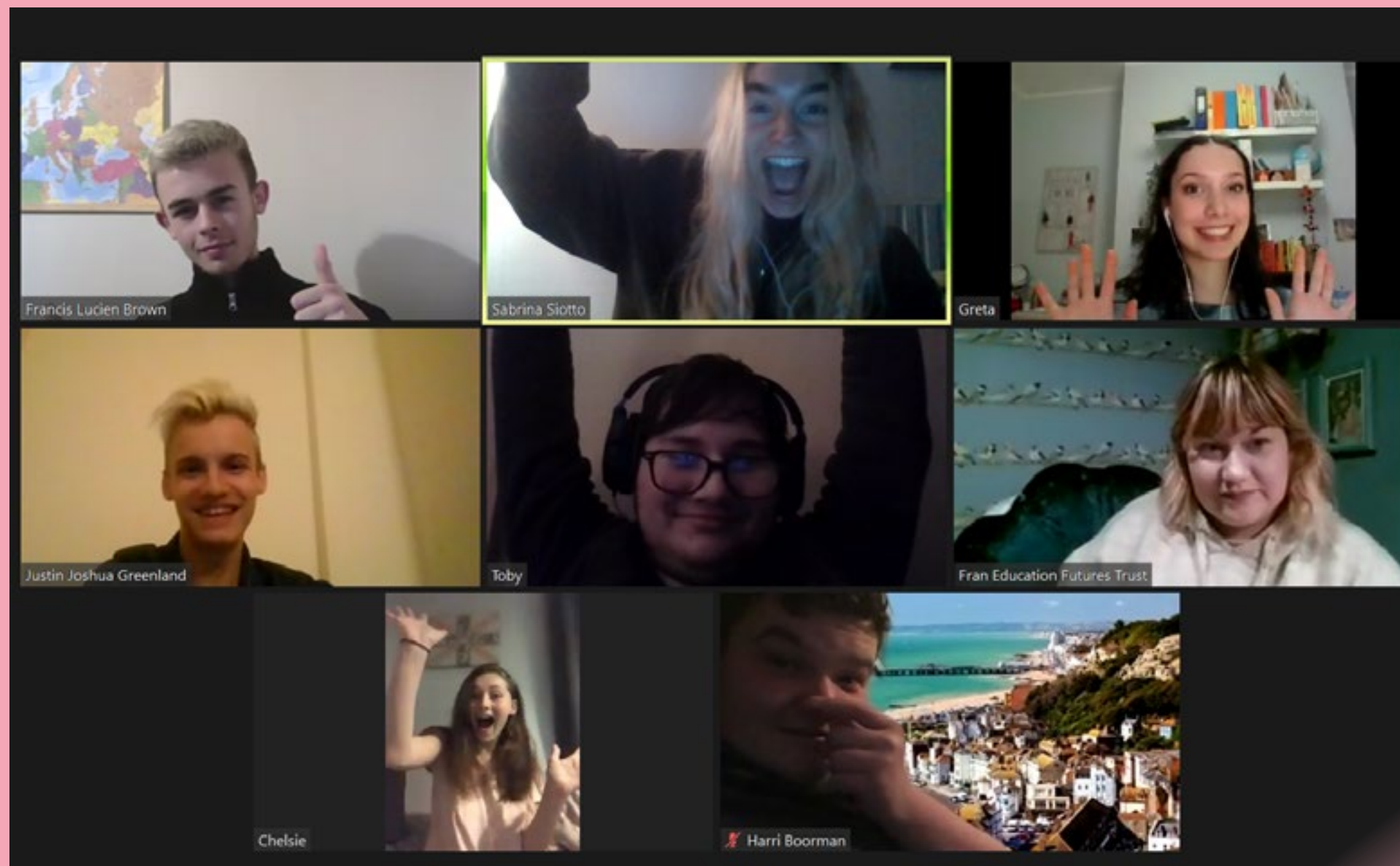


# Hastings has a passionate and committed network of grassroots community action and voluntary groups.

## Community & Voluntary Sector

Hastings has a passionate and dedicated population who give their time and energy to create a diverse voluntary, community and social enterprise network. These dynamic groups have been the driving force in the response to the pandemic, making sure those who need support, receive it. Impressively, there are over 6,000 active volunteers in Hastings and the sector also employs 975 people making it a major part of the economy.

Supported by Hastings Voluntary Action, the sector provides a range of services including 1-2-1 advice, skills development, training and intensive support to vulnerable communities and local people. Through Hastings Community Network, representation on town-wide strategic bodies is well developed, and networks reach across all sectors. It supports a range of partnerships and plays a crucial leadership role including chairing the Hastings Local Strategic Partnership and co-chairing the Town Deal Board.



# #MakeItInHastings



# Evidence of Need & Rationale

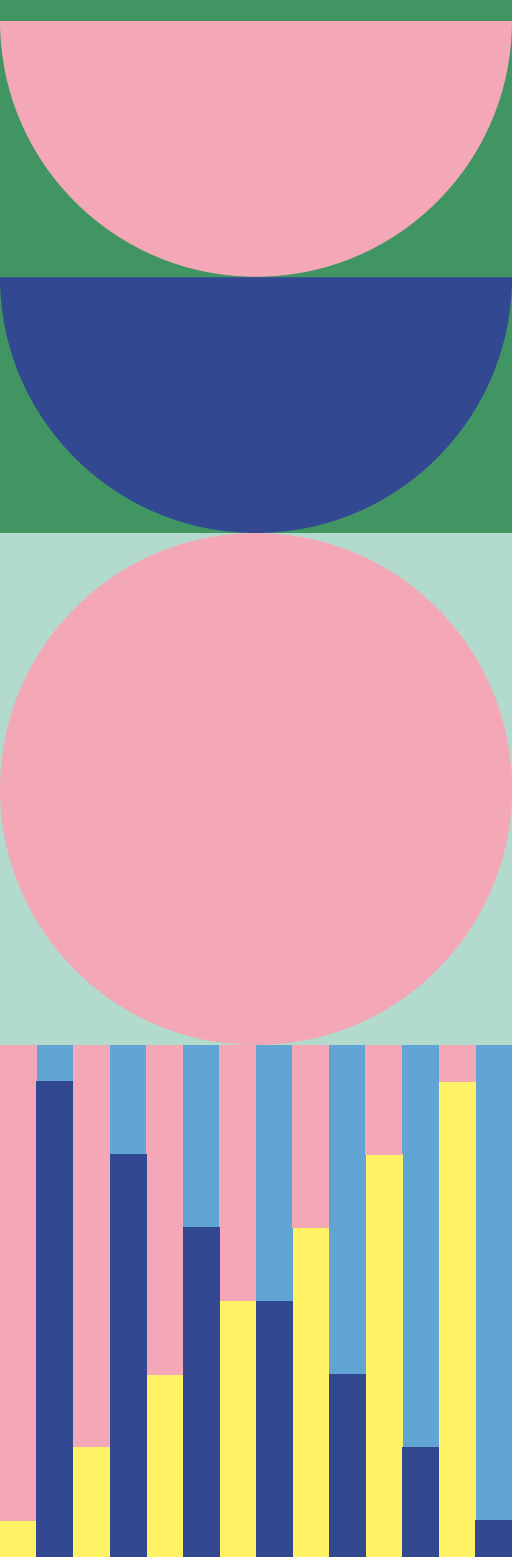
Alongside annex 1,2 and 3, this table shows the types of activities (interventions) that are already underway to address the need within the key challenge themes. It also lists the funding currently addressing these needs.



We have mapped the type of activities, projects and the rationale to address our key challenge themes whilst exploiting our economic strengths and opportunities.

“(The castle) has historical significance but there is very little to see and it takes about ten minutes to walk round.

Trip Advisor review

	Current Interventions	Evidence of need / rationale for project	Key current funding source
 <p><b>Jobs &amp; Enterprise Growth</b></p>	<ul style="list-style-type: none"> <li>• Connecting Hastings &amp; Rother Together (CHART)</li> <li>• Employment Hub at the town centre</li> <li>• Hastings Opportunity Area (extended to 2022)</li> <li>• Queensway Gateway Road</li> <li>• Business grants and loans programme</li> </ul>	<ul style="list-style-type: none"> <li>• Addressing high levels of unemployment by working with residents from our deprived communities</li> <li>• Widening the local education, skills and learning offer</li> <li>• Developing a skills pipeline for employers</li> <li>• Working with children to increase mobility and aspirations</li> <li>• Enabling business growth, retention and churn by improving local infrastructures</li> <li>• Responding to local (East Sussex) demand for industrial commercial spaces</li> <li>• Strengthening of business clusters, providing supportive, flexible spaces for growth – creative, manufacturing and digital</li> <li>• Diversification of economy to higher value jobs</li> <li>• Creating new job and business opportunities for all</li> <li>• Helping address impact of COVID-19 on our tourism industry</li> </ul>	<ul style="list-style-type: none"> <li>• Towns Fund Accelerated Fund</li> <li>• ERDF and ESF (ESIF)</li> <li>• Local Growth Fund East Sussex Invests</li> </ul>
 <p><b>Forgotten History &amp; Assets</b></p>	<ul style="list-style-type: none"> <li>• Trinity Triangle Heritage Action Zone</li> <li>• Hastings Observer Building</li> <li>• White Rock Source Park</li> <li>• Hastings Commons Alleyway project</li> <li>• Town Centre Business Improvement District</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting a local community to create an active and inclusive new creative quarter, rejuvenating redundant, empty buildings that can be difficult, caused by a lack of investment in heritage assets due to commercial viability issues</li> <li>• Providing new live and work spaces for creatives</li> <li>• New opportunities for communities to engage, participate, learn and influence</li> <li>• Diversify town centre offer to attract different audiences, increase visitor numbers and increase footfall, dwell time and spend</li> <li>• Provide more housing to meet the demand for move-on accommodation for vulnerable adults, and meet the need for facilities to support well-being and health inequalities</li> <li>• Offering creative, digital and high technology pathways for young people from education into employment, and supporting the COVID-19 recovery for young people</li> <li>• Improving the connectivity from town to sea with bringing buildings and assets back into use</li> </ul>	<ul style="list-style-type: none"> <li>• Towns Fund Accelerated Fund</li> <li>• Historic England Funding</li> <li>• Getting Building Funding</li> <li>• Growing Places Fund</li> <li>• CHART</li> </ul>



 <p><b>Disconnected, Unloved Town Centre</b></p>	<ul style="list-style-type: none"> <li>• Hastings &amp; Rother Movement Access Package</li> <li>• Electric Vehicle Charging points</li> <li>• Project ADDER (Addiction, Disruption, Diversion, Enforcement, Recovery)</li> </ul>	<ul style="list-style-type: none"> <li>• Activities to start to address town centre public realm which was last upgraded over 25 years ago</li> <li>• Addressing community concerns that the centre is ‘unloved’, ‘unsafe’ with ‘nothing to do’</li> <li>• Supporting demand for attractive town as part of diversifying offer to attract footfall and economic spend</li> <li>• Helping improve visitor experience</li> <li>• Improving the connectivity between seafront and the town centre</li> <li>• Helping address town centre and shopping centre footfall decreases</li> <li>• Helping improve the evening economy offer</li> <li>• Addressing the anti-social behaviour issues in the town centre and help improve the health and wellbeing of residents</li> <li>• Promote and encourage the low carbon agenda for residents and visitors</li> </ul>	<ul style="list-style-type: none"> <li>• Towns Fund Accelerated Fund</li> <li>• ESCC transport funding</li> <li>• Targeted class drug use reduction programme</li> </ul>
 <p><b>Lack of Quality Housing</b></p>	<ul style="list-style-type: none"> <li>• HMO licensing scheme in town centre to raise standards in the private rented sector</li> <li>• Green Homes Grant Warmer Sussex (Hastings – borough wide programme)</li> <li>• Next Steps Accommodation Programme for Rough Sleepers (across East Sussex)</li> <li>• Bulverhythe Housing Development</li> </ul>	<ul style="list-style-type: none"> <li>• Renovation of houses is part of repairing the fabric (buildings) of our town</li> <li>• Addressing the large number of HMOs and poor quality private rented sector housing in the town centre (Castle Ward – 55% private rented)</li> <li>• Most of housing stock in town centre is already built (and needs maintenance)</li> <li>• Housing stock needs to respond to green agenda and rising fuel poverty</li> <li>• Retrofitting homes to reduce carbon emissions, will address socio-economic issues</li> <li>• Building up local supply chain and training / green skills opportunities during conversion / retrofit programmes</li> <li>• Addresses lack of good quality, new and affordable housing in the town centre</li> <li>• Bringing empty properties back into use to meet shortage of housing</li> <li>• Continues momentum of council housing company providing safe, secure, affordable housing to meet the needs of its residents</li> <li>• Diversify the town centre – to support the creation of a vibrant, sustainable and mixed-use town centre; more residents living in the town centre will improve the evening economy</li> <li>• Growing affordability gap for households in the private sector</li> <li>• Residents living in deprived areas will see benefits from regeneration programmes</li> <li>• Government’s new homes target for Hastings 430 units per annum</li> <li>• Current Local Plan Target 200 units per annum</li> </ul>	<ul style="list-style-type: none"> <li>• BEIS</li> <li>• Hastings Housing Company investment</li> <li>• Flexible Housing Support Fund</li> <li>• Rough Sleeping Support Fund</li> </ul>

# Impact of COVID-19 on Our Town

Like most towns, Hastings faces a set of challenges on an unprecedented scale. As a deprived town we are likely to be hit extremely hard by this crisis.

In September 2020, Hastings had the second highest claimant rate in the South East region, and the highest in East Sussex – its rate has doubled since September 2019.

In many aspects prior to COVID-19 the town was at a significant pivotal moment in terms of regeneration. Like many places, its impact and with the oncoming recession, Hastings faces a major threat to its economy. This will have far reaching consequences for all parts of the borough and without appropriate interventions will further widen the health and economic inequalities in the town. The economic, skills, investment, social and health challenges facing Hastings will be further impacted by the COVID-19 crisis, and for a longer period.

“We have a serious issue with the lack of housing for young people and there’s not sufficient support for the homeless long term.

Hastings resident

Challenges	Opportunities
<ul style="list-style-type: none"> <li>Capital projects delayed (HAZ activity delayed)</li> </ul>	<ul style="list-style-type: none"> <li>Potential increase of community to coalesce around common shared story and sense of place (e.g. local economy – buy local)</li> </ul>
<ul style="list-style-type: none"> <li>Hastings normally receives around 1,500 homelessness presentations per year</li> </ul>	<ul style="list-style-type: none"> <li>Potentially less usage of built assets but increased usage of natural assets</li> </ul>
<ul style="list-style-type: none"> <li>Lockdown measures reduced the availability of accommodation in private and social sectors. In February, people spent an average of 172 days living in temporary accommodation; this increased to 186 days by October</li> </ul>	<ul style="list-style-type: none"> <li>Some of community discovering and under-standing value of town’s natural assets during lockdown – opportunity to grow momentum</li> </ul>
<ul style="list-style-type: none"> <li>The demand for homelessness services is expected to increase when the ban on evictions is lifted, particularly if the economic downturn continues</li> </ul>	<ul style="list-style-type: none"> <li>The increased number of people working from home and changes to consumer habits will reduce the demand for retail spaces in the town, some of which will be suitable for residential conversion</li> </ul>
<ul style="list-style-type: none"> <li>Youth unemployment increases further, with a high proportion of our young community out of education and employment</li> </ul>	<ul style="list-style-type: none"> <li>The way offices are designed, managed and used – including a move towards quality co-working and flexible workspaces</li> </ul>
<ul style="list-style-type: none"> <li>The difficulties people face in finding and sustaining jobs as sectors continue to struggle through ongoing COVID-19 restrictions</li> </ul>	<ul style="list-style-type: none"> <li>Meanwhile use – smaller spaces, often B8 / storage, that employees homeworking can access ‘ad hoc’</li> </ul>

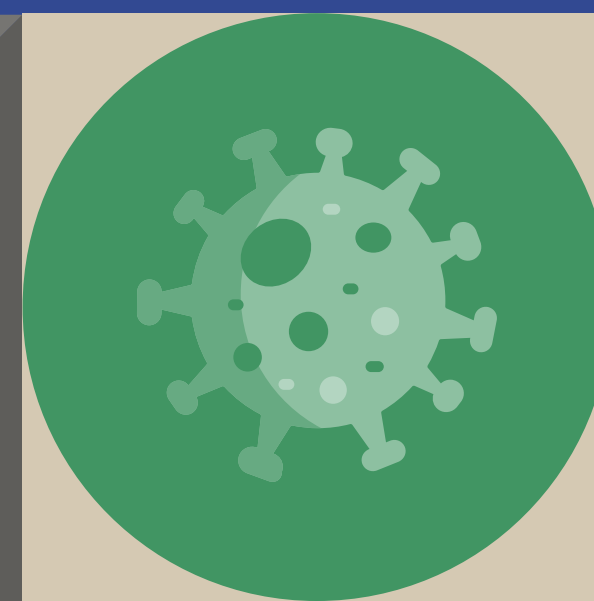
Hastings has the second highest claimant rate in the SELEP and South East

1 in 7 young people and 1 in 6 young men claiming Universal Credit

(Claimants by district, September 2019-2020 and percentage of working age are claiming)

30 wards have rates at or above the England average, with the highest rates in Central St Leonards (14.1%), Gensing (12.2%) and Castle (11.4%) in Hastings

(ESIF Nov.2020)





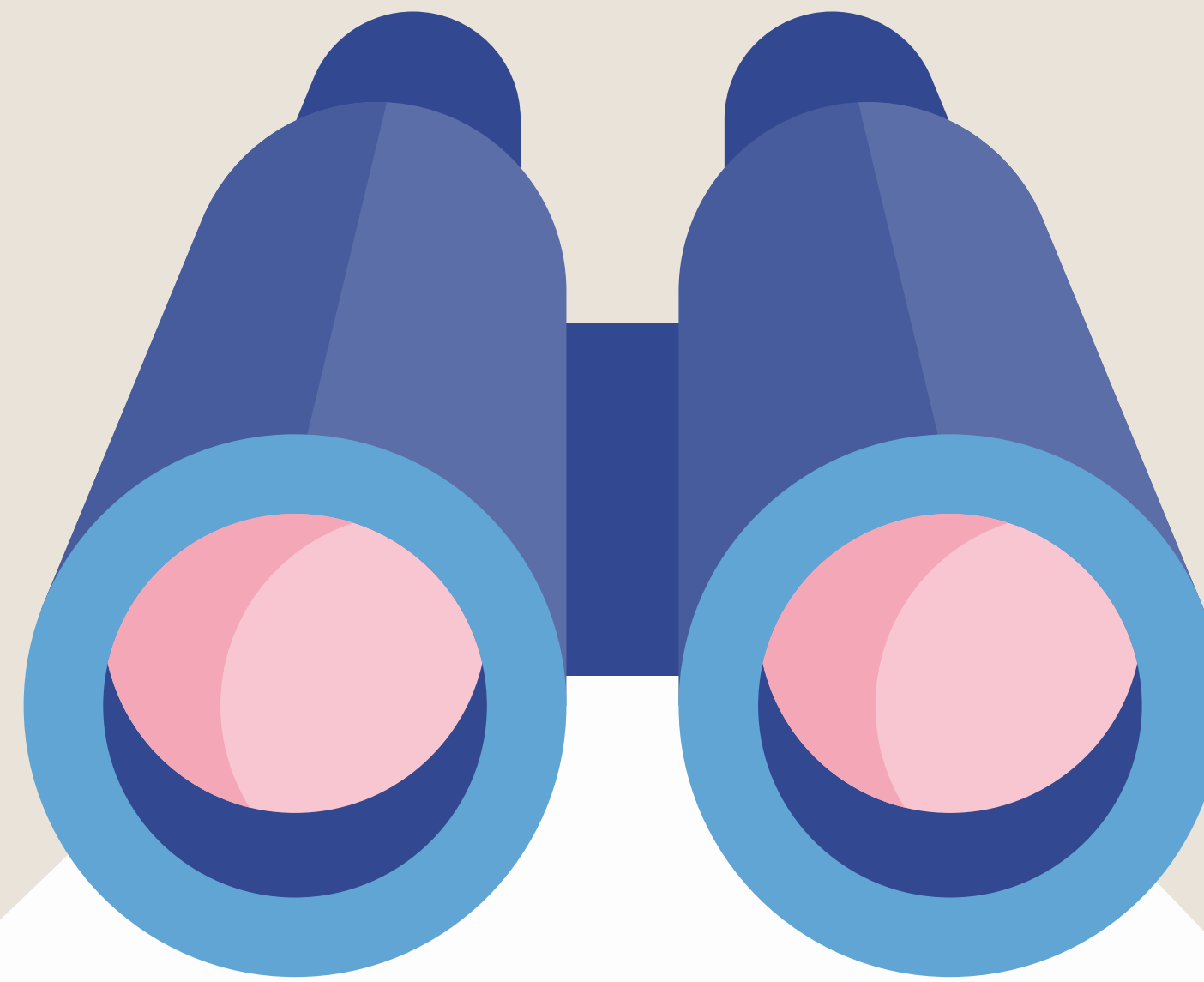
# 2020 Vision

## Looking to the future 2030 – What does success look like?

The Town Board in March 2020 agreed our vision for the town following a lively discussion and debate as to what we want to achieve. This was prior to the COVID pandemic and economic crisis. Now our vision, more than ever before, is crucial to our town's future.

### How we developed our vision

The Town Board has worked as openly as possible in these most difficult times to imagine, develop and agree a collective vision for the town. We have used both previous and current consultations for the Local Plan (2020), our Future High Street Fund application (2019), and some initial consultation in early January to March 2020 when the Towns Fund was launched to develop our vision.



**A healthy, vibrant and quirky seaside town that people love to visit, live and work in and say, 'I can #MakeItInHastings'**



Delivering 4,550 new quality homes that people can access and want in high density, well designed or new neighbourhoods that support active lifestyles.\*



Thriving and diverse economy with a strong manufacturing sector, new creative technology and green industries creating lots of job opportunities.\*



Net zero carbon ambitions through reduced private transport and building emissions and expanded green infrastructure.\*

**\*Note:** the estimated outputs and outcomes below will contribute to our vision and deliver towards the longer term impacts identified in the Local Plan as shown above.

**1,670m<sup>2</sup>**

New / upgraded green skills and learning facilities

**203**

Number of new or refurbished homes

**£448m**

The Gross Value Added (cumulative Net Present Value by 2035)

**875,000**

New Visitors to Hastings Town Centre (per annum)

**614**

Projected number of new local jobs that will be created

**23**

Buildings Either new or repurposed buildings developed

**15,054m<sup>2</sup>**

Total m<sup>2</sup> new / upgraded leisure, arts, cultural, heritage buildings and landmarks



A thriving well-connected town, a vibrant and sustainable town centre

**17,707m<sup>2</sup>**

New and refurbished affordable commercial floor space

**56**

Enterprises Utilising high quality, affordable commercial spaces (per annum)

# Strategic Objectives & Key Principles

Our programme will be delivered through Interventions that respond to our Strategic Objectives defined by Key Principles that underpin everything we do.

## Our Strategic Objectives

1. To create a resilient local economy by building on the town's economic strengths, through greater diversification and innovation, job creation and improved productivity.
2. To create an attractive vibrant and connected place to live, relax, work and visit and take full advantage of stronger staycation and home working trends as a result of COVID-19.
3. To equip people with the skills and confidence to achieve their potential, strengthen their progression and pathways into education, employment, self-enterprise and raise their income levels.
4. To achieve a vibrant town centre, creating new leisure, housing and service offer positioning Hastings as a regional and national attraction while enhancing our rich built and cultural heritage.

## Our Key Principles

### Programme interventions deliver inclusive economic growth:

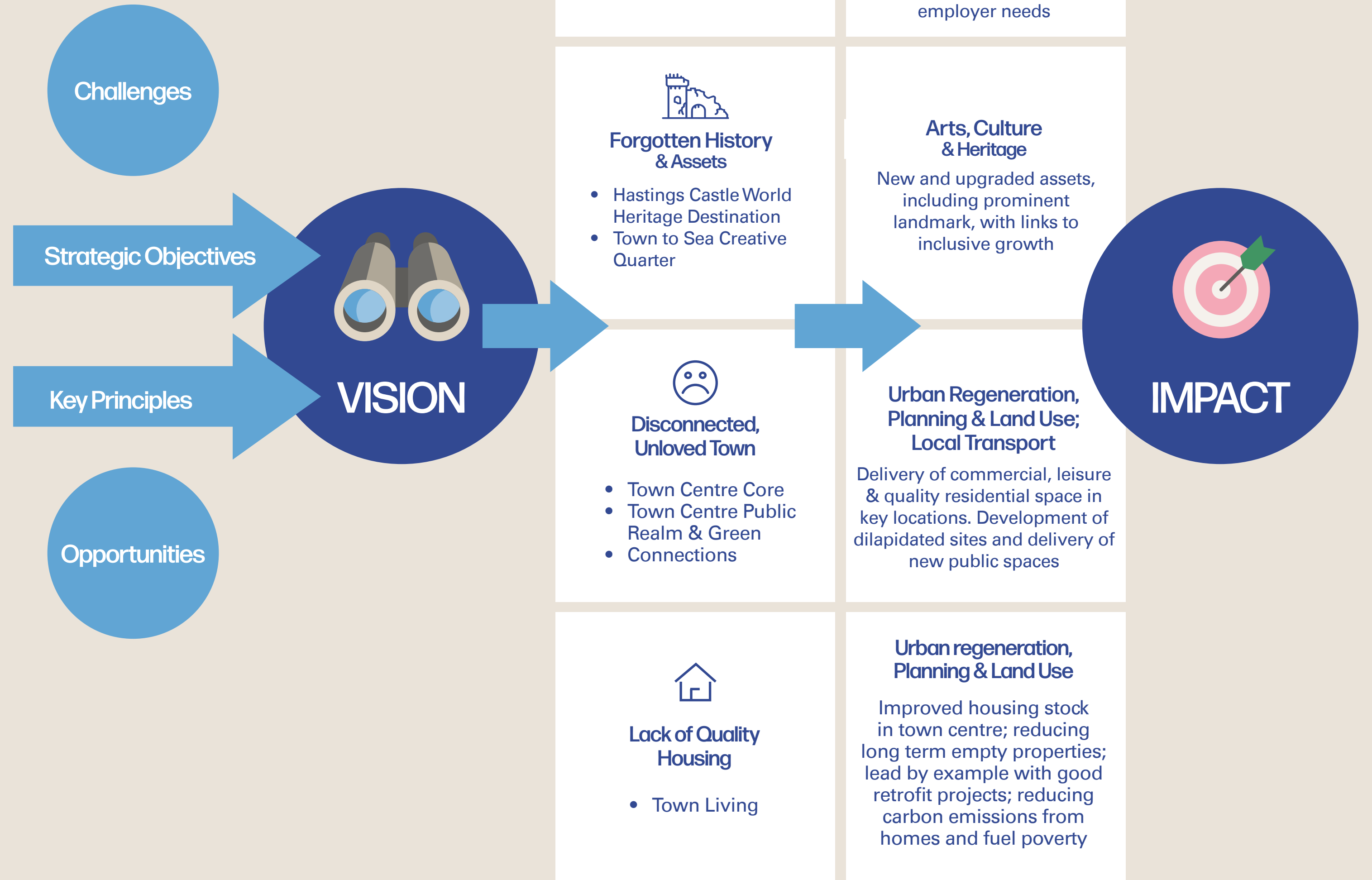
Inclusive regeneration ensuring residents in the most deprived parts of Hastings benefit directly from capital interventions, through improved linkages to supporting activities, skills and workforce development.

### Programme interventions that improve our health and wellbeing:

Dynamic and inclusive health and wellbeing outcomes by the creation of attractive social places and facilities, organisational partnership working, improved access to services and opportunities for self-improvement.

### Programme interventions deliver clean growth:

Growing our income while cutting greenhouse gas emissions and maximising the advantages for business from the global shift to clean growth. Success means transforming our buildings and industries into low-carbon hubs, safeguarding existing jobs and homes for the future.

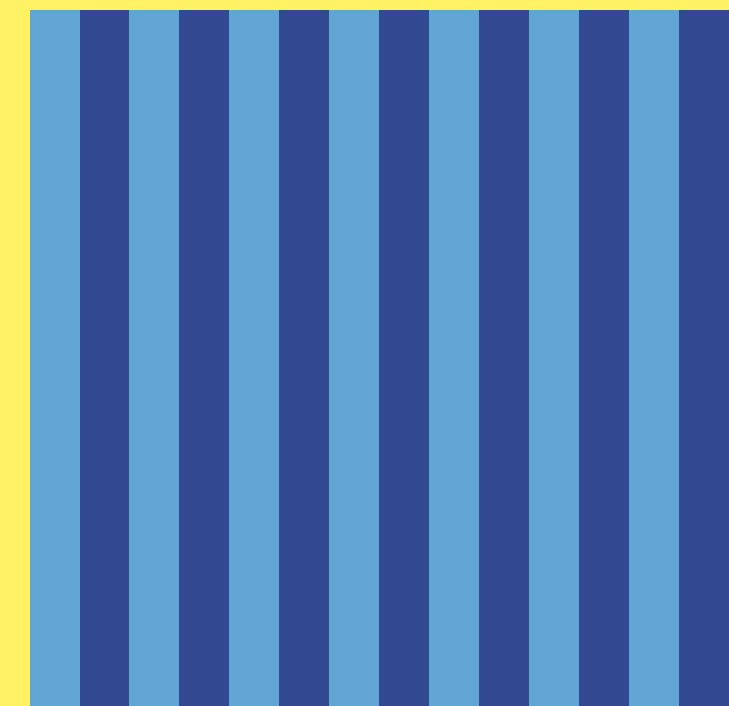
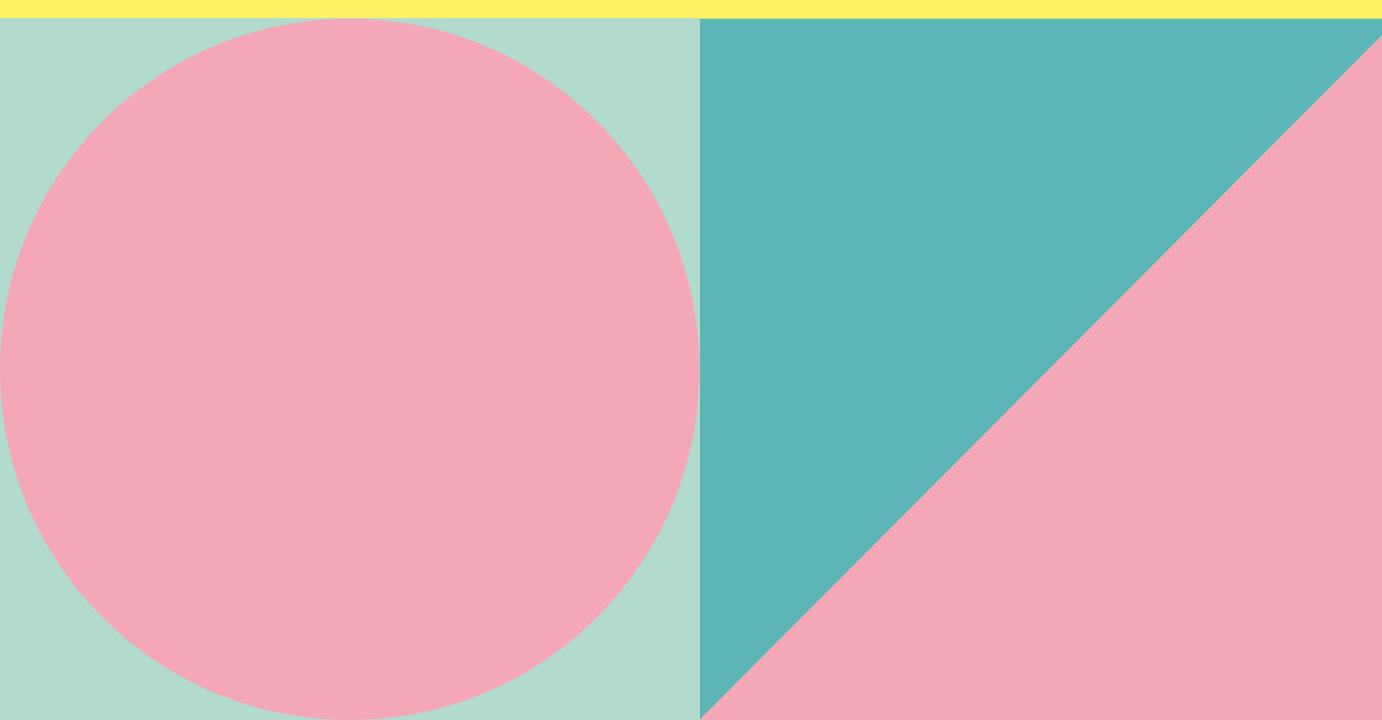


Hastings town centre is the physical, economic and social ‘heart’ of Hastings, sustaining over 20% of the town’s jobs.

Overlooked by Hastings Castle and framed by the sea and pier, it is home to the business quarter, transport hub, hotels and independent creative industries, all within walking distance of each other; this is why the development and repurposing of the town centre is a key area of investment.

In line with Towns Fund guidelines we have prioritised our interventions in the following areas:

1. Hastings town centre
2. Hastings employment sites
3. Hastings Gateway & Transport Hub



# Hastings Town Centre

Priory Meadow Shopping Centre	Education Quarter	Business Quarter
Opened in 1997, contains approx. 290,000sq.ft of retail space including 56 stores and services. The centre has lost famous stores like Littlewoods, River Island, Next and Clintons etc – this is not unique to Hastings	East Sussex College Group with approx. 1,200 students. Loss of Brighton University campus in Sept 2019 leaving three big empty buildings and the loss of footfall of its staff and students	Contains over 150,000sq.ft of modern office space hosting businesses like Saga (200 jobs) and Medica (80 jobs) and soon to be DWP HQ (250 jobs)
Heritage Assets	Traditional Shopping Streets	Housing
The investment area contains 17 heritage assets and several listed buildings. Hastings Castle, the town's only direct link with the Norman invasion is a short distance away, perched on the hill, visible from most parts of the town centre	Public realm improvement through pedestrianisation has enhanced connectivity between shopping streets and Priory Meadow Shopping Centre. These improvements were carried out 25 years ago and now look outdated and can be improved	Housing stock and streets in the town centre date back to mid-19th century. Many units above shops are HMOs with over 60% privately let. Many in poor condition (41 % fail the decent homes standards), badly managed and lack investment
Heritage Action Zone	Unfinished Business	
New cluster of community and privately owned, managed and repurposed neglected buildings in Trinity Triangle for people, homes and creative businesses	Some original plans for the town centre from 2001 remain unfinished. There are development sites and large empty and derelict buildings which have the potential to permanently transform the area	



- Major Heritage Assets**
- 01 Hastings Pier
  - 02 Palace Court, White Rock
  - 03 Hastings Library
  - 04 12 Claremont
  - 05 Holy Trinity Church, Robertson Street
  - 06 His Place Church, Robertson Street
  - 07 Underground Car Park and Shelters Carlisle Parade
  - 08 52b Robertson Street
  - 09 Havelock Public House
  - 10 Town Hall, Queens Road
  - 11 12-13 York Buildings
  - 12 5-6 Albert Road
  - 13 Baptist Church, Wellington Square
  - 14 Wellington Square
  - 15 Castle Street
  - 16 St Mary in the Castle, Pelham Crescent
  - 17 Pelham Arcade
  - 18 Hastings Castle

- Leisure & Cultural Assets**
- 01 Hastings Pier
  - 02 White Rock Theatre
  - 03 The Source
  - 04 True Crime Museum
  - 05 Opus Theatre
  - 06 Odeon Cinema
  - 07 Pool / Snooker Bar
  - 08 Beachfront
  - 09 St Mary's in the Castle
  - 10 Hastings Castle
  - 11 Observer Building

# Hastings Employment Sites

Hastings is a popular location for employers, with five well-established small and medium-sized industrial estates supported by innovation clusters and good quality business support.

There is strength and depth in local manufacturing and the supply chain that these companies support.



Recent consultation with the sector is one of relative stability for most despite the current climate.

However, much of the industrial stock in Hastings comprises of older stock often being at least 30 to 40 years old, aptly described as “cheap but not cheerful”

The market in Hastings has been in virtual paralysis and one agent reported a short period in 2019; ‘where no industrial space was available at all’.

Employment growth is dependent on having stock available with supply being the key to unlocking the market. Even where there is new development, wider supply is so poor that there are no empty second-hand buildings.

Office accommodation is primarily concentrated within Hastings town centre and will continue to be emphasised in the new Local Plan\*, to ensure that office and civic functions are in sustainable locations and easily accessible for local people, allowing them to live, work, shop, enjoy leisure time and #MakeltInHastings.

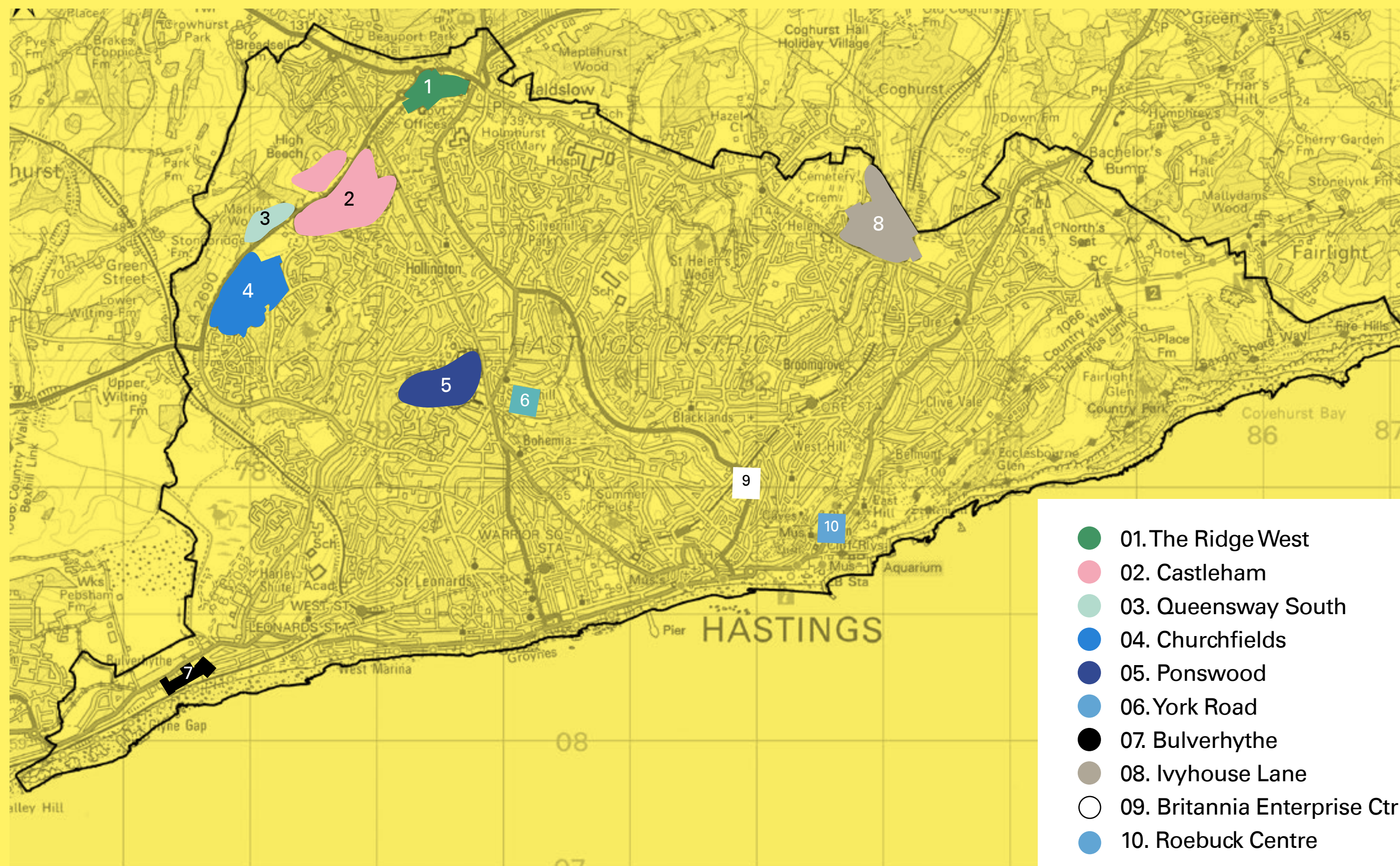
\*Consultation on the new draft Local Plan begins end of January 2021 and will run for eight weeks closing in late March 2021.

See Annex 3 for further details of evidence.

“High-tech companies looking to expand but finding suitable larger premises in short supply. The demand profile for new facilities ranges from small sub 5,000 sqft, 35,000 sqft to 55,000, and up to 100,000 sq.ft.

It was the emphatic view of all the agents and developers interviewed that, despite the dip in demand in some areas, there are severe supply-side shortages both in the supply of industrial premises and land for their future development.

GL HEARN HENDA Report 2019, Locate East Sussex March 2020



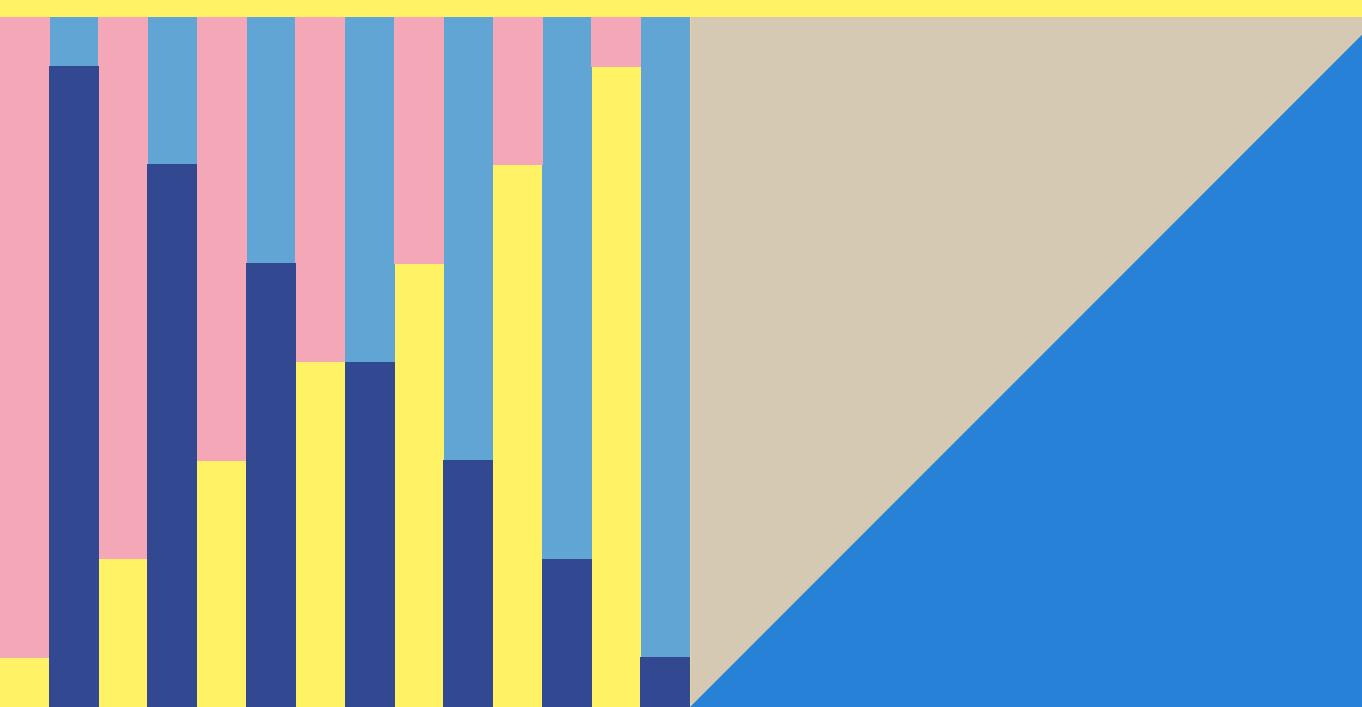
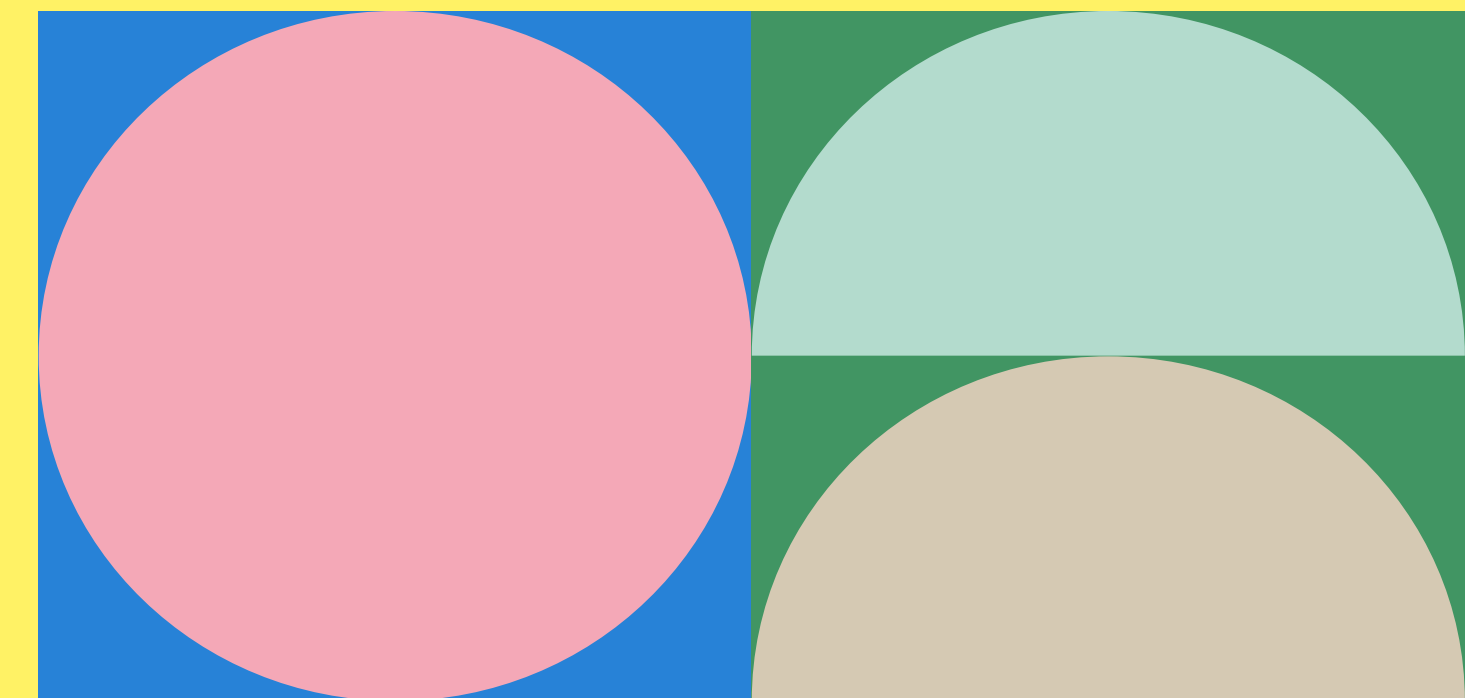
# Gateway & Transport Hubs

Hastings Station Plaza and transport hub was rebuilt in 2004, abutting key educational and health facilities. It is located a few minutes' walk away from the shopping and business quarter and is a gateway point for the town.

Completion of the Hastings to Bexhill Link Road has significantly improved road connectivity and journey times between the two towns and towards the west of the region. It has also helped to unlock significant commercial development sites on the edge of both towns. Some local connectivity routes have been improved with various sustainable transport developments e.g. cycle routes (Hastings and Bexhill Sea Front) and other walking routes but much of the public realm is poor and outdated.

## Improving Rail Links

A key ambition of Hastings has been to improve the rail service to Hastings from the region. It is important to note that over recent years intense lobbying has been undertaken to improve rail services to and from Hastings and particularly via HS1 and the Marshlink (the line between Hastings and Ashford). Work is currently ongoing to quantify the costs and benefits of reducing Central London / Hastings journey times down to c.66 minutes. The introduction of one faster train in each direction Monday to Friday between London and Hastings has also demonstrated that some journey time improvements are possible with the existing infrastructure, albeit not at the most convenient times, and was the result of lobbying led by the former Hastings & Rye MP.



# Project Prioritisation

## The Town Board reached out to local organisations and communities to hear their views to understand the town’s strengths, weaknesses, opportunities and threats.

Analysis of the information gathered, plus ‘past’ strategic and community-level data helped us to develop our challenges, ambitions and strategic objectives. This ‘bottom up’ approach was also used to generate all our proposals for the Investment Plan via an open call for ideas.

There was an amazing response from the community during the summer of 2020, generating over 150 wide-ranging project proposals. This was in addition to the 28 ‘shovel ready’ project proposals we received during the Accelerated Fund initiative of July 2020.

We also embraced many of the ideas coming via the ‘MyTown’, Hastings Borough Council, local press and others Facebook pages. Our project prioritisation process followed the 3-Stage guidance process suggested by the Town Hub.

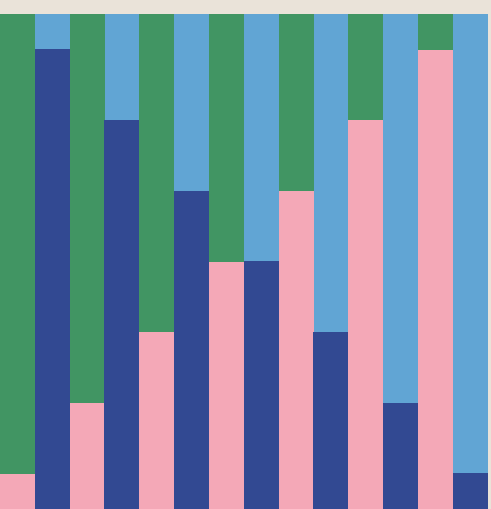
Hastings Town Deal Board consists of a range of partners and representative organisations including those from the public sector, local government, our MP, and business and community infrastructure organisations. It is co-chaired by a business leader and a community leader. From this, a sub group of the Board (of non-conflicted members) assisted our independent consultants in going through the 3-stage prioritisation process.







<b>Member of Parliament for Hastings &amp; Rye</b>	<b>Hastings Youth Council</b>
<b>East Sussex County Council</b>	<b>East Sussex Public Health</b>
<b>Hastings Borough Council</b>	<b>Hastings &amp; Rother Clinical Commissioning Group</b>
<b>South East Local Enterprise Partnership (Co-Chair)</b>	<b>Community and Voluntary Sector</b> <ul style="list-style-type: none"> <li>• Hastings Community Network (Co-Chair)</li> <li>• Hastings Voluntary Action</li> </ul>
<b>Sea Change Sussex (local regeneration development partnership)</b>	<b>Culture and Heritage</b> <ul style="list-style-type: none"> <li>• Cultural leaders Group (NPO organisation)</li> <li>• Trinity Triangle Heritage Action Zone</li> </ul>
<b>Hastings Chamber of Commerce</b>	<b>Education Sector</b> <ul style="list-style-type: none"> <li>• East Sussex College Group</li> <li>• Hastings Opportunity Area – DfE Representatives</li> </ul>
<b>Business Improvement District – Love Hastings Ltd</b>	<b>Hastings &amp; Rother Interfaith Forum</b>
<b>Major retailer / commercial developer – New River REIT</b>	<b>SME Organisations</b> <ul style="list-style-type: none"> <li>• The Source</li> <li>• Unveiled Ltd</li> </ul>

In summary the process led to the selection of 12 projects which were ‘clustered’ around seven programme intervention themes.

Their alignment with the Towns Fund vision, key challenge themes, objectives and key principles are presented in the following pages, including the programme’s Theory of Change and logic for each theme. The expected impacts are also defined.



A summary of projects  
to be submitted for  
Towns Funding:

4 Challenge Themes	7 Programme Themes	12 Projects	Project Lead & brief description
 <p><b>Jobs &amp; Enterprise Growth</b> (Enterprise Infrastructure; Skills Infrastructure)</p>	Enterprise & Employment Infrastructure Total value: £12,786,500 Towns Fund ask: £3,082,500	Churchfields Industrial Estate	Hastings Borough Council – Churchfields Industrial Estate Business Incubation Units, small and medium-sized factory units
		Enterprise Space, Ponswood	Unveiled Ltd – repurposing existing open plan office spaces on Ponswood Industrial Estate
		Hastings co-working, flexible office and community space	Freedom Works – repurposing existing open plan employment spaces in the town centre
	Green Low Carbon Skills & Economy Total value: £4,018,775 Towns Fund ask: £3,079,000	Green Construction, energy and vehicle training centre	East Sussex College Group – Infrastructure for provision for Green Low Carbon Skills & business start up / development opportunities
Broadening Futures Together		Plumpton College and Education Futures Trust – new education and skills offer linked to land-based occupations and business opportunities	
 <p><b>Forgotten History &amp; Assets</b> (Arts, Culture &amp; Heritage)</p>	Hastings Castle World Heritage Destination Total value: £5,650,000 Towns Fund ask: £3,50,000	Hastings Castle	Hastings Borough Council – telling the story of the Norman invasion and its impact
		Town to Sea Creative Quarter	12 Claremont Cambridge Road Development OB Creative Digital Hub
 <p><b>Disconnected, Unloved Town Centre</b> (Urban Regeneration, Planning &amp; Land use; Local Transport)</p>	Town Centre Core Total value: £72,845,835 Towns Fund ask: £10,000,000	Town Centre Core (Phase 1 Projects)	Hastings Borough Council and NewRiver REIT – Regeneration of key sites in the town centre through acquisition and development to modernise, repurpose and revitalise the centre. Phase 1 projects are subject to a Joint Venture Agreement with further information contained in Town Investment Plan 2
		Town Centre Public Realm & Green Connections	Town Centre Public Realm & Green Connections
 <p><b>Lack of Quality Housing</b> (Urban Regeneration, Planning &amp; Land Use)</p>	Town Living Total value: £4,000,000 Towns Fund ask: £1,500,000	Town Living	Hastings Borough Council – Town Centre Housing Investment Proposal – providing new and renovating existing homes



Project Alignment

- Direct
- Complementary

Project alignment with our challenges, strategic objectives and key principles							
	Enterprise & Employment Infrastructure	Green Low Carbon Skills & Economy	Hastings Castle World Heritage Destination	Town to Sea Creative Quarter	Town Centre Core	Town Centre Public Realm & Green Connections	Town Living
<b>Challenge Themes</b>							
Jobs & Enterprise Growth	●	●	○	●	●	○	○
Forgotten History & Assets			●	●	○	●	○
Disconnected, Unloved Town Centre	○	○	○	●	●	●	●
Lack of Quality Housing		○		○	●		●
<b>Strategic Objectives</b>							
To create a resilient local economy by building on the town's economic strengths, through greater diversification and innovation, job creation and improved productivity	●	●	●	●	●	○	○
To create an attractive vibrant and connected place to live, relax, work and visit and take full advantage of stronger staycation and home working trends as a result of COVID-19	●	○	●	●	●	●	●
To equip people with the skills and confidence to achieve their potential, strengthen their progression and pathways into education, employment, self-enterprise and raise their income levels	○	●		●	●	○	○
To achieve a vibrant town centre, creating new leisure, housing and service offer positioning Hastings as a regional and national attraction while enhancing our rich built and cultural heritage		○	●	●	●	●	●
<b>Key Principles</b>							
Delivers inclusive economic growth	●	●	●	●	●	●	●
Improvements in our health and wellbeing		●	○	●	●	●	●
Delivers clean growth	●	●	○	○	○	○	●

# Theory of Change



# Programme Logic Table

Programme Themes	Towns Fund request	Rationale	Alignment with Towns Fund	Key Outputs	Outcomes / Indicators
<b>Enterprise &amp; Employment Infrastructure</b>	<b>£3,082,500</b>	<ul style="list-style-type: none"> <li>Addresses low job density and high levels of unemployment and impact of COVID-19</li> <li>Responds to local demand for industrial commercial spaces</li> <li>Enables growth, retention and churn</li> <li>Diversification of economy to higher value jobs</li> <li>Strengthening of business clusters – creative, manufacturing and digital</li> <li>Creating new job and business opportunities for all residents and young people</li> <li>Creates centre for high quality growth of SME's / move-on businesses</li> <li>Supports the wider market and inward investment</li> <li>Site identified for development in Local Plan and council's Capital Investment Strategy</li> <li>Needs external investment to make developments viable due to low land values and rental income; invest now for long-term benefits</li> <li>Replicating successful business model already in delivery regionally</li> <li>Opportunity to retain home grown talent in growing sectors</li> <li>Repurpose empty units in the town centre</li> </ul>	<b>Enterprise infrastructure; Skills infrastructure</b>	<ul style="list-style-type: none"> <li>Development of new employment land – 5,657m<sup>2</sup></li> <li>Increase in shared workspace – 1957m<sup>2</sup></li> <li>New business start-ups – 78</li> <li>New learning and training facilities – 3</li> <li>Number of jobs created – 253</li> </ul>	<ul style="list-style-type: none"> <li>Business counts over four years – 180</li> <li>New business birth rates – 11 per annum</li> <li>Apprentices trained over four years – 60 (15 per annum)</li> <li>Improved business perception on availability and demand for commercial spaces</li> <li>Maintenance and resilience of the manufacturing sector</li> </ul>
<b>Green Low Carbon Skills &amp; Economy</b>	<b>£3,079,000</b>	<ul style="list-style-type: none"> <li>Expansion of regional adult and young people learning and training provision</li> <li>Creating new job and business opportunities for all residents and young people</li> <li>Diversification of economy to higher value jobs</li> <li>Green skills are a rapid growth area – putting residents 'ahead of the game' in emerging practices and skills</li> <li>College able to provide revenue funding to deliver the training in newly developed spaces</li> <li>Lack of other capital funding sources for repurposing of spaces in the town centre</li> <li>Addresses labour (supply) but also builds local market (demand)</li> </ul>	<b>Skills infrastructure; Enterprise infrastructure</b>	<ul style="list-style-type: none"> <li>New learner floorspace – 1070m<sup>2</sup></li> <li>New learning facilities – 2</li> <li>Skills outputs – 27 new courses</li> <li>Commercial floorspace – 200m<sup>2</sup></li> <li>New learners assisted per annum – 565</li> <li>New Jobs – 17</li> </ul>	<ul style="list-style-type: none"> <li>Students gaining qualifications – 215 per annum</li> <li>95% of learners on pre-employment programmes</li> <li>New and reputational 'Excellence Centre' in Retrofitting and Heritage skills</li> </ul>
<b>Hastings Castle World Heritage Destination</b>	<b>£3,500,000</b>	<ul style="list-style-type: none"> <li>Making full use of our history and cultural assets</li> <li>New opportunities for communities to engage, participate, learn and influence</li> <li>Brings a significant local asset and its story to life</li> <li>Addresses current poor connectivity to and from it, and access for all</li> <li>Capitalises on its historical significance to enhance the visitor offer, especially the move towards 'staycations', offering a regional and national benefit</li> <li>Fosters sense of ownership and connection by the community</li> </ul>	<b>Arts, Culture &amp; Heritage</b>	<ul style="list-style-type: none"> <li>New, upgraded heritage facilities – 3</li> <li>New visitor hub – 1</li> <li>Increased visitor numbers – 250,000 per annum</li> <li>Increased use of funicular lifts – 30,000 per annum</li> <li>New jobs – 24</li> </ul>	<ul style="list-style-type: none"> <li>Increased length of visitor stays</li> <li>Increased number of national and international visitors</li> <li>Visitor numbers increased in other local attractions</li> <li>A longer visitor season</li> <li>Number of regional new jobs – 1500</li> </ul>
<b>Town to Sea Creative Quarter</b>	<b>£4,055,000</b>	<ul style="list-style-type: none"> <li>Supporting a local community to create an active and inclusive new Creative Quarter</li> <li>Provides new live and work spaces for creatives</li> <li>Continued rejuvenation of Heritage Action Zone area</li> <li>Continued successful repurposing of heritage asset – Observer Building</li> <li>Expansion of skills opportunities for young people</li> <li>Growing success of social enterprise / common's approach to regeneration in this area</li> <li>Replicating model of co-working space and capped rent already successfully in delivery</li> <li>Redundant asset with no availability of other capital investment</li> <li>Prevention of homelessness</li> <li>Wrap-around support provision equals better outcomes for vulnerable people</li> </ul>	<b>Urban Regeneration, Planning &amp; Land Use; Arts, Culture &amp; Heritage</b>	<ul style="list-style-type: none"> <li>New inter-connected cultural and community assets – 3</li> <li>New commercial space – 700m<sup>2</sup></li> <li>Increased digital innovation space – 300m<sup>2</sup></li> <li>New homes – 16</li> <li>Improved public spaces – 200m<sup>2</sup></li> <li>New jobs – 20</li> <li>Improved access to wellbeing services and facilities</li> </ul>	<ul style="list-style-type: none"> <li>Increased footfall to the town centre</li> <li>Growing and improving the evening economy</li> <li>Growing the number of creative businesses in the town centre</li> </ul>

Programme Themes	Towns Fund request	Rationale	Alignment with Towns Fund	Key Outputs	Outcomes / Indicators
<b>Town Centre Core</b>	<b>£10,000,000</b>	<ul style="list-style-type: none"> <li>Addresses town centre and shopping centre decreasing footfall over the last four successive years, and accelerating retail closures</li> <li>Improves evening economy, leisure and cultural offer in town centre</li> <li>Resulting in diversification of economy to higher value jobs</li> <li>Addressing current market failure to attract future investment</li> <li>Addressing over-reliance on retail as the draw and changes in shopping habits compounded by COVID-19</li> <li>Meeting current and future needs of residents, businesses and visitors</li> <li>NewRiver REIT proven track record in development, investment and delivery</li> <li>Acts as leverage for other projects (Heritage Destination, Creative Quarter, Public Realm &amp; Green Connections and Town Living)</li> </ul>	<b>Urban Regeneration, Planning &amp; Land Use; Arts, Culture &amp; Heritage; Enterprise Infrastructure; Employment Infrastructure</b>	<ul style="list-style-type: none"> <li>New commercial leisure centre – 7,325m<sup>2</sup></li> <li>Repurposed shopping centre and underutilised retail spaces</li> <li>New mixed-use development – 167 new homes</li> <li>Increased leisure and cultural usage</li> </ul>	<ul style="list-style-type: none"> <li>Improved mix of use for town centre assets</li> <li>Increased footfall</li> <li>Direct access to jobs</li> <li>Direct access to learning opportunities</li> <li>Growing the economy and resilience of town centre</li> <li>Establish private and public partnerships to respond to continued challenges</li> </ul>
<b>Town Centre Public Realm &amp; Green Connection</b>	<b>£3,000,000</b>	<ul style="list-style-type: none"> <li>Addresses upgrades to town centre public realm which had its last major investment over 25 years ago</li> <li>Bringing the essence of the town's 6% of green assets into the urban town centre, increasing wellbeing, perception and dwell time</li> <li>Delivering clean growth and improvements in local health and wellbeing</li> <li>Improves connectivity and gateways to and from town centre</li> <li>Addresses concerns of community safety and negative perceptions</li> <li>A collaborative design and delivery approach at the heart of quality placemaking</li> <li>Supports COVID-19 recovery through diverse activities in the town centre</li> </ul>	<b>Urban Regeneration, Planning &amp; Land Use; Local Transport</b>	<ul style="list-style-type: none"> <li>Upgraded 'Gateway Hub' – 1</li> <li>New or upgraded walking and cycling paths</li> <li>Increase in public art</li> <li>New and upgraded public spaces</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced public realm throughout town</li> <li>Improved connectivity and signage</li> <li>Improved perception of the centre</li> <li>Increased visitor numbers, footfall and dwell time</li> </ul>
<b>Town Living</b>	<b>£1,500,000</b>	<ul style="list-style-type: none"> <li>Responds to the need for town centres to be multi-faceted and contributes to town centre transformation</li> <li>Addresses the shortage of available housing</li> <li>Brings back into use empty units in the town centre</li> <li>Part of managing the large number of HMOs and poor quality private rented sector housing in the town centre</li> <li>Provides housing in one of the most deprived wards in the town</li> <li>Addresses climate change agenda, recognising that most carbon emissions come from residential properties</li> <li>Continues momentum of council's housing company to provide housing to meet needs of its residents</li> <li>Local Plan housing target 200 homes per annum</li> <li>Government proposed target 430 homes per annum</li> </ul>	<b>Urban regeneration, Planning &amp; Land Use</b>	<ul style="list-style-type: none"> <li>Newly refurbished homes – 20</li> <li>Improved commercial assets – 2 (100m<sup>2</sup>)</li> <li>Retrofitting skills offer – 5 (housing projects)</li> <li>Supporting those housed into employment – 20</li> </ul>	<ul style="list-style-type: none"> <li>Improved housing stock in town centre</li> <li>Reduced number of empty units above shops</li> <li>Reduced carbon emissions from homes</li> <li>Reduced fuel poverty</li> <li>Providing examples of best practice in retrofit projects</li> </ul>
<b>TOTAL</b>	<b>£28,216,500</b>				

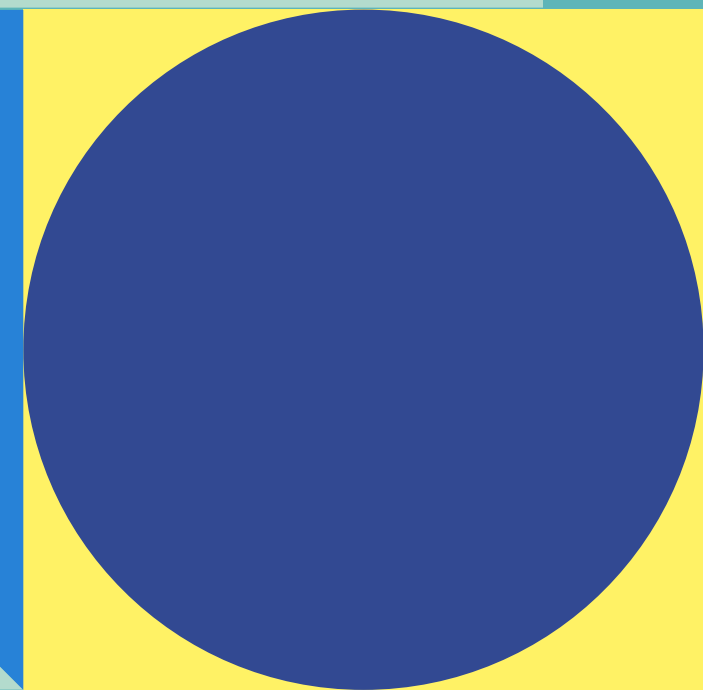
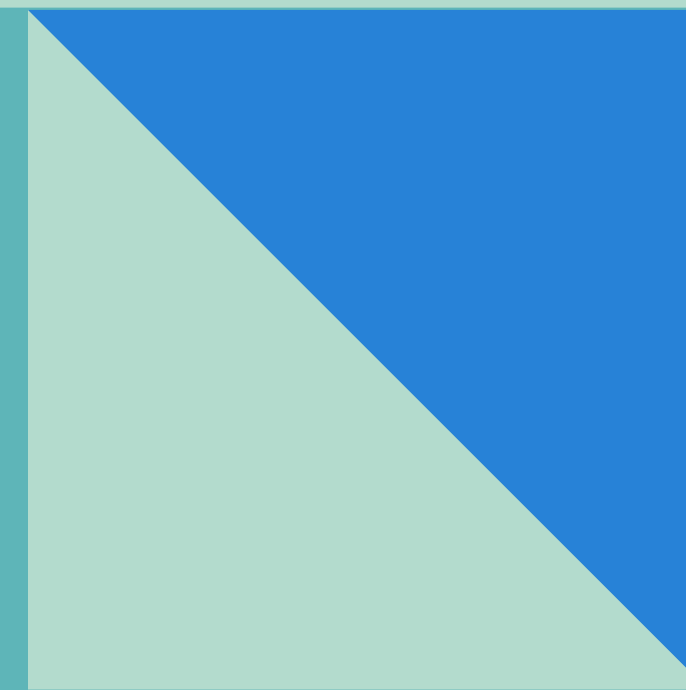
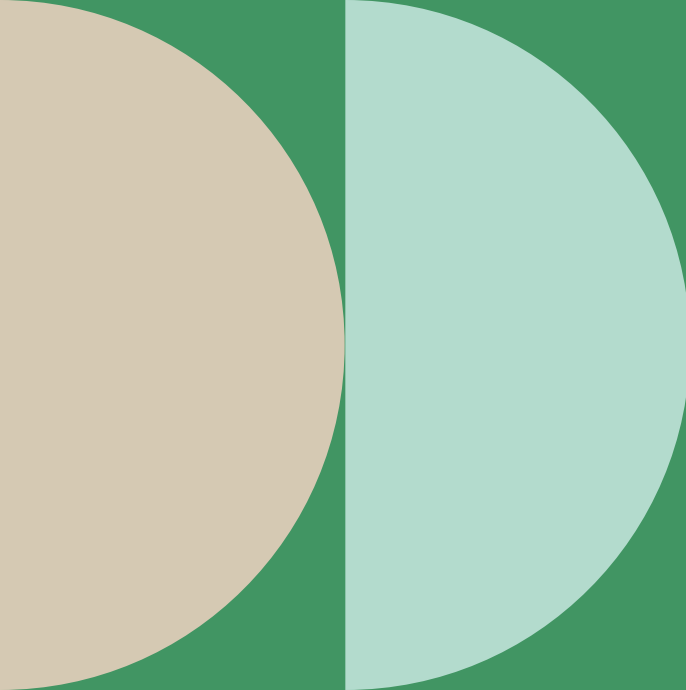
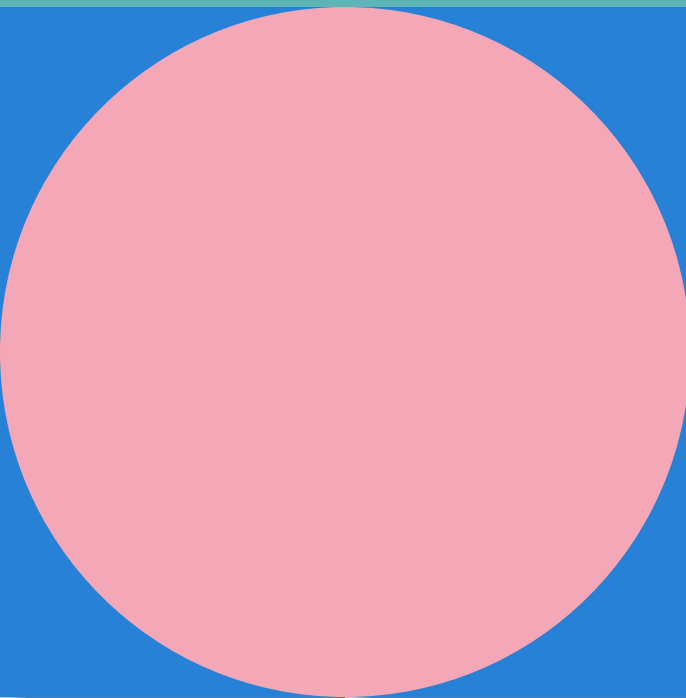
# Strategic Fit

Annex 5 includes a comprehensive table that demonstrates how our Towns Fund ambitions, challenges and programme interventions align to key local, regional and national strategies. It also highlights how our three key overriding principles tie in with these strategies.

This summary table aligns to three key local strategies.

Other strategies described in annex 5 include the Hastings Corporate Plan, Hastings Capital and Housing Strategies, and wider regional and national strategies such as the current South East LEP Local Industrial Strategy and National Industrial Strategy.

Policy / Strategy	Strategic Fit
<p><b>Hastings Local Plan</b></p>	<p>The three priority areas within the Local Plan of ‘More homes’, ‘Tackling Climate Change’ and ‘More Jobs’ are directly linked to our challenge themes of ‘Lack of quality housing’ and ‘Jobs &amp; enterprise growth’:</p> <ul style="list-style-type: none"> <li>• Our housing intervention will repurpose empty buildings to deliver more quality, affordable, energy efficient homes to reinvent town living and bring vibrancy to the town centre</li> <li>• The regionally important green, low carbon intervention will develop new, innovative green technology and transport initiatives. It will help reduce emissions, provide green skills, green, low carbon and land-based employment opportunities and a low carbon economy across Hastings, East Sussex and the coastal region</li> <li>• Interventions providing new employment spaces and skills programmes will deliver increased capacity for employment, co-working, enterprise and business growth, new jobs, skills and entrepreneur opportunities</li> <li>• Our three overriding principles also align with the Local Plan priority areas to deliver inclusive economic growth, clean growth and improve our health and wellbeing</li> </ul>
<p><b>East Sussex Economic Recovery Plan</b></p>	<p>The East Sussex Economic Recovery Plan aims to build sustainable prosperity for the region and to drive economic recovery and resilience post COVID-19. It identifies six missions, of which the following four align with our Town Investment Plan:</p> <ul style="list-style-type: none"> <li>• ‘Better places, fuller lives’ aligns with our challenge theme ‘Disconnected, unloved town centre’. Hastings town centre public realm will achieve active travel connectivity, economic renewal and climate-adaptation</li> <li>• ‘Cleaner energy, greener transport’ aligns with our challenge theme of ‘Jobs &amp; enterprise growth’. Our intervention will provide green skills and employment opportunities</li> <li>• ‘Building skills, creating jobs’ aligns with our challenge theme of ‘Jobs &amp; enterprise growth’</li> <li>• ‘Fast-forwarding business’ – (supporting businesses and jobs in leisure, hospitality, tourism, retail and culture). This mission aligns with the challenge theme ‘Forgotten history &amp; assets’; the castle project will put Hastings on the map as a ‘World Heritage Destination’ – supporting regional tourism growth</li> </ul>
<p><b>Coastal Communities Economic Prospectus</b></p>	<p>A Coastal Communities Partnership identifies strategic issues and opportunities to enable the South East coast’s poorest towns to address the socio-economic challenges and improve their economic performance. Our challenge themes align with the following strategic ambitions of the Prospectus:</p> <ul style="list-style-type: none"> <li>• ‘Retrofitting Programme, and housing energy efficiency interventions’ strategy aligns with two of our challenge themes, ‘Lack of quality housing’ and ‘Jobs &amp; enterprise growth’</li> <li>• ‘Collaboration between business and schools; develop pre-employment programmes’ align with our investment theme of ‘Jobs &amp; enterprise growth’</li> </ul>



# COVID-19 Response

The project assessment process considered how the interventions could respond to a COVID-19 recovery incorporating the Hastings COVID-19 Recovery Plan, the Local Strategic Partnership Statement of Intent and the East Sussex Economic Recovery Plan.

All projects outlined in this Town Investment Plan support the town's response through a wide range of approaches to support economic growth – including the development of new infrastructure schemes, housing, employment and skills which will re-invent our town centre, improve our tourism offer and support a clean growth programme.



# The Town Investment Programme

## Overview of Programme

Our combined programme of activities responds to the key drivers of local growth and productivity needed to improve our coastal community and provides a strategic response to our local, regional and national drivers. The investment will tackle our deep-rooted challenges by delivering against our key principles:

- Programme interventions that deliver inclusive economic growth (delivering benefits to those living in our deprived areas)
- Programme interventions that improve our health and wellbeing
- Programme interventions that deliver clean growth.

Over the lifetime of the Town Investment Plan we believe it will benefit all our 92,700 residents directly and generate the following key outputs:

### New or refurbished / repurposed economic and social assets arising from the seven programmes

- New industrial and commercial units on Churchfields industrial estate; repurposed existing office spaces at Ponswood and the town centre
- New Green Skills Technology Learning Centre, Ore Valley; The Firs and in the town centre (Plumpton College)
- Hastings Castle – new regional visitor centre
- Town to sea creative quarter project including: 12 Claremont – gallery, live and work spaces; Cambridge Road Development – homes, wellbeing centre and public spaces; Digital Creative Hub at Observer Building
- Town centre core (Phase 1 projects) including a new commercial leisure centre, repurposed Priory Meadow shopping centre including new homes and commercial leisure; new mixed-use development at Wellington Place
- Public realm improved – Hastings town centre and A259 seafront (approx. 1sq mile)
- Five town centre Houses in Multiple Occupation and in poor condition acquired and refurbished for social letting.



Summary Economic Impact (Indicative)	
Towns Fund Programme Indicative Outputs	Estimated Total
Estimated Gross Value Added (to cumulative Net Present Value by 2035)	£448m
Number of buildings created or repurposed for economic growth and wellbeing	23
Total m <sup>2</sup> new / upgraded leisure, arts, cultural, heritage buildings and landmarks	15,054m <sup>2</sup>
New / upgraded green skills & learning facilities	1,670m <sup>2</sup>
New and refurbished affordable commercial floor space m <sup>2</sup>	17,707m <sup>2</sup>
Projected number of local jobs created	614
Number of new visitors to Hastings town centre (per annum)	875,000
Number of enterprises utilising high quality, affordable commercial spaces (per annum)	56
Number of new & refurbished Homes	203
Improved town centre public realm, incorporating garden town concept	1 square mile

Using calculations prepared by our consultants Genecon, we estimate the Value for Money at £5 for every £1 total public match; and £16 for every £1 Towns Fund (by 2035).

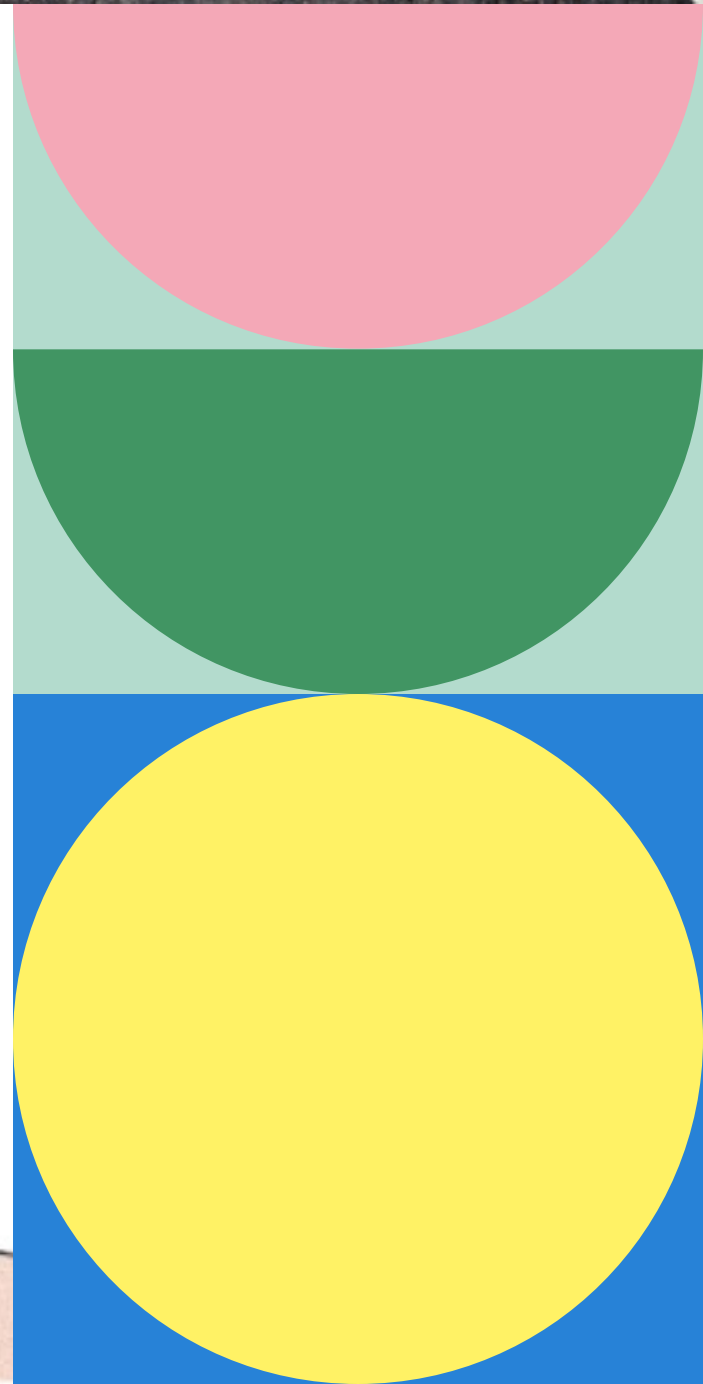
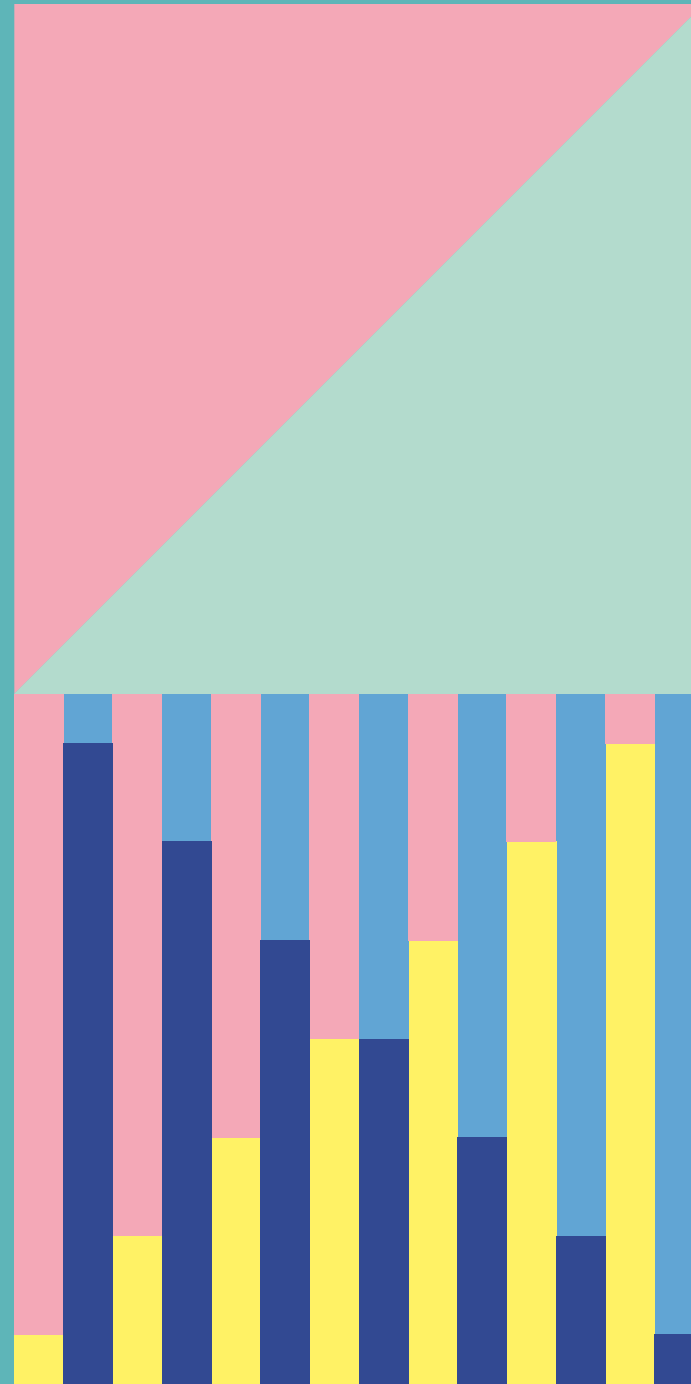
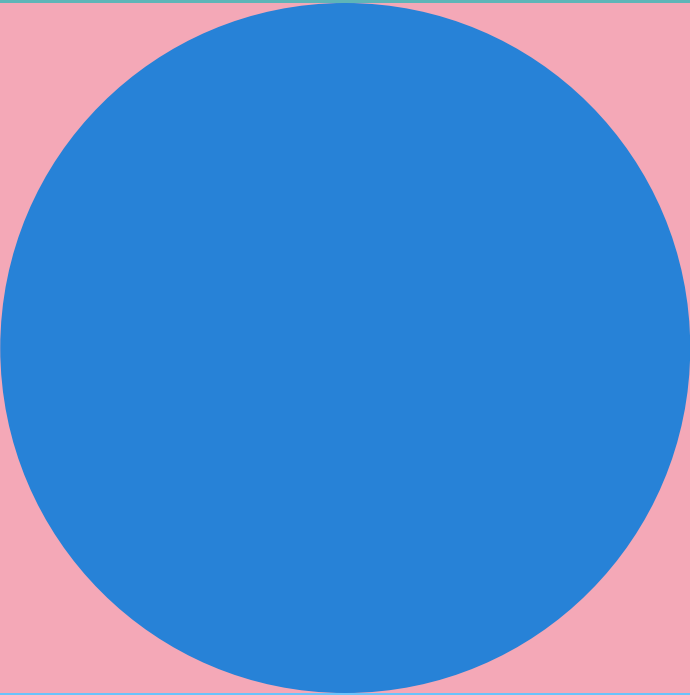
# Development of Our Plan

Our Town Investment proposals reflect a 'bottom up' approach of intelligence gathering and engagement, both in clarifying our collective understanding of the town's challenges and ambitions and possible solutions. We adopted an open call for project ideas and investment proposals, reflective of our community's desire to have a voice and share opinions. This is best exemplified by the case of a resident who submitted a one sentence idea via the EOI process which has been captured, developed and now forms a project included in our plan.

The Towns Fund opportunity and our programme of interventions offers an exciting chance to kick-start the regeneration process in Hastings at a time of acute challenges both for the economy and our residents' health and economic wellbeing. This is an opportunity which we welcome with open arms and will give our collective passion and focus to achieve.

The Town Board recognises however that our focus needs to be on the broader horizon. We know there is need across all areas of our town, and the spatial areas included in the plan are key to spark that wider programme of work that needs to continue until we have achieved our objectives for all our residents and communities.

We are already identifying a wider pipeline of programmes which will work in partnership with these projects to ensure a much wider impact for the town. We are confident a number of these projects will have regional and national impact in terms of innovation, profile and reach.





# Impact – National, Regional & Local

We are asking for a total Towns Fund investment of £28,216,500 which will leverage in an additional £85,583,610. At this stage this represents an additional £3 of private and public match for every £1 of Towns Fund investment (3:1 ratio), resulting in a programme of significant regional and national impact.

As examples:

- Through this investment we will see the story of the Norman invasion come alive, through interpretation and footfall, living and breathing in our residents' psyche once again. The story will reach beyond the 35,000 foreign students who currently visit our town each year, and the Castle will be a national destination, befitting the world-renowned battle the town gave its name to, the story it symbolises, and its impact on our history.
- Key to our success, and supporting all this, is the creation of two new regional skills sector bases. These will be focused on the green economy and land-based skills, employment and self-enterprise. Our ambition is for Hastings to become a skills excellence centre for these future jobs so our local workforce can help us meet our net zero carbon targets. We can offer these skills both along the coastal conurbations and in the region. The skills sector we will develop will have local, regional and international significance and will future proof our town with new training and work opportunities for our residents.
- East Sussex College and Borough Council are also in negotiations with a power company to explore investment into the new Skills Centre, which will provide training of the necessary regional workforce needed to significantly upgrade the south coast power supply. This would provide new and specialist training at all levels and new jobs with the company and their supply chain. The proposed development is also included in a joint application to establish an Institute of Technology (IoT) focused on logistics, engineering and construction. This would enable the investment proposal to attract match funding and develop additional Higher-Level provision in these sectors.

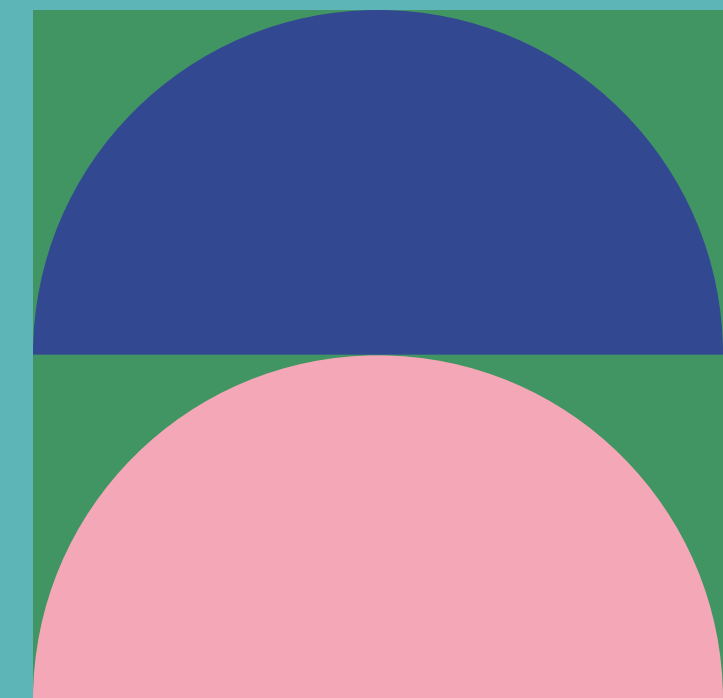
- A town centre regional offer developed in partnership with New River REIT, which will be diversified, renewed and revitalised by bringing mixed use facilities, new homes, commercial leisure and other facilities into our current aged infrastructure. Our shopping centre located in the heart of the town centre, is sub-regional, integrated with the other town centre high streets and facilities. With the new and additional commercial, office, leisure, cultural, hospitality and housing assets we will introduce the '15-minute city' concept as part of our ambitions for the town.
- Our investment proposal will build on our Highstreet Heritage Action Zone, running through to the seafront establishing a wide arc of creative and cultural enterprise development. These projects will ensure the town centre is no longer divorced from the seafront, Castle, residential areas or our heritage parks.
- Our proposed projects will drive our low-level job density up; provide room for business to grow within the town centre and other employment sites via development of flexible work spaces. They will also create more industrial units to support our existing businesses and attract new businesses from the region.
- Visitors will also want to see the South East's first Green GardenTown. Green arteries will connect our old Norman harbour of a town centre to its nationally recognised countryside parks, seafront and urban parks. This, coupled with the wider movement and access plans and curation of our street scene, will deliver a town which allows people room to breathe, think and dwell – pushing much needed footfall into our town centre retail offer.

We are excited and hopeful about what these diverse range of projects can bring to the future of our town, its communities and the wider region. However, the Board is acutely aware that to continue to bring local people with us on this journey we need to demonstrate that we are making early progress. The ability to progress the 'shovel-ready' accelerator fund projects has been immensely helpful, but we need this momentum to continue, and

we are pleased to identify projects within the programme that will be ready for early sign off (subject to preparation of business cases as appropriate).

These are:

- Churchfields Business Centre – development of 28 business incubations units on Churchfields Industrial Estate Towns Fund Ask: £750,000 (2021 / 22) – all permissions in place for build
- Enterprise and Employment Infrastructure – creation of flexible office spaces in the town centre by Freedom Works and on Ponswood Industrial Estate by Unveiled Ltd Total Towns Fund Ask: £332,500 – all permissions in place (no planning permission required)
- Broadening Futures programme – establishment of Plumpton College facilities in the town centre and commence build of EFT training facilities at The Firs Towns Fund Ask: £402,000 (2021 / 22) – all permissions in place for build.



# Summary of Hastings Accelerated Fund Proposals

The work of revitalising our town through this fund has already started with £1m investment during late summer 2020.

Project Name & Delivery Partner	Project Description	Alignment with Towns Fund	Funding Requested	Total Value
<b>Phase 2 Redevelopment of former White Rock Baths</b>  <b>The Source</b>	This project will re-develop the remainder of White Rock Baths that have laid derelict on Hastings seafront for decades. The capital will be used to refurbish and re-open rooms adjacent to the current seafront courtyard for occupation by small businesses who share similar customers to the anchor tenant, (the Source Park) and form a business cluster	Urban Regeneration, Planning & Land Use Enterprise Infrastructure Arts, Culture and Heritage  Improvements to town centres including repurposing empty commercial properties Demolition or site remediation where this will have immediate benefit	£485,000	£716,000
<b>Hastings Commons – Lower Alley Project</b>  <b>White Rock Neighbourhood Ventures</b>	The project capitalises on the opportunities of a range of peculiar assets that have been brought together as part of the Hastings Commons. The project will make new retail space, new training space, and new amenity spaces	Urban Regeneration, Planning & Land Use Enterprise Infrastructure  Improvements to town centres including repurposing empty commercial properties Demolition or site remediation where this will have immediate benefit	£250,000	£275,000
<b>An Employment, Events &amp; Tourist Advice Hub</b>  <b>East Sussex College Group</b>	The project is a three-pronged approach to redesign part of the ground floor of the college to support the post COVID-19 economic recovery, improve the visitor experience and increase footfall into the town centre	Skills infrastructure Adjacent to Transport hub  Improvements to town centres including repurposing empty commercial properties Project location	£250,000	£500,000 (£250K match for operation costs)
<b>Investing in electric vehicle charging infrastructure</b>  <b>Hastings Borough Council</b>	To expand the provision of low carbon infrastructure in the town centre through the installation of electric vehicle charging points in the town centre public car parks	Local transport  Improvements to or new parks and green spaces and sustainable transport links	£15,000	£50,000
<b>Total</b>			<b>£1,000,000</b>	<b>£1,541,000</b>

The accelerated fund proposals were agreed with the government in the summer of 2020 and subject to any COVID-19 restrictions will be complete by March 2021.



# Enterprise & Employment Infrastructure

Costs & Funding	
Total Value	£12,768,500
Towns Fund	£3,082,500
Co-funding Public	£9,525,000
Co-funding Private	£161,000



This programme looks to develop two employment sites 3km to the north-west of Hastings town centre, and one site in Hastings town centre. The programme will unlock these sites for a variety of different business opportunities to serve the local community with flexible work spaces and business incubator and factory units on industrial estates and the town centre. The three projects are:

### 1. Churchfields Industrial Estate Development

There are three undeveloped sites located on Hastings Borough Council's existing Churchfields Industrial Estate for employment use in the Local Plan. The site is located with good links to the local road network, on a well-established industrial estate.

### 2. Enterprise Space, Ponswood

Unveiled Ltd, will seek to repurpose a long-term empty former office unit, providing affordable work, meeting and innovation spaces and supporting local growth of the creative sectors. It will work with partners across the South East, developing inclusive growth strategies for economic and social change. This project forms part of the WORXPACE programme: supporting growth of social-purpose enterprises, especially from marginalised communities.

The proposed site is located on an industrial zone straddling the border between Hollington (an underserved area of Hastings) and Silverhill areas with huge potential for inclusive economic growth.

### 3. Hastings Co-working, Flexible Office & Community Space

Freedom Works own and run flexible office / co-working spaces in Hove, Worthing, Chichester and Gatwick. They have identified several underutilised buildings in Hastings town centre to add to their portfolio delivering co-working & flexible workspace with a focus on: collaboration, curated and peer-support activities within a 'Media Suite' space (TV edit: offline & online suites & a voiceover suite) engaging TV / online production. The space will provide private offices, open plan workspace, meeting rooms, encouraging collaboration, rolling out to Freedom Work's existing membership structures.

### Project Justification

The proposed package of three major employment and enterprise focused projects present a set of strategic developments that will aim to address several of the key challenges including: too few jobs, low pay, lack of opportunity, low skills, poor educational attainment and lacking strong industry focus, but a town with significant opportunities to flourish.

COVID-19 has accelerated the change in work patterns and the use and necessity of the traditional open office workplace is set to decline. A significant part of our economy are small businesses and entrepreneurs who are self-employed. The creation of new, modern and flexible workspaces will provide access to resources so that they can continue to run / grow their businesses in the environment that many start-ups and SMEs desire. The Ponswood and Hastings town centre Innovation space will address this, whilst the Churchfields project will address the demand for new medium sized business units in the town.

### Outputs & Outcomes

- Jobs created: 253
- Number of enterprises utilising high quality, affordable and sustainable commercial spaces (over 4 years): 180
- Start-ups and / or scale-ups utilising business incubation over 4 years: 78.

### Key Milestones

- Churchfields Industrial Estate – one 'shovel' ready project and remaining completed by 2024
- Enterprise Space, Ponswood – mainly fit out of unit, no planning required
- Town centre Co working, Flexi Office & Innovation Space – fit out & no planning required.





# Green Skills & Low Carbon Economy

Costs & Funding	
Total Value	£4,018,775
Towns Fund	£3,079,000
Co-funding Public	£859,775
Co-funding Private	£80,000



There are two project elements to this programme theme:

### 1. Green Construction, Energy and Vehicle Training Centre delivered by East Sussex College

An important regional scale project that will improve skills provision in new green / low carbon technologies across not only Hastings, but the wider East Sussex area. The project will develop a Green Technology Centre of Excellence on the East Sussex College Ore Campus providing 20 new training and learning programmes.

It will focus on skills for low-carbon, sustainable and power generation; construction retrofitting for domestic and commercial properties and the servicing and repairs of electric and hybrid vehicles.

### 2. Broadening Futures Together – partnership project between Plumpton College and Education Futures Trust (EFT)

This partnership project will enable Plumpton College to set up a new pilot skills hub in Hastings town centre introducing seven new land-based skills programmes in the area. In addition, the charity, Education Futures Trust, will be able to extend its services in the deprived Baird ward. The project will provide for: (1) new facilities in the town centre for Plumpton College to locate in Hastings introducing a land-based training and learning offer

to students in Hastings; and (2) creation of a classroom / admin block at The Firs for EFT to increase and broaden their training and support offer, including additional land-based and outdoor courses; leading to accredited delivery as a result of the joint work with Plumpton.

The partnership will work together to deliver the programmes with outdoor-space at the Firs to complement the classroom space at Lacuna Place in the town centre. EFT will also support pupil recruitment, enrolling students from deprived backgrounds and deliver complementary employment training.

#### Project Justification

The project is designed to address local skills deficits by providing new additional skills programmes and courses and deliver green skills programmes to meet modern requirements. The project capitalises on the strengths of existing education providers in Hastings (East College Sussex and EFT) and the opportunity to bring Plumpton College into Hastings town centre.

The new Green Technology Centre of Excellence and Green Transport Centre will respond to increases in consumer demand for greener products (electric and hybrid cars) and advanced low carbon technologies, decarbonising commercial and domestic properties and new clean

growth policies whilst providing skills training that future-proofs our labour supply.

#### Outputs & Outcomes

- New learner floorspace: 1070m<sup>2</sup>
- Skills outputs: 27 new courses
- Commercial floorspace: 200m<sup>2</sup>
- New learners assisted per annum: 565.

#### Key Milestones & Project Delivery

##### Plumpton

Lacuna Place refurbishment – a ‘shovel ready’ project ready to commence tender and build as soon as funding is approved.

Plumpton College have an in-house team to manage the development of this relatively small-scale capital project. Planning permission is not required, and Hastings Borough Council are starting the initial development phase in preparation for the fit-out investment through the Towns Fund.

##### EFT

The Firs development – a ‘shovel ready’ project ready to commence and build as soon as funding is approved. The Firs: consultant and architects have been appointed and are working on plans to ensure that work can begin as soon as funding is granted. In particular, planning around connecting services to the modular buildings and managing drainage of surface water will begin in January 2021 when the CHART developments are expected to begin.

Planning permission: early February 2021  
Contractor start: May 2021  
All works completed: October 2021  
Project fully functioning: January 2022.

East Sussex College Green Technology Centre of Excellence and Green Transport Centre – following approval of the Towns Fund application, the College would mobilise the design team to conclude all designs to an RIBA Stage 2. The shell and core of the centre is already present in the existing building and initial sketch scheme designs have been completed and from a standing start, the project would be completed within 84 weeks.



# Hastings Castle World Heritage Destination

Costs & Funding	
Total Value	£5,650,000
Towns Fund	£3,500,000
Co-funding Public	£2,150,000



This is our flagship, signature project for the whole Hastings Town Investment Plan. The project that will capture the imagination, and the project that can drive a step change in the performance of the south coast’s visitor economy.

Hastings Castle stands above the town on the site from which Duke William of Normandy launched his 1066 invasion. His legacy has left a permanent mark on our culture and art, politics, language and law all laying the foundations from which modern British society has been built. This legacy has grown around the legend of William, however, in Hastings, his story is not well told.

Hastings Castle stands as a neglected, inaccessible ruin. Executed well, a modern interpretative attraction will provide the inspiration to bring Hastings’ visitor offer together. Combined with existing facilities and the new town centre projects it will create a ‘critical mass’ of visitor attractions in the town.

### Project Justification

Before the COVID pandemic, annual visitor numbers to the Castle were around 30,000. Hastings Castle simply does not feature on most visitor’s itinerary, nor do local people understand its importance. Nearby Smugglers’ Adventure attracts c100,000 visitors, Bodiam Castle and Battle Abbey both attract well over 150,000; Leeds Castle at 560,000; Stirling Castle at 380,000, Dover Castle at 350,000, and Tintagel Castle 190,000. All show what could be possible, and the scale of the current missed opportunity.

Tourism is already a very important part of the town and wider sub-regional economy accounting for c. 22% of the jobs in the town. Calculations of 250,000 visitors show the potential to boost Hastings and the south coast visitor economy: conservative projections show that with this projected boost 1,500 jobs and at £100m per annum economic value can be generated.

### Outputs & Outcomes

- Target visitors to Hastings Castle 250,000
- South coast visitor economy 20% boost
- Projected 1,500 jobs
- £100m economic outputs pa.

### Key Milestones

Consultation with community and stakeholders, spring 2021 onwards:

- Detailed ‘specifying’ of interpretation centre: Spring 2021 – Summer 2021
- Spec. development and business case: Autumn 2021
- Planning and Historic England Permissions: Winter 2021 – Summer / Autumn 2022
- Start on site: Spring 2024
- Interpretation fit-out: Spring – Summer 2025
- Opening: Summer 2025.

### Project Delivery

The site is already in council ownership. The key elements of the project are now in place – visitor interpretation, pedestrian routes and linkages, landscaping and integration with the West Hill Cliff Railway. The project will be developed in close consultation with Historic England and the National Lottery Heritage Fund.



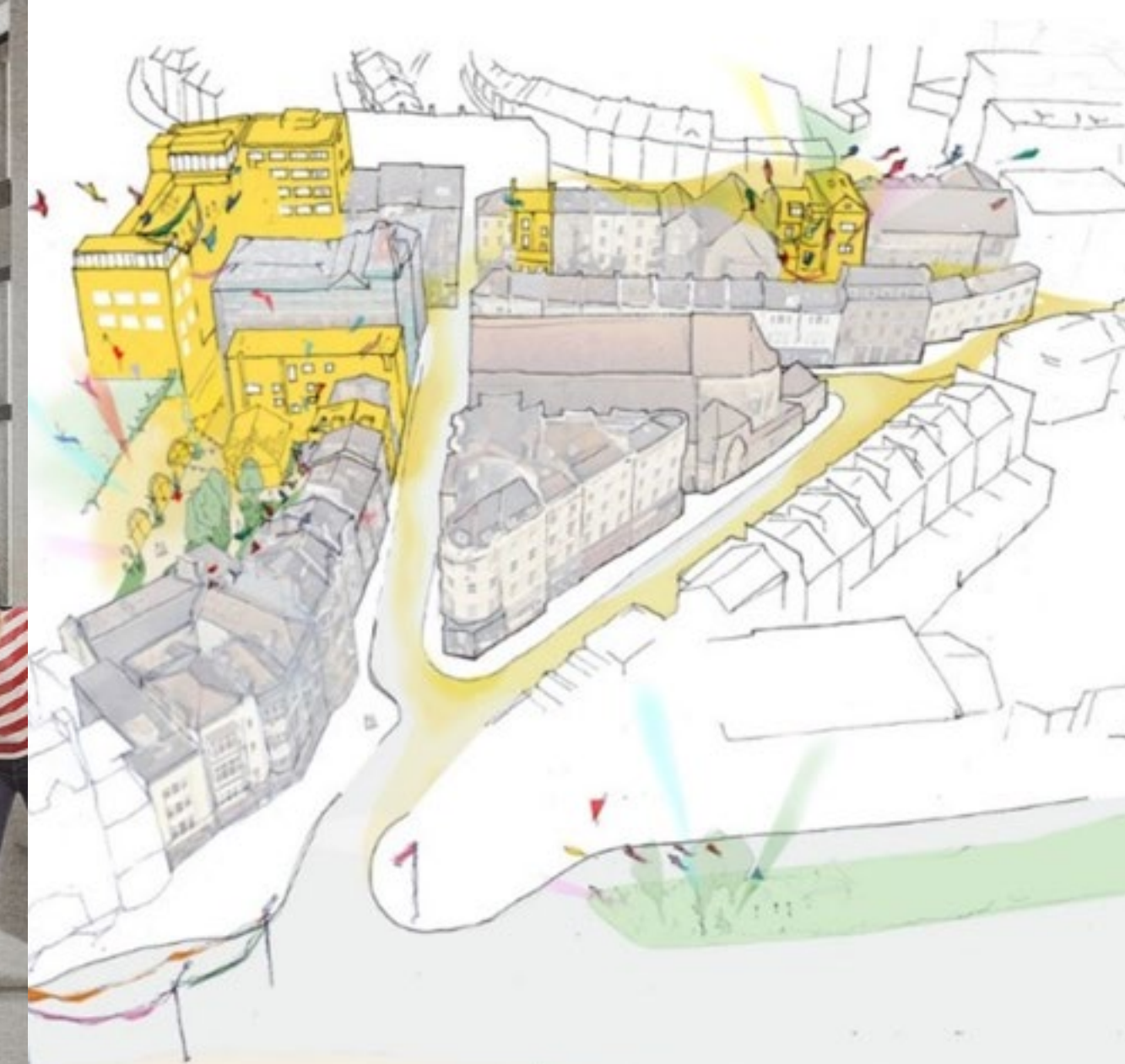
“It currently offers a poor visitor experience...with investment, Hastings Castle could become a visitor attraction of national and international significance, benefitting Hastings, 1066 Country, and the wider south east.

Stewart Drew, Chair Visit 1066 County marketing



# Town to Sea Creative Quarter

Costs & funding	
<b>Total Value</b>	£10,019,000
<b>Towns Fund</b>	£4,055,000
<b>Co-funding Public</b>	£3,924,000
<b>Co-funding Private</b>	£2,040,000



This programme focuses on the popular White Rock area in Hastings town centre. In recent years, the area has grown as a creative quarter and the Towns Fund investment will ensure the ongoing community-led regeneration approach is continued and its ambition is achieved with further refurbishment of three vacant buildings bringing them back into use. It will bring increased community engagement within the town through the provision of arts, culture, wellbeing and digital services for the next generation. The three projects are as follows:

1. A Creative Digital Hub at the Observer Building – supporting emerging enterprises and learners of all ages with digital facilities and studio spaces.
2. Cambridge Road Development will transform a large empty building and will be repurposed with 12 homes for people leaving supported accommodation; a Public Living Room; a hydro-spa; and refurbishment of the courtyard as new town centre public realm.
3. 12 Claremont will host a gallery and event space, creative studios and a community hub. Working with Project Art Works, the space will become ultra-accessible for disabled people, bringing those with support needs into the centre of our community.

## Project Justification

These developments present an opportunity to scale up the success in the area which is community and social enterprise led. The approach will create significant and sustainable impacts for the town centre and good, ongoing outcomes for local people.

Towns Fund investment is required as the buildings in general do not have commercial viability to attract private investors. With high refurbishment costs and limited projected returns some of the buildings have remained empty for over 30 years.

## Outputs & Outcomes

- Redevelopment of 1,423m<sup>2</sup> of building
- 16 new housing units created
- Creation of a gallery 110m<sup>2</sup> (one enterprise) and nine incubation studios; 300m<sup>2</sup> digital / film innovation facilities and two new public spaces
- 20 new jobs.

## Key Milestones

- Business case completion: Autumn 2021
- Design & planning applications (as required): Autumn 2021
- Planning approvals: Winter 2021 / Spring 2022
- Contractor appointment: Spring / Summer 2022
- Start on site: Summer 2022 / Autumn 2022
- Completion: Spring 2023 / Summer 2023.

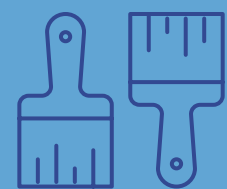
## Project Delivery

The project will be delivered through a partnership between White Rock Neighbourhood Ventures (WRNV), Heart of Hastings (HoH) Community Land Trust, and the charity Leisure & Learning.

WRNV and HoH have successfully led social and physical regeneration projects and are the developers delivering the restoration of the Observer Building in Hastings.



Urban Regeneration,  
Planning & Land Use;  
Local Transport



# Town Centre Core

Costs & Funding	
Total Value	£72,845,835
Towns Fund	£10,000,000
Co-funding Public	£52,845,835
Co-funding Private	£10,000,000



The Town Centre Core (Phase 1) project is the key strategic regeneration project for Hastings town centre. £10m of Towns Fund investment will help underpin a strategic joint venture between Hastings Borough Council and NewRiver REIT to bring forward a total investment of more than £72m to kick-start the regeneration of the town centre. There are three key sites proposed for development or repurposing within the inner circle of the town and in the majority, ownership of either Hastings Borough Council or NewRiver REIT. Land assembly is therefore limited to one or two other owners who have indicated willingness to sell.

The proposals include the re-purposing of part of Hastings' Shopping Centre, which will protect our town's most important retail, employment, education, cultural, community and social gathering place. New uses are focused on a new sustainable future for the town centre introducing town centre living; modern co-working spaces; a new hotel, restaurants and appropriate retail to help boost the town's visitor economy. We are also proposing a new commercial leisure centre at Priory Street Car Park, including a new swimming pool, fitness and other leisure facilities to transform perception and the level of activities in the centre. End users have also been identified for all three sites. And finally, a mixed-use development opportunity at Wellington Place.

This will create new and long-term investment, new jobs, increased visitor numbers, footfall and spend retention within the town. Proposed early concepts envisages mixed-use development with up to 167 new homes, 7,325m<sup>2</sup> of mixed leisure and cultural facilities and other activities, all supported by already agreed investment for a new hotel and restaurant at the heart of the town centre.

An MoU has been finalised between Hastings Borough Council and NewRiver REIT to both jointly develop these proposals to delivery and possible future management. The Joint Venture Agreement will be agreed by summer 2021 to enable these developments to proceed.

### Project Justification

Hastings town centre covers around 550 non-residential public and private premises including shops, offices, libraries, educational institutions and municipal buildings, all set within a square mile. It is the physical, economic and social 'heart' of Hastings, sustaining more than 20% of the town's jobs (c. 6,000 jobs). It is home to our shopping centre, business and cultural quarter, transport hub, hotels and the pier. These are all within walking distance of each other.

The town centre was already facing a few challenges, which the COVID pandemic has now accelerated. The proposed interventions have the potential to permanently transform the area. However, they require public investment to help bridge the viability gap and ensure sustainability. They are unlikely to move forward soon without funding. Private investment is being assembled to support the development of the projects and the interventions are only the beginning of the transformation plan. A partnership is being established to address future challenges which are likely to emerge over the next few years. This project is the critical investment to kick-start the partnership and drive the change required.

### Outputs & Outcomes

- 7,325m<sup>2</sup> of development of mixed leisure and cultural use
- 167 dwellings and other usage
- New hotel and Café (additionality)
- 20% increase in footfall, 10% increase in jobs
- New public spaces – Priory Street, Priory Square, Cambridge Road and linkages to Hastings Station
- Footfall / visitor increase: 625,000.

### Key Milestones

- An MoU has been finalised between the Council and NewRiver REIT to both jointly develop these proposals to delivery and possible future management
- A Joint Venture Agreement to be agreed by Q2 2021 to enable these key developments to proceed
- Construction completion: September 2025.

### Project Delivery

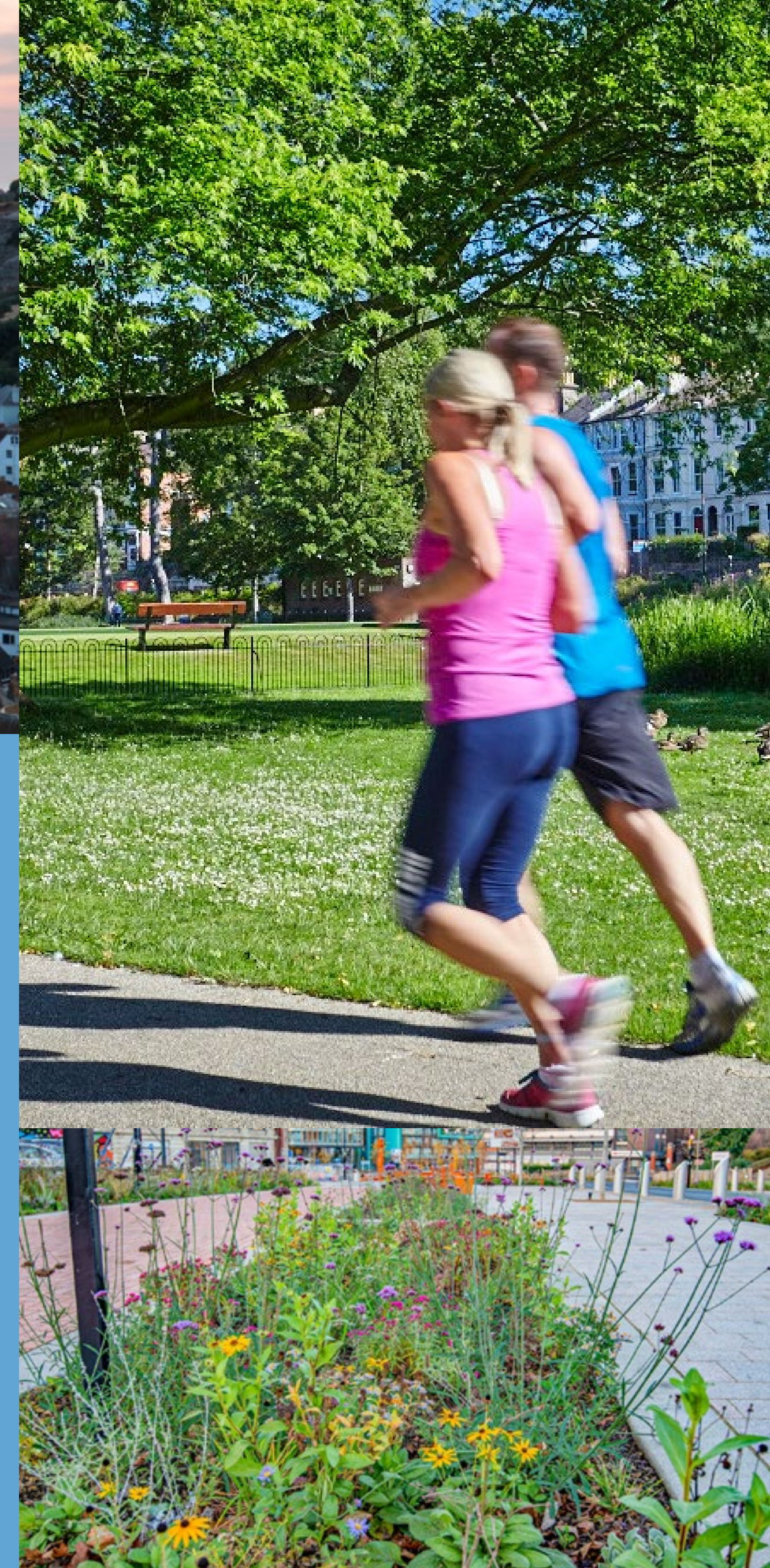
An MoU has been agreed between Hastings Borough Council and NewRiver REIT to both jointly develop these proposals to delivery and possible future management. The Joint Venture Agreement will be agreed by summer 2021 to enable these developments to proceed. NewRiver REIT plc are existing investors in Priory Meadow Shopping Centre and one of the largest town centre investors and asset management companies in the UK. The proposal will be delivered in two phases. Phase 1 will total £72m of investment including financial support from the Towns Fund. This will kick-start our proposal and it is intended over the longer term, leverage a series of Phase 2 developments as other opportunities come forward.

Urban Regeneration,  
Planning & Land Use;  
Local Transport



# Town Centre Public Realm & Green Connections

Costs & Funding	
Costs	£4,498,000
Towns Fund	£3,000,000
Co-funding Public	£1,498,000



The project will transform Hastings town centre, complementing its built heritage with multifunctional spaces that will encourage dwell time and promote wellbeing, through the widespread application of beautiful, ecologically rich and biodiverse horticulture that is cost-effective and simple to maintain.

The Hastings Garden Town vision, inspired by Great Dixter’s world famous philosophy of creative ecology, combines horticultural innovation, biodiverse creativity to transform the public realm as an exemplary project in the region. The project proposal includes infrastructure for improved walking and cycling throughout the town, cycle parklets, general enhanced public realm, infrastructure for markets, events and festivals and an interwoven lighting and public art project. The objective being to increase dwell time, visitor numbers, generating higher spend and attracting new investment.

### Project Justification

The Towns Fund provides a unique opportunity for the public investment needed to create a step change in the quality and accessibility of the public realm. Research and experience show it pays dividends in terms of increased economic activity and inward investment in the town. 75% of visitors to Hastings, who visit the seafront by-pass the town centre in favour of the Old Town and Stade area

as there is little to pull them across the road into the town centre.

County Council budgets only support ongoing maintenance for existing public realm. To introduce a transformational programme such as this requires external investment. The town has many green spaces, but by contrast, the town centre has very little greenery and is dominated by hard, impervious surfaces. This project will change this and connect the town centre to surrounding green spaces, the seafront and other key gateway points to the centre. With a renewed public realm feel and confidence, private and other public and social investment will follow to the centre.

### Outputs & Outcomes

- Delivery of new public spaces
- Upgraded historic parks, gardens and townscape
- New or upgraded cycle or walking paths.

### Key Milestones

- Business Case development through 2021
- Delivery start: 2022
- Project completion: March 2024.

### Project Delivery

Taking a collaborative, landscape-led approach, working with the Highways Team at East Sussex County Council, the project will inspire and engage local people, businesses and third sector organisations across the town. East Sussex Council and key partners will use a ‘Future Nature’ approach to designing and managing the green spaces, employing nature-based solutions to contribute to the town’s resilience to current and future environmental challenges by cooling, draining, cleaning and greening the town.

This project will act as the central system across all our projects; the public realm works will include signage to landmarks in the town linking in and complementing the Creative Quarter, the Hastings Castle World Heritage Destination project and the proposed Town Centre Core activities. With Fergus Garrett’s and the Garden Towns Team guidance and leadership, we will develop an integrated landscaping / greening strategy across all the main projects to deliver an overall connected and complementary package of transformations.





## Town Living

Costs & Funding	
Total Value	£4,000,000
Towns Fund	£1,500,000
Co-funding Public	£2,500,000



This project seeks to develop and provide high quality, affordable and energy efficient homes in Hastings town centre by repurposing poor quality existing HMO units and redundant commercial spaces. Hastings Borough Council will use £1.5m of Towns Fund investment alongside Hastings Borough Council investment and leveraged Homes England funding of £2.5m to directly deliver 20 new residential units. These will be made available for social rent to help improve the volume of stock and quality available and will build capacity within Hastings Borough Council for further phases of direct delivery.

Activity will be focused on the Queens Road area and surrounding town centre streets such as Havelock Road; Cambridge Gardens; Devonshire Road; with Queens Road for initial developments. The Towns Fund will help Hastings Borough Council increase the supply of quality housing in the town centre, both through upgrading existing residential properties and re-purposing redundant commercial buildings.

This will help create a sustainable, mixed and vibrant community. Hastings Borough Council has seen a continued increase in demand for its housing services, which has been caused by a lack of affordable housing. The accommodation that is available can vary considerably in quality, particularly in the private rented sector. This project

is intended as a first phase of a more active programme of public sector housing delivery to address this.

### Project Justification

High quality housing is essential to attracting private investment in the town centre. Current conditions of the stock can give the perception of decline, neglect and underinvestment. Investing in new 'shiny' buildings and the public realm without investment in the area's housing fabric may undermine all efforts. It may also displace populations if success is achieved.

There are currently 1,898 privately rented homes in Hastings town centre (Castle ward), which is 53% of the total housing stock. This sector is increasingly unaffordable, and the quality of accommodation can vary considerably. There is also limited supply of social housing in Hastings and turnover of existing social accommodation is low (0.92%). Only 134 new affordable homes have been created over the past three years. Currently there are 1,596 households on the waiting list for social housing and waiting times can often be up to four years. New and improved affordable homes in the town centre will be an important method of delivering inclusive growth and respond to the 'levelling' up agenda.

“Invest this money in more affordable housing and support for the homeless long term.”

Hastings resident

### Outputs & Outcomes

- Remediation of five HMOs into 20 new affordable good quality homes
- Use of local green technologies in homes and retrofit skills working with East Sussex College Group.

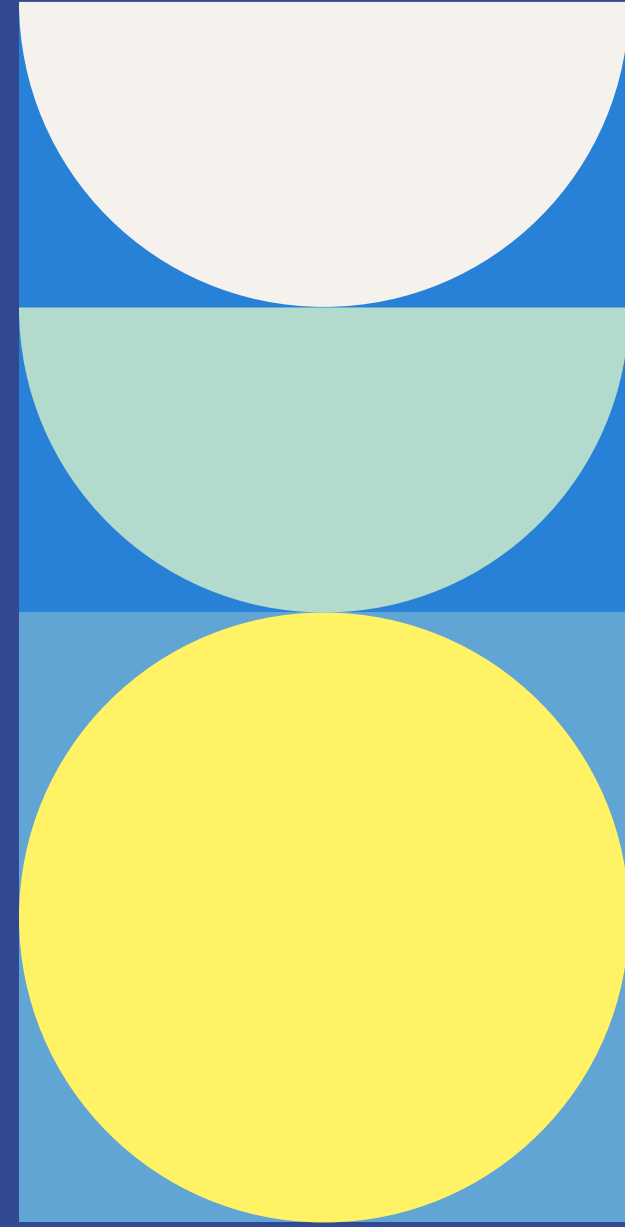
### Key Milestones

- May 2021: capital funding approved
- June – September 2021: suitable building acquired
- September – December 2021: plans developed, planning permissions secured, contractors procured
- January 2022 – September 2022: refurbishment works undertaken
- October 2022: units occupied.

### Project Delivery

Hastings Borough Council has a good track record with this type of project, having previously successfully delivered the Coastal Space Programme of acquiring and refurbishing poor-quality HMO accommodation to provide larger affordable family homes. Local lettings plans were also developed with priority given to working households and active citizenship to those on the waiting list. Hastings Borough Council has recently re-activated its registered provider status, which means it can provide social housing directly and is also reviewing the business case for its wholly owned housing company.

# Engagement & Delivery



“There is a DIY community-led magic in Hastings.

Kim Richards, National Lottery Community Funding



# Stakeholder Engagement & Support

The Town Deal Board and Hastings Borough Council have worked as openly as possible in these difficult times to imagine, develop and agree a collective vision for the town. We have drawn together past work, consultations and recent research to aid formulation of our SWOT and early stages of our Town Investment Plan.

The development of the Town Investment Plan has been overseen by the Town Deal Board which is responsible for developing the vision, strategy and plans for Hastings, in consultation and collaboration with a wide selection of the community, business and stakeholders. Working groups have been created to support the Board in this work.

Hastings is a lively, passionate and active town, where the community and business are always keen to engage, lend their voices and get involved. Our engagement plan is harnessing these voices in an open and responsive manner to develop our Plan. It considers all our past and present engagement. COVID-19 has shifted our 'present' engagement approach to more targeted, digitally focused approaches to protect the wellbeing of our community. The process however will remain inclusive, open and transparent into the 'future' stages of the Town Deal programme.

Our engagement strategy will use the following key principles; identify, develop, design, implement and monitor. They will play into action at different stages of the programme over the next five years, but the process of active engagement has already started.

## Establishment of the Town Deal Board

The Town Deal Board was established in January 2020. The Board includes membership specified by government in its prospectus, as well as businesses (both individual and representative organisations), community representative organisations, public sector and other partners committed to improving Hastings. It works in consultation and collaboration with the community. Two sub-groups, the Town Deal Executive Delivery Group (EDG) and Project Prioritisation Working Group (PPWG), have supported the work of the Board.

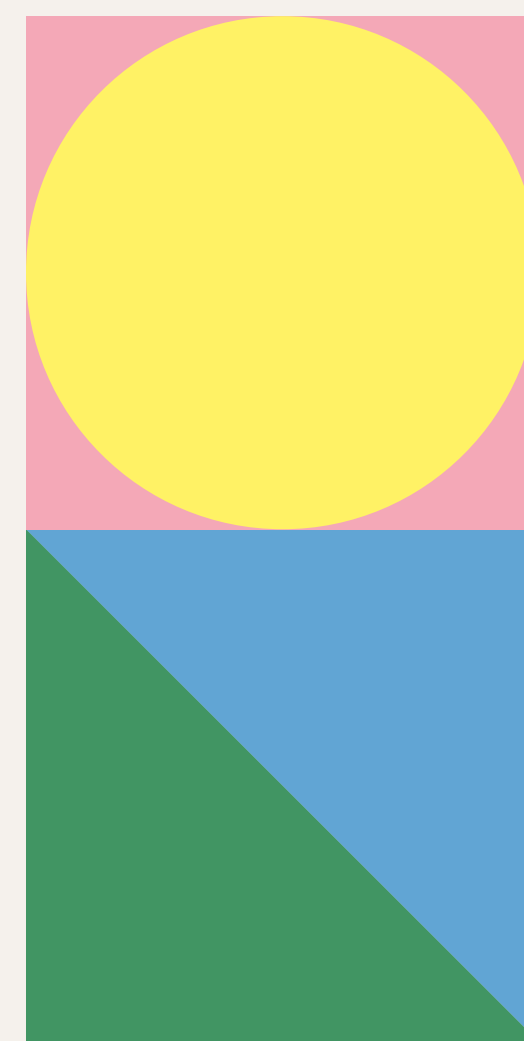
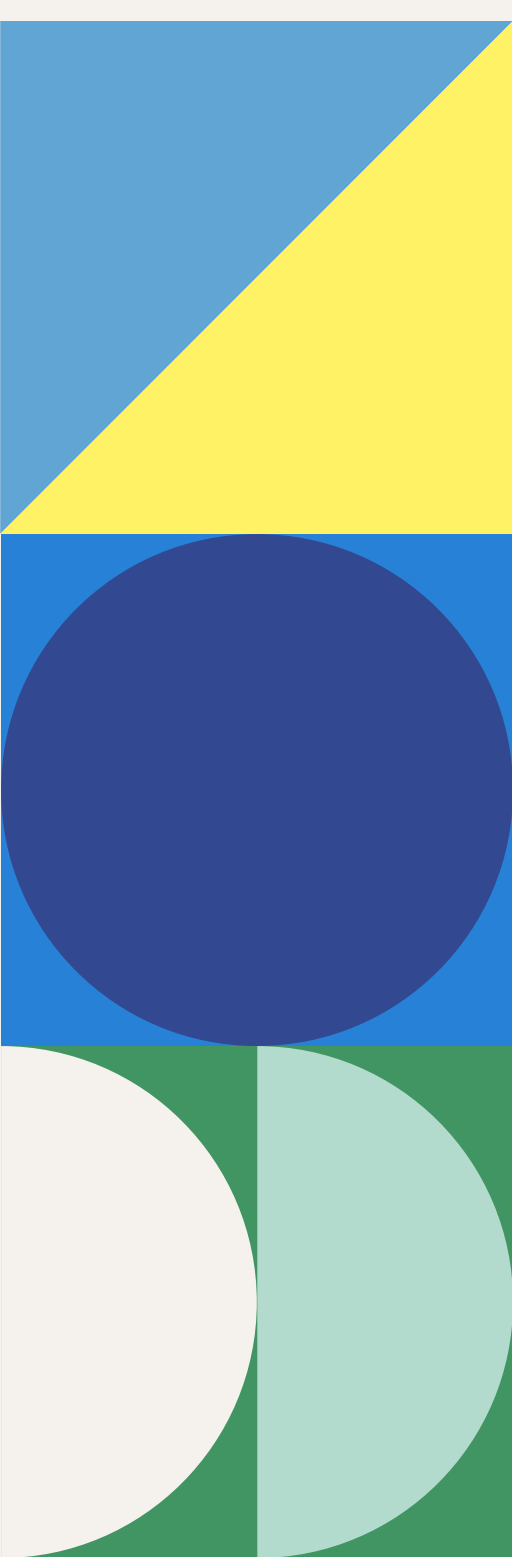
The development of the Town Investment Plan is being overseen by the Board, its 'Heads of Terms' will be signed by the co-chairs and Hastings Borough Council.

Communication and engagement have thus far sat directly with the Board, with the EDG retaining oversight and ownership of the Stakeholder Engagement Plan (annex 6) until submission of the Town Investment Plan. A Stakeholder Engagement Plan subgroup will be established from February 2021 onwards, responsible for advising, monitoring and championing communications and engagement during business case development and project delivery stages.

## Have your say – Expressions of Interest for project and investment ideas

We launched an open call for proposals and ideas over the summer of 2020 through an Expression of Interest (EOIs) form. We deliberately designed the form to enable easy access for a resident with just something to say or an organisation with a more developed idea. In response, we received 155 applications, which ranged from comments, one-line project ideas to more well-developed proposals. Every project proposer received feedback and engagement on their submission, whether their submission helped influence our vision or was moved onto the next phase of assessment. We now have some individual residents as well as organisations, businesses and investors who are in a position to see their project ideas become a reality.

The Board established a sub group to review all 155 EOIs with the help of an independent assessor. Through a project prioritisation scoring process, a final set of projects were selected as detailed in our programme themes and interventions. Those that scored well but are not submitted for assessment for Town Deal funding, will now become part of a pipeline of wrapper projects.



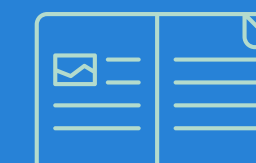
## Social media engagement since January 2020



Hastings Borough Council Facebook  
Reach: 30,000  
Engagement: 5,000  
Reactions / comments: 1,200



Hastings Borough Council Twitter  
Impressions: 6,000  
Engagement: 400



Resident newsletter  
Sent to 35,000 recipients 3 times consistently highly rated article 'open' rate (2nd behind COVID-19)

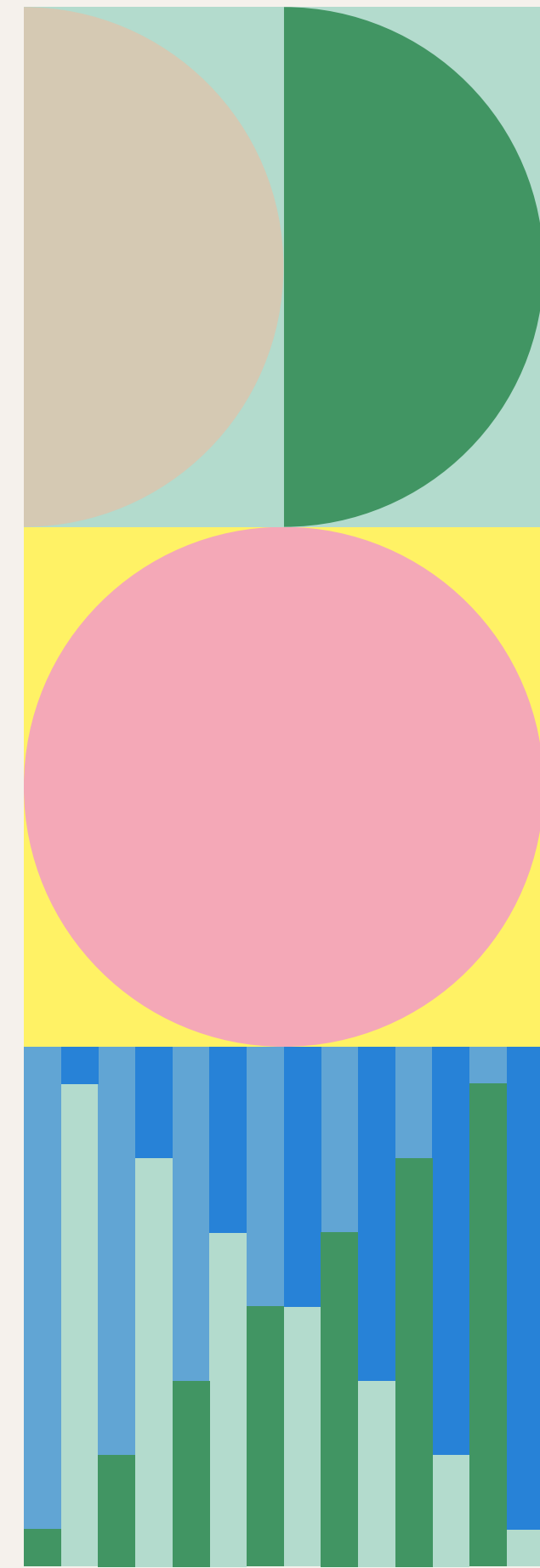


Local plan survey  
1270 responses



EOI / ideas open call  
28 accelerator fund,  
155 main funds

# The Programme: Past, Present & Future



Timeframe	Engagement Programme	
<p><b>Past 2010-2020</b></p>	<ul style="list-style-type: none"> <li>Gathering evidence base</li> <li>Historical engagement at all levels, providing a broad range and spread of voices (business, community and stakeholders)</li> <li>Strategic level insight (Hastings &amp; Rother Taskforce Review, South East Coastal Prospectus)</li> <li>Small scale (e.g: survey of socially isolated adults / school young engineers lesson)</li> </ul>	<ul style="list-style-type: none"> <li>Previous bids addressing similar objectives (Coastal Communities Fund, Future High Streets Fund)</li> <li>Plans and policies</li> <li>Local plan evidence</li> </ul>
<p><b>Present 2020-2021</b></p>	<ul style="list-style-type: none"> <li>Develop stakeholder plan and communications calendar to point of submission</li> <li>Town Deal webpage</li> <li>#MyTown website</li> <li>Social media posts (including targeted via Hastings Borough Council and other external sources such as local press) / press releases</li> <li>Council resident newsletter and other network newsletters</li> <li>Town Board                             <ul style="list-style-type: none"> <li>SWOT (informed by past, as above)</li> <li>EDG / PPWG</li> <li>Representing views of networks / organisations</li> </ul> </li> <li>Existing networks who have direct contact with and / or represent marginalised / under-represented groups (including attendance at meetings such as Hastings Youth Council, Coastal Users Group etc)</li> </ul>	<ul style="list-style-type: none"> <li>COVID-19 recovery strategies and work</li> <li>Engagement with Rother District Council and regional districts &amp; boroughs (e.g. Newhaven)</li> <li>Limited face-to-face, where COVID-19 compliance possible</li> <li>Open EOI call for projects and ideas (all able to 'have their say'), including individual feedback to each proposer</li> <li>Project prioritisation and assessment framework</li> <li>Accelerated Fund call, development, promotion, delivery</li> <li>Local Plan development, including public survey and councillor sessions (recognising its importance as the policy instrument for Town Deal delivery and long-term strategic development tool for the town)</li> <li>Engagement with funders and investors, MP, Team East Sussex / Skills East Sussex and Local Enterprise Partnerships coastal colleagues</li> </ul>
<p><b>Future 2021-2026</b></p>	<ul style="list-style-type: none"> <li>Early engagement with communities and businesses to develop the project proposals from concept to full design and implementation</li> <li>Promotion of Town Investment Plan through stakeholders, webpage, blog, social media – clear branding and tone of voice for different audiences #MakeItInHastings</li> <li>Press releases and interviews</li> <li>Board / Project Development Working Groups to shape and influence projects</li> <li>Stakeholder Engagement Group Board subgroup</li> </ul>	<ul style="list-style-type: none"> <li>Tack onto existing projects / networks</li> <li>Engagement, roadshows, open events (COVID-19 permitting)</li> <li>Advertising</li> <li>Promote Accelerated Fund and Town Investment Plan projects in delivery and 'action'</li> <li>Local Plan and other statutory (e.g. planning)</li> <li>Success of completed projects</li> </ul>

# Audience Engagement

We have split our audience engagement approach into businesses, community and strategic partners, mapping and identifying all groups. We want our Town Deal programme to show involvement and collaboration throughout the programme and beyond, not just at one point in time. We have strived to begin this through our 'past' and 'present' approach being flexible and responsive to existing, new and differing audiences, tweaking as we go.

We engaged with a wide range of strategic partners (see annex 6), which includes national funding and delivery bodies, private investors through potential joint ventures and other investment opportunities and third sector organisations. We see the Town Investment Plan as our masterplan and wish to use it as a 're-set' opportunity for the way funding and programmes are designed and delivered in Hastings to deliver our vision.

“Really focus on nurturing our youth and encouraging them into work and better health, steering them away from crime and drugs and empowering them to become better adults.

Hastings resident

Stakeholder Audiences	Audience Engagement
<p><b>Business</b></p> 	<ul style="list-style-type: none"> <li>• Business Improvement District</li> <li>• Chamber of Commerce</li> <li>• Federation of Small Businesses</li> <li>• County-wide inward investment vehicle ('LOCATE')</li> <li>• Other networks (manufacturing / fishing etc.)</li> <li>• Major businesses with a stake in the town</li> <li>• Individual businesses</li> <li>• Inward investor businesses</li> <li>• Private investors, where appropriate</li> </ul>
<p><b>Community</b></p> 	<ul style="list-style-type: none"> <li>• Representative community organisations (such as fishing, coastal users, Hastings Community Network, sustainable transport)</li> <li>• Digitally excluded (identified through Board members as well as local intelligence)</li> <li>• Socially excluded (identified and engaged with through support organisations and local intelligence)</li> <li>• Young people (including through Hastings Youth Council and Hastings Opportunity Area)</li> <li>• Individual residents targeted through online and offline channels (neighbourhood / town centre events, posters, flyers, social media, website)</li> <li>• Councillors (ward and county)</li> </ul>
<p><b>Strategic Stakeholder</b></p> 	<ul style="list-style-type: none"> <li>• Individual relationships</li> <li>• Networks / representative bodies</li> <li>• Targeted online</li> <li>• Board members</li> <li>• Funders / sector bodies (e.g. through strategic join funders meeting)</li> <li>• Through statutory consultation (planning permission etc for projects)</li> <li>• Expression of Interest project proposers / submitters</li> </ul>

## Engagement Methods

We have selected our engagement methods and tools based on the needs of specific audiences, considering what approaches will achieve open, flexible, responsive collaboration and involvement.

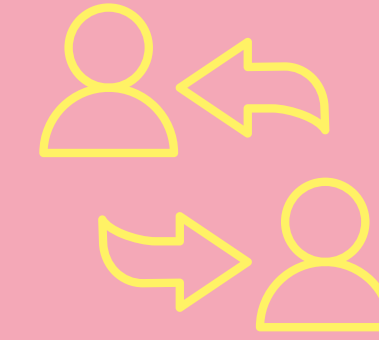
“Create more creative hubs that encourage internships, apprenticeships and entrepreneurialism.

Hastings resident



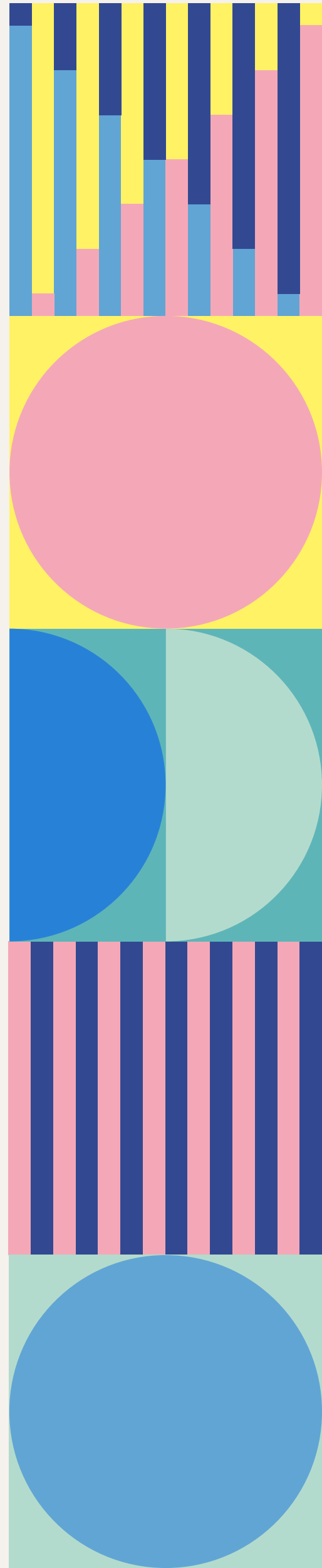
### Online

- Town Investment Plan publication
- Town Deal webpage and blog, including #MakeItInHastings
- Town Deal social media channels, including targeted posts and messaging according to audience
- Council resident newsletter / other organisational newsletters (e.g. BID, Chamber of Commerce)
- Open Expression of Interest ideas / project phase
- Tone of Voice / branding resource for Board members / project delivery partners to ensure clear, consistent messaging for the programme.
- Surveys / opinion polls
- Press releases / Board members promotion
- SLIDO – interactive SWOT development
- Local Plan pages and channels.



### Offline







- Strategic insights / reports
- Community level data
- Roadshows / open events across the town
- Surveys / opinion polls
- Area walkarounds
- Meetings / networking events (directly Town Deal or via others)
- Town Deal Board Meetings and minutes
- Projects in delivery and action
- Local Plan events
- Delivery organisations (e.g. those delivering programmes to those most in need)
- Leaflets and posters where appropriate.



# Public, Third Sector & Private Partnership Working

The project delivery partners have a strong track record of delivery and technical competence. The lead delivery partners include East Sussex County Council, Hastings Borough Council, NewRiver REIT, White Rock Neighbourhood Ventures, East Sussex College Group and Plumpton College.

Our TIP part 2 submissions set out projects at various stages of development; those at a concept level with initial outline business cases and others building on existing investments and with well-developed business cases. The table here identifies each of the projects, the lead delivery bodies engaged and the current project status identifying the 'shovel ready' projects.

Programme Themes	Project Lead	Projects	Project Status
 <b>Enterprise &amp; Employment Infrastructure</b>	Hastings Borough Council	Churchfields industrial estate	1x Project 'shovel ready' with all planning necessary permissions. A business case has been prepared but needs to be updated
	Unveiled Ltd	Enterprise Space, Ponswood	Project at concept stage but involves mainly fitting out of an existing large vacant industrial unit on the 2nd floor. No planning permission required and lease ready to be signed. This project is 'shovel ready' subject to appropriate business case
	Freedom Works	Hastings co-working, flexible office and community space	Project lead has a well-designed formula and mainly involves fitting out of an existing large vacant town centre open plan office space. No planning permission required and lease ready to be signed. Project 'shovel ready' and can proceed immediately – subject to preparing a business case
 <b>Green Skills &amp; Low Carbon Economy</b>	East Sussex College Group	Green construction, energy & vehicle training centre	Project at RIBA Stage 2 – but the college has an in-house Capital Development Team to take the project forward
	Plumpton College & Education Futures Trust	Broadening Futures Together	Plumpton College – capital works mainly involves fit out of retail unit in the town centre. Planning permission for change of use not required
 <b>Hastings Castle World Heritage Destination</b>	Hastings Borough Council	Hastings Castle	Project at RIBA Stage 1 / 2 with some indicative costings from previous exercises. As a 'scheduled ancient monument' site the project lead will need to work with Historic England with whom discussions have commenced and have expressed support
 <b>Town to Sea Creative Quarter</b>	Heart of Hastings CLT Ltd	12 Claremont	Project at RIBA Stage 2 – but ready to proceed to the next stages as soon as the business case has been approved
	White Rock Neighbourhood Ventures	Cambridge Road Development	Project at RIBA Stage 2 – but ready to proceed to the next stages as soon as the business cases has been approved
	Leisure and Learning Ltd	OB Creative Digital Hub	Project at RIBA Stage 3 – but ready to proceed to the next stages as soon as the business cases have been approved
 <b>Town Centre Core</b>	Hastings Borough Council and NewRiver REIT	Town centre core (phase 1 projects)	There are three key projects included in this proposal: they are all at an early concept stage requiring land assembly, detailed preparation of a Joint Venture Agreement between Hastings Borough Council and NewRiver REIT and support from other funding streams such as Sport England, Homes England, Arts Council etc. Development sites include Priory Meadow; Priory Street Car Park and Wellington Place. Currently an MoU exists between Hastings Borough Council and NewRiver REIT and both have large existing commercial investment in the town centre to develop and protect for the future
 <b>Town Centre Public realm and green connections</b>	East Sussex County Council & Fergus Garrett, Great Dixter Charitable Trust	Town centre public realm & green connections	The project is at an early stage of development and will be implemented towards the end of the 5-year programme of the town fund. Initial partnership discussions have commenced and will involve a wide range of partners once the project is approved by the government
 <b>Town Living</b>	Hastings Borough Council	Town living	The Council has an established Housing Company which will take the lead in delivering this project in acquiring and refurbishing existing poor housing stock in the town centre. Poor properties have been identified and will focus on key streets in the town centre to show overall uplift

## Our Towns Fund Ask & Co-funding

This table shows the level of additional funding being leveraged by the Towns Fund. We have also included potential pipe-line funding in the following table.

Programme Themes	Projects	Towns Fund Request	Co-funding – Public	Co-funding – Private	Total
Enterprise & Employment Infrastructure	Churchfields industrial estate	£2,750,000	£9,450,000	£0	£12,200,000
	Enterprise Space, Ponswood	£220,000	£75,000	£0	£295,000
	Hastings co-working, flexible office & community space	£112,500	£0	£161,000	£273,500
Green Low Carbon Skills & Economy	Green construction, energy & vehicle training centre	£2,677,000	£360,000	£70,000	£3,107,000
	Broadening Futures Together	£402,000	£499,775	£10,000	£911,775
Hastings Castle World Heritage Destination	Hastings Castle	£3,500,000	£2,150,000	£0	£5,650,000
Town to Sea Creative Quarter	12 Claremont	£1,800,000	£300,000	£0	£2,100,000
	Cambridge Road Development	£1,500,000	£100,000	£840,000	£2,440,000
	OB Creative Digital Hub	£755,000	£3,524,000	£1,200,000	£5,479,000
Town Centre Core	Town Centre Core (phase 1 projects)	£10,000,000	£52,845,835	£10,000,000	£72,845,835
Town Centre Public Realm & Green Connections	Town Centre Public Realm & Green Connections	£3,000,000	£1,498,000	£0	£4,498,000
Town Living	Town Living	£1,500,000	£2,500,000	£0	£4,000,000
	<b>TOTAL</b>	<b>£28,216,500</b>	<b>£73,302,610</b>	<b>£12,281,000</b>	<b>£113,800,110</b>



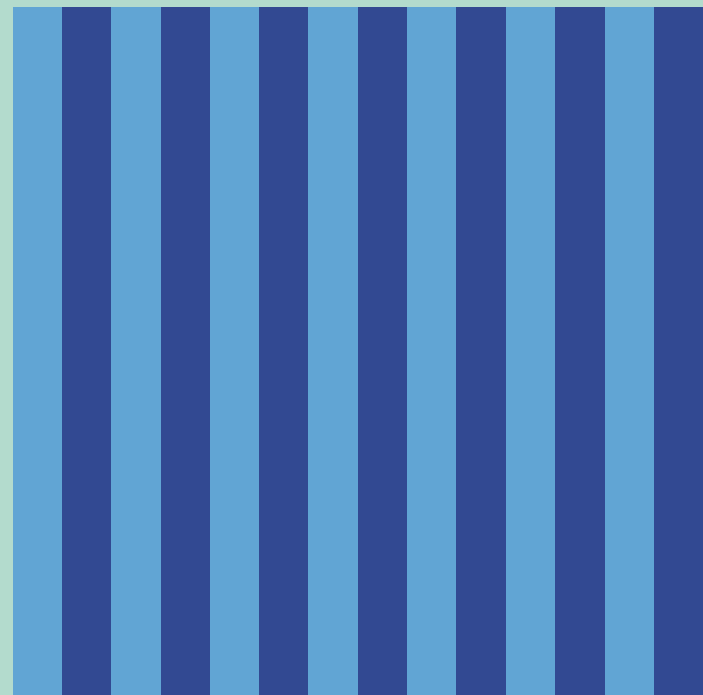
# Other Funding Support & Collaboration

Several of the projects are already working in conjunction with other funders to develop their proposals.



The Borough Council held a joint funders meeting January 2021 with the following organisations to brief them on the ambitions of the Hastings Town Investment Plan and open discussion on building strategic alignments and possible joint complementary initiatives.

- Arts Council England
- Department for Education
- Department for Business, Energy & Industrial Strategy
- Historic England
- Homes England
- National Lottery Community Fund
- National Lottery Heritage Fund
- Public Health (East Sussex)
- South East Local Enterprise Partnership
- Sport England
- One Public Estate.



# Business Case Development & Appraisal

“Maybe some form of leisure centre? Think about the amount of jobs it would make and create more spaces for businesses.

Hastings resident

“A diversity hub where all cultures and young adults can access a platform to support evident needs in our community.

Hastings resident

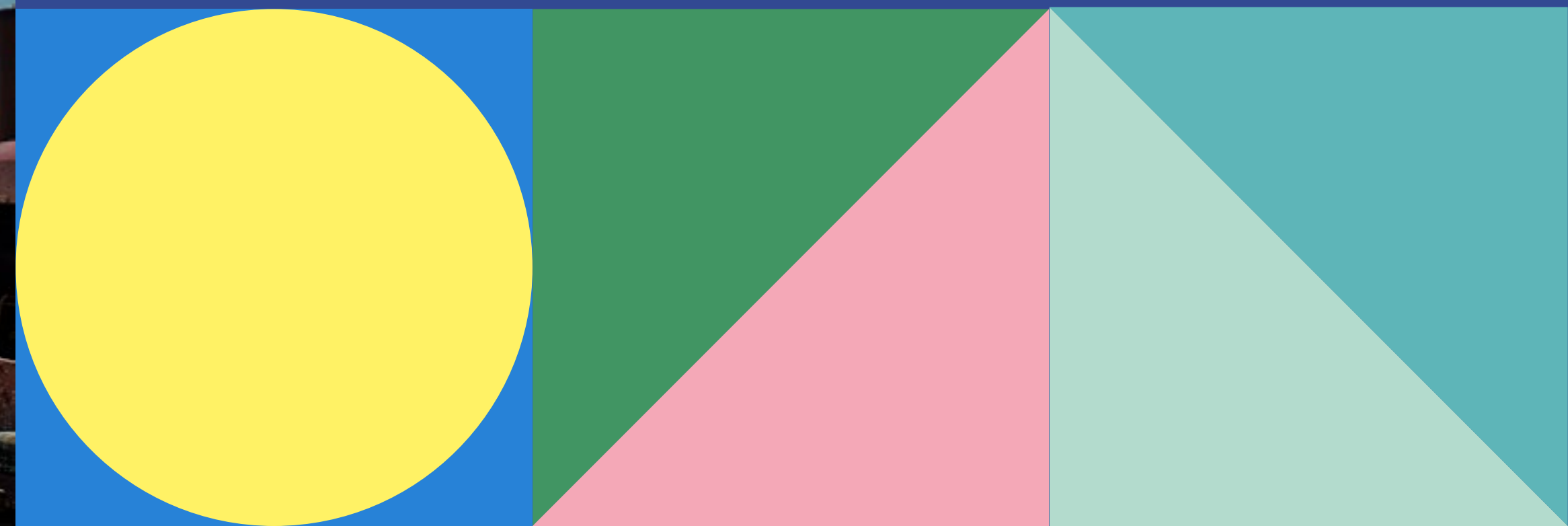
## Business Case Development

The proposed Towns Fund projects in Hastings have been brought forward by organisations in the Borough, region and by some national organisations, with different levels of capacity. It will be the role of Hastings Borough Council, as the Accountable Body for the fund, to work with these organisations and enable the preparation of the business cases for the seven TIP part 2 proposals submitted. To ensure consistency in preparation and independent assessment this is likely to be commissioned externally, with the engagement of each of the project leads being crucial.

Many of the projects proposed are at an early stage of development and it is our intention to support the development of all the projects to RIBA stage 2 where required prior to business case development. Projects which are in advance of this (see Project Status Table) will proceed to business case development and some may be identified as 'shovel ready' when the 'Heads of Terms' are negotiated.

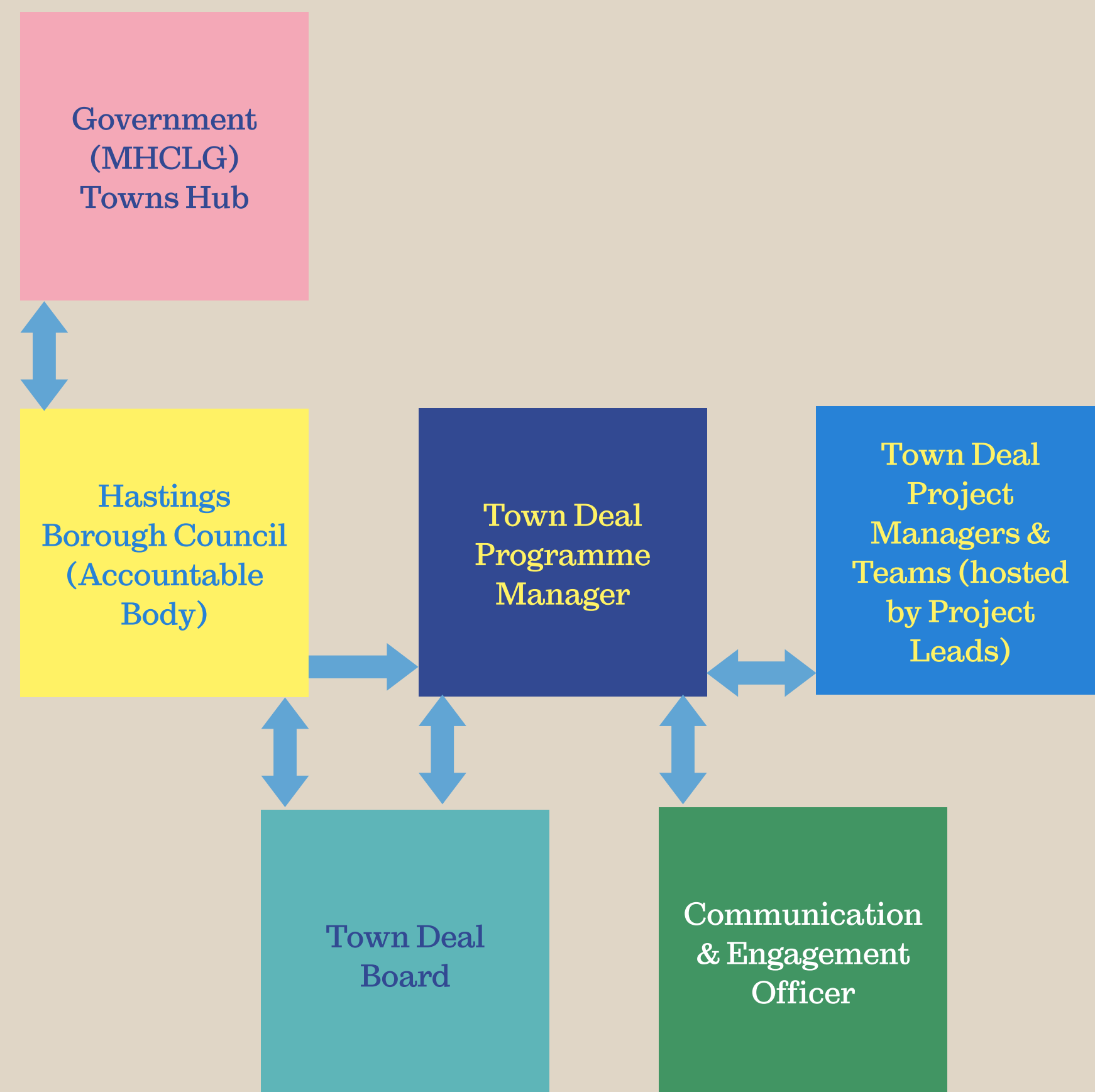
The Business Case commission will encompass the following:

- Preparation of business case for all Towns Fund projects in accordance with the Five Case Business Case model ensuring compliance with HM Treasury's Green Book
- Each business case will review the strategic context and the economic case for the proposal; and then set out the full Economic Case; the Commercial Case; Financial Case; and Management Case
- As part of this process we will also assess the risks in terms of: the financial requirement / viability of the project; affordability; future sustainability; the procurement strategy; and the management arrangements for the successful delivery of the project.



# Governance & Project Management

The proposed Towns Fund programme will have a clear governance and management structure. The programme will be overseen by the Town Deal Board, but the Borough Council will be the Accountable Body and it will have overall responsibility for the delivery of the programme.



Delivery of individual projects will be assigned to specific lead organisations with dedicated key individual/s who will have project management and financial responsibilities. This line of responsibility will be clearly set out during the business case documentation for each of the projects.

In addition, and subject to Towns Fund / MHCLG and other sources of funding, it is expected that the Town Deal Board will continue to operate throughout programme delivery. Its role will be to:

- Develop and agree an evidence base for the Town Investment Plan and monitor / evaluate progress against the agreed strategic objectives
- Engage in the development of wider programme of interventions (revenue and capital) to maximise impact and wider reach in the most deprived wards
- Co-ordinate matching resources and influencing stakeholders.

Subject to Hastings Borough Council (Accountable Body) and Town Board agreement:

- Forums and boards will be established by the delivery bodies to oversee specific themed programmes. Overall programme management will be overseen by the Accountable Body in conjunction with the Town Deal Board partners
- A programme manager will be appointed by Hastings Borough Council who will review programme delivery against scope, commitments, timeline, budget and key performance targets








“kick-start new ventures and reappropriate many of the empty shops in the town centre by offering these spaces to new businesses at subsidised start-up rates.

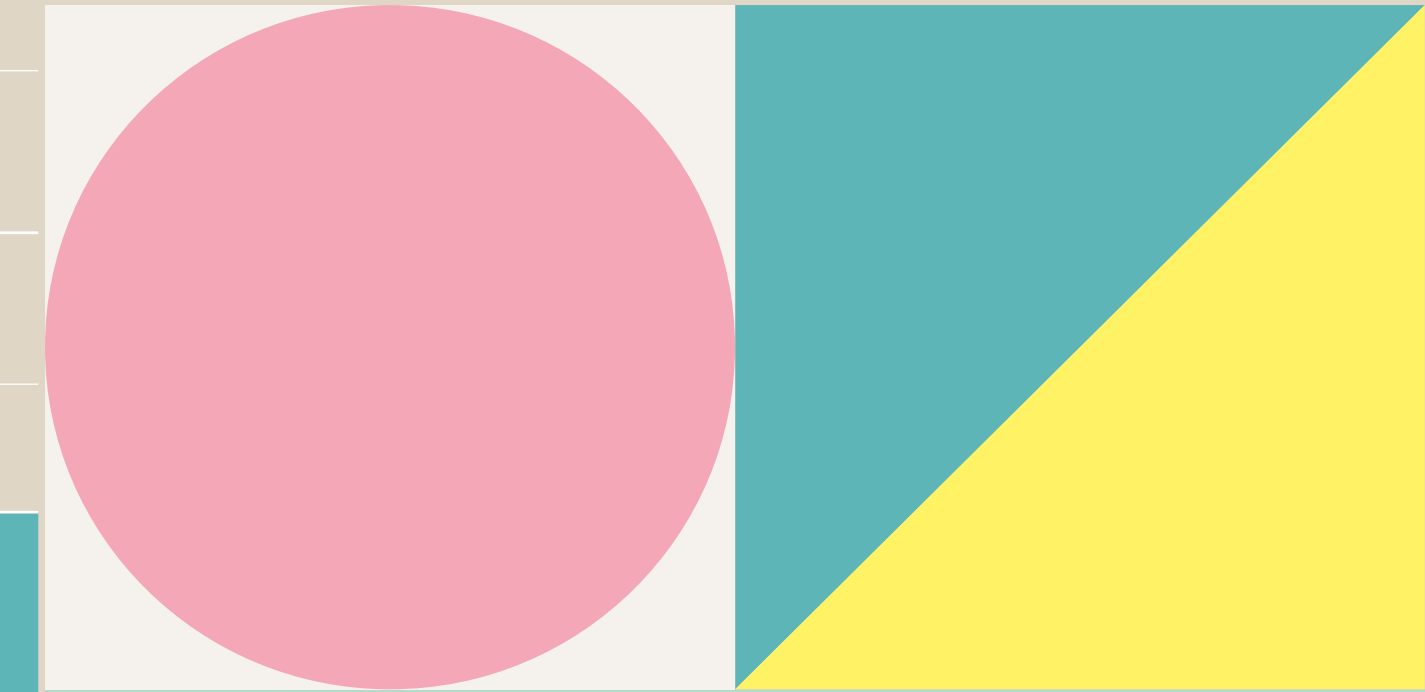
Hastings resident

- Each project will also be expected to have a dedicated manager and team, appointed by the project leads, who will manage the projects on a day-to-day basis on behalf of the respective project board
- They will liaise with the communication and engagement officer to undertake co-ordinated publicity, communication, engagement with communities, businesses and organisations
- A project management tool kit will be issued to each of the project leads to ensure consistent and effective monitoring and reporting of progress. Each project will be asked to use and produce a standardised ‘highlight report’, and ‘exception report’ and a ‘change request’ form as the project progresses
- Dedicated cost codes will be established for each of the projects both by the council and each of the project leads. Financial checks and due diligence will be conducted by the council as required.

Hastings Borough Council has extensive experience in successfully delivering funded schemes from large capital and revenue programmes such as the Stade Development (£10m), Central St Leonards Urban Renaissance Programme (£2.6m); The Source Skate Park (£0.6m); CLLD CHART programme (£7m); EU Funded Answers to the Carbon Economy (£1.5m); Central St Leonards Housing Renewal Programme (£10m).

# Indicative Programme Delivery Timeline

Towns Fund Spend Profile – Programme			Indicative Programme Timeline					
Programme Themes	Projects	Indicative Programme Timeline						
		20 / 21	21 / 22	22 / 23	23 / 24	24 / 25	25 / 26	
 <b>Enterprise &amp; Employment Infrastructure</b>	Churchfields Industrial Estate		█					
	Enterprise space, Ponswood		█					
	Hastings Co-working, Flexible Office and Community Space		█					
 <b>Green Low Carbon Skills &amp; Economy</b>	Green Construction, Energy & Vehicle Training Centre		█					
	Broadening Futures Together		█					
 <b>Hastings Castle World Heritage Destination</b>	Hastings Castle		█					
 <b>Town to Sea Creative Quarter</b>	12 Claremont		█					
	Cambridge Road Development		█					
	OB Creative Digital Hub		█					
 <b>Town Centre Core</b>	Town Centre Core (Phase 1 projects)		█					
 <b>Town Centre Public Realm &amp; Green Connections</b>	Town Centre Public Realm & Green Connections		█					
 <b>Town Living</b>	Town Living		█					



## Monitoring & Evaluation of the Town Deal

In addition to the above governance, programme and project management structure, the following monitoring and evaluation arrangements will also be in place:

- Town Deal Board and EDG strategic oversight
- Outcome baseline and measurement methodologies to be agreed – focusing on the delivery of the key principles of the Town Investment Plan
- Evidence and project-specific outputs from intervention framework outcomes
- Online engagement monitoring tools to be established (reach / engagement etc.)
- Potential opinion polls / surveys throughout the programme using partner facilities.

# Endorsements

“The County Council has a long history of working together with Hastings Borough Council and local partners. The Town Investment Plan will build on this, driving sustainable economic growth and productivity for all to benefit from. We fully support the Hastings Town Investment Plan and the exciting breadth of prospects for investment it brings for Hastings and to the wider area.

Cllr Keith Glazier, Leader East Sussex County Council

“Rother District Council fully support the Hastings Town Deal Investment Plan. Its vision, ambition and projects for investment have the potential to positively impact our economic prosperity across the entire travel work area of our two authorities as well as rippling out beyond that into the wider region. We look forward to supporting Hastings in delivery of their investment plan and cementing our collaborative approach to improving the prospects and wellbeing of our communities.

Malcolm Johnstone, Chief Executive, Rother District Council

“Those of us who know Hastings know that it is a fantastic place to live, work, and visit, with its own distinctive character. But recent events have hit the town hard, and the work of rebuilding begins now.

This investment will provide a unique chance to turbo-charge improvements to the centre of Hastings and benefitting the whole town in the process. It will make Hastings a better place, creating more jobs and, equally important unleashing the talents and ambitions of local residents, particularly for our more disadvantaged communities.

The projects will cement Hastings' reputation as a town of innovation, growth and dynamism regionally, nationally and even internationally, with potentially huge benefits for everyone who lives or works here. I fully support and endorse these ambitions and look forward to seeing progress on them.

Sally-Ann Hart, MP for Hastings & Rye

“It's important for Hastings to be able to provide a breadth of commercial space, including follow on space where in the past we have seen business leave because of a lack of it.

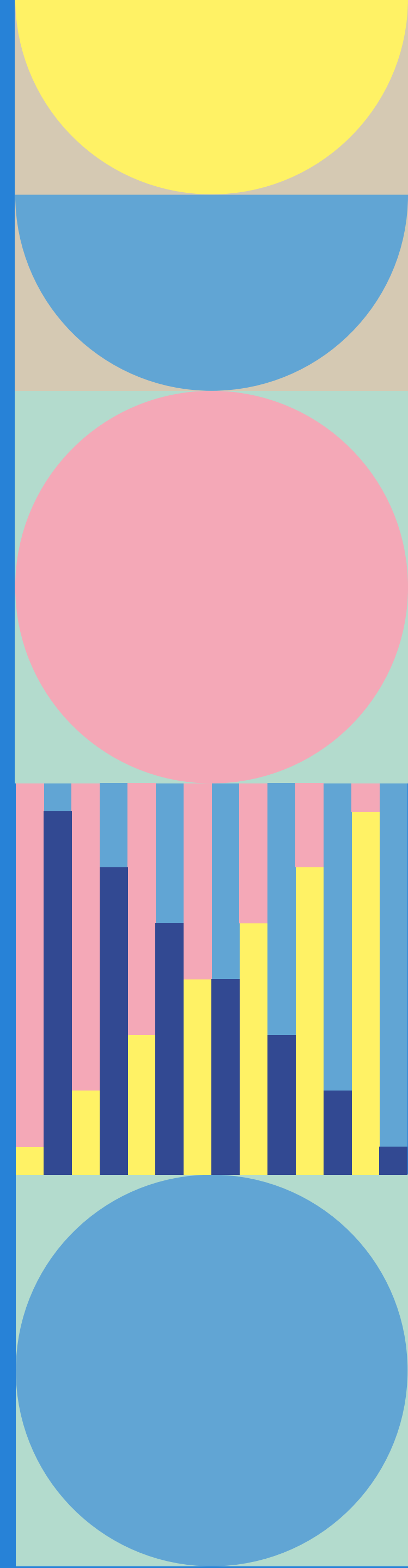
...

Investment in green and land skills provision, with their associated technological advances, will through the town deal programme help us to futureproof our town and the prospects of its residents.

Sonia Blizzard, Chair, Seachange Board

“This is an imaginative and very welcome plan that will deliver the kind of workspace that's critical to Hastings' future. It is set to provide flexible town centre co-working and shared workspace for the growing creative sector and those who are working remotely, as well as much needed larger and adaptable units for engineering and manufacturing companies on the Ponswood Estate. This is sure to be welcomed by growing companies already here and especially by those looking to move into the town.

Philip Johnson, Locate East Sussex



“The South East Local Enterprise Partnership (SELEP) is tasked with driving forward economic growth and prosperity across the Partnership area, ensuring it is open to sustainable investment and maximising opportunities to help businesses grow and to support residents. SELEP is fully supportive of the Hastings Town Deal Investment Plan, which will provide an excellent framework and ‘re-set’ programme for investment and inclusive growth across the town, but more than that the projects for investment could realise wider regional benefits and outcomes for our communities.

Chris Brodie, Chair, South East Local Enterprise Partnership

“This investment plan provides a framework for the town that’s much needed.

Alma Howell, Historic England

“The work and diligence that had gone into this is so impressive. It presents an exciting vision for the future and also is so broad ranging and thoughtful in approach.

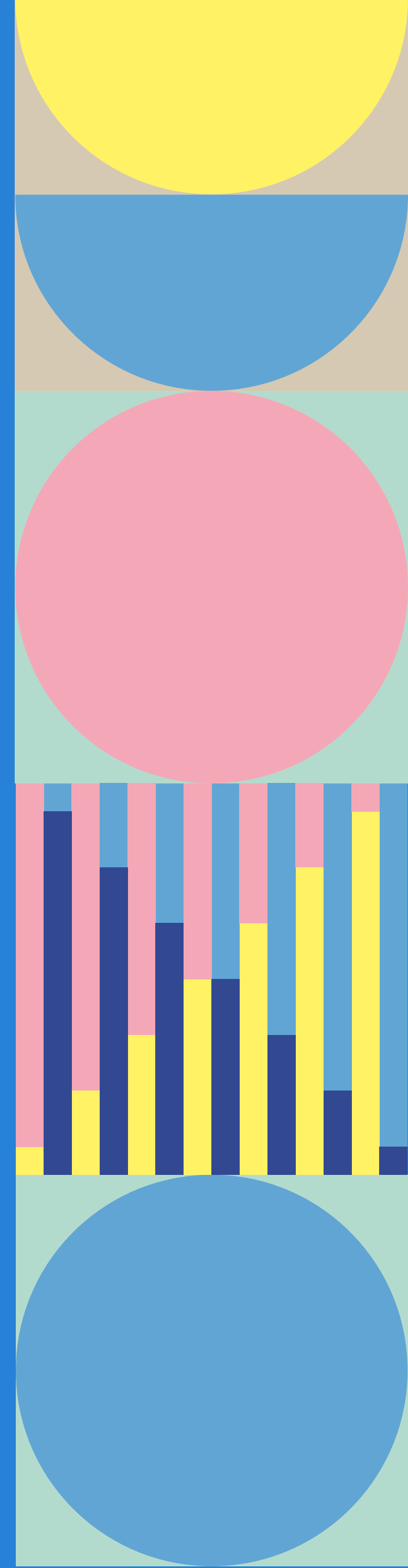
Liz Gilmore, Cultural Leaders Group & Curator, Hastings Contemporary

“Hastings Local Strategic Partnership welcomes the investment in the town, which will provide a focus for change and regeneration. Members have a history of working in partnership to identify and overcome the challenges faced by local residents. The Town Deal Investment Plan, together with the new Local Plan, will provide a long-term framework and structure around which to shape the vision for the town. The ideas and dreams of local voices can be harnessed through these, and the LSP, to deliver transformational change that will leave a legacy of a better future for all who view Hastings as home. Together we can #MakeItInHastings.

Carole Dixon, Chair, Local Strategic Partnership

“Hastings, with its many blue and green spaces, vibrant culture and a strong community spirit, now has the chance to move into the future. By building partnership projects that harness the borough’s unique heritage and identity, young people will grow up in a town that they want to stay in.

Francis Lucien Brown, Youth Council Co-chair & Town Deal Board member

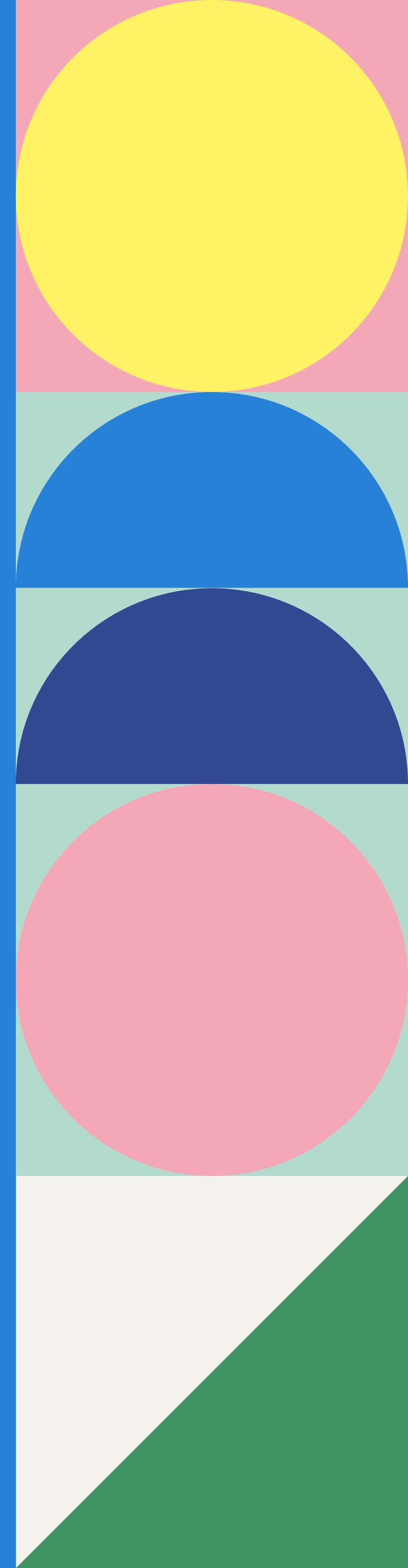


## Town Deal Board

- Cultural Leaders Group
- East Sussex College Group
- East Sussex County Council
- Hastings & Rother Interfaith Forum
- Hastings Borough Council
- Hastings Chamber of Commerce
- Hastings Community Network
- Hastings Voluntary Action
- Hastings Youth Council
- Love Hastings Ltd – Business Improvement District
- NewRiver REIT
- NHS Hastings & Rother Clinical Commissioning Group
- Public Health East Sussex County Council
- Sally-Ann Hart, MP Hastings & Rye
- Sea Change Sussex
- South East Local Enterprise Partnership (& Team East Sussex)
- The Source Park
- Trinity Triangle Heritage Action Zone
- Unveiled Ltd.

## Project Delivery Leads

- East Sussex College Group
- Education Futures Trust
- Freedom Works
- Great Dixter Charitable Trust
- Hastings Borough Council
- Hastings Garden Town Team
- Heart of Hastings Community Land Trust
- Leisure & Learning Ltd
- NewRiver REIT
- Plumpton College
- Unveiled Ltd
- White Rock Neighbourhood Ventures.



## Photography

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& Robin Johnson, Johnson Bespoke) (p12, p47)  
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Hastings Borough Council:  
(p6, p10, p14, p19, p20, 21, p28, p38, p51, p52, p53)  
Dawn Dublin (p10, Ponswood)  
Greg Heath © (p13)  
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Agata Read © (p58).

Project Pages:  
Enterprise & Employment Infrastructure (p51) Hastings  
Borough Council  
Town to Sea Creative Quarter (p48) © IF\_DO, Exterior  
OB impression © Wire Collective  
Green Skills & Low Carbon Economy (p52) East Sussex  
College Group, Hastings Borough Council  
Hastings Castle World Heritage Destination (p53) Hastings  
Borough Council, Adobe Stock  
Town Centre Core (p55) Priory Meadow © NewRiver REIT,  
Hastings Borough Council  
Town Centre Public Realm & Green Connections (p56):  
Hastings Borough Council, Adobe Stock  
Living Town (p57): Adobe Stock.

## Design

Larking Agency, Hastings.

## Further Information

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[www.hastingstowndeal.co.uk](http://www.hastingstowndeal.co.uk)  
[www.hastings.gov.uk](http://www.hastings.gov.uk)

**Hastings**  
Town Deal Board

