

# Hastings Cultural Regeneration Strategy

2010 - 2015





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# Introduction

The Jerwood Foundation's choice of the Stade, Hastings<sup>1</sup>, as the site for its major new art gallery has given us a 'once in a lifetime' opportunity to accelerate the pace and depth of the town's regeneration.

The new gallery will house one of the most important collections of recent work by British artists in the country. Many of these have not been seen in public before. It will host touring exhibitions, including the work of the latest Jerwood prizewinners and will have an education and outreach programme.

The Council has responded by developing the Stade as a high quality space for outdoor events and performance. Both will open in 2011. These, together with the new facilities at Sussex Coast College Hastings (2010), and the refurbishment of Hastings museum (2008), represent an investment of over £30 million in Hastings cultural infrastructure.

Hastings has a unique character and heritage. Whether it's mainstream, like the architecture of

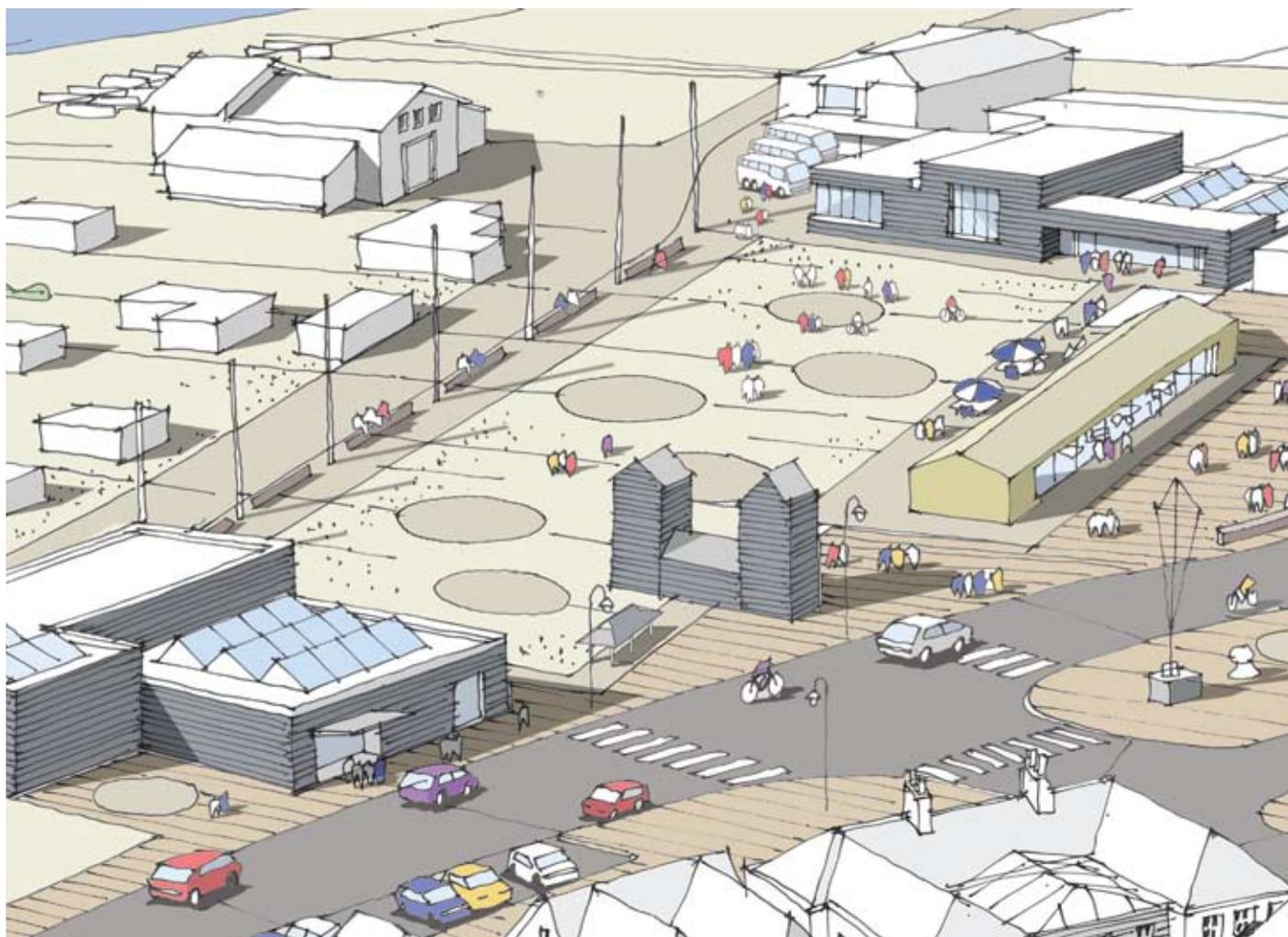
the Old Town or Burtons St Leonards, or like Jack-in-the-Green and Bonfire, Hastings already has a richness to it that other places envy. Its residents are rightly passionate about and proud of their town.

The town is already a centre of creative excellence, home to artists<sup>2</sup> and organisations whose work is recognized nationally and internationally, and who are delivering quality work in the town and beyond. Artists and other creative workers are drawn to the town where the beach, sea and countryside are important to the lives of residents and visitors. The natural beauty of the coast and countryside provide both context and inspiration to many.

This strategy sets out how we will capitalise on this investment and on our existing artistic and cultural activity to create and sustain a uniquely Hastings renaissance ensuring that benefits accrue to the town's economy and to our local communities.

<sup>1</sup> Hastings is defined as the Borough of Hastings.

<sup>2</sup> Artists as used in this document comprises both visual and performing artists, including musicians



An artists impression of the Jerwood Gallery

# Introduction

As a cultural regeneration strategy it emphasises the contribution cultural activities<sup>3</sup> can make to growing the local economy including the creative sector, increasing employment and skills levels, and empowering residents and communities.

In summary this strategy takes three elements: Hastings' cultural infrastructure, including the Jerwood Gallery and the Stade; its artists, performers and other creative businesses and its communities and tradition of festivals. By developing the cultural infrastructure and by opening up opportunities for professionals and communities to contribute, separately and together, to a more visible and exciting cultural programme we will strengthen our visitor economy and creative industries and raise aspirations in the town.

If this is to succeed we also need to brand and market the town more effectively, provide advice and support to businesses so that they can benefit and effectively link

cultural activities to both formal and informal learning. In difficult times for both the private and public sector this strategy seeks to identify how we can most effectively work together to make the best use of increasingly limited resources. With cuts to public funding the challenge will be to find other ways to meet agreed objectives.

To make the most of our new infrastructure and to make the creative life of the town more visible we have designed a town-wide arts and cultural regeneration programme which will enable Hastings to mount an unprecedented level of cultural activity in 2011/2012 leading up to and following the opening of the Jerwood Gallery and the Stade. This programme is dependent on bids for a combination of HBC, Arts Council and European funding and its scale will depend on the extent to which those bids are realised or can be replaced with commercial sponsorship.

<sup>3</sup> The Department of Culture Media and Sports (DCMS) defines cultural activities as encompassing, 'the whole cycle of creation, dissemination, exhibition, archiving and creative education across the following sectors:

- visual and performing arts (e.g. painting, sculpture, photography, crafts, theatre, dance, opera, live music);
- audio-visual (including film, TV and radio);
- architecture and design;
- heritage and the historic environment;
- libraries and literature;
- museums, galleries and archives; and
- tourism, as it relates to the above'.

DCMS *Culture at the Heart of Regeneration*, (June 2004)



St Leonards Festival

The challenge for the strategy over four years will be to sustain activities for the long term and to ensure that the injection of new resources has lasting benefits for the town's economy, and communities.

The strategy involves the hospitality, leisure and retail sectors, and creative businesses and relates to the work of schools and the college, to community-led activities, to the work of artists and performers, to international traditions, and protecting and enhancing our local environment and heritage. So inevitably it overlaps with other strategies such as sport, open space, economic development and inclusion and community cohesion (see Appendix A). It does not seek to repeat these, but keeps a focus on how culture and creativity can help achieve wider goals, and the ways other

strategies can support these cultural objectives.

We need this strategy in order to make the best of the opportunities offered by the Jerwood Gallery and Stade open space, and to achieve the maximum economic and social benefits for the town and its communities. This strategy also provides a framework for levering in additional public and private resources and for aligning and co-ordinating partner investment in cultural infrastructure and activities.

This document sets out the vision, purpose and objectives for the strategy. For each objective it describes the approach we will take to achieving the goals we have set. Section 4 sets out how we will know whether we have succeeded. Appendix A lists the relevant strategies and plans already in place.



Banksy, Ben Eine, Moths by zeroh and Moose, public seating by Steve Geliott

# 1. Vision, Purpose & Objectives

## Vision

Our vision is of a town that is one of the top must-visit places in the South East with a lively, high quality and diverse cultural life, where the “visitor economy” of hotels, restaurants, venues, shops and attractions combines with creative businesses to provide new employment and economic growth.

## Purpose

The purpose of this strategy is to bring about a cultural renaissance in Hastings and St Leonards that will be enjoyed by local people and visitors alike and to use culture as an effective vehicle in the drive to create a healthy economy and stronger communities and to raise aspirations.

## Partnership

Partnership is the key to achieving these objectives. We will work with partners including community organisations and local businesses, artists and arts organisations, the Jerwood Foundation, Hastings Trust, local schools, the County Council, Sussex Coast College Hastings (SCCH), University Centre Hastings (UCH) and other educational establishments in order to maximise our joint contribution to Hastings culture and economy. We will build on existing networks to promote practical and effective joint working. To provide a strategic lead the Council will seek to establish a broad based cultural partnership linked to the LSP.

## Relationship with other strategies

The Cultural Regeneration Strategy will contribute to realising Hastings’ vision of ‘the renaissance of Hastings through social, economic, cultural and environmental regeneration’ (Sustainable Community Strategy 2003 – 2013). It will help meet the objectives of the Hastings and Bexhill Economic Development and Inclusion Strategy ‘to create an inclusive, successful and sustainable economy, which brings a decent standard of living and quality of life to all our residents.’

This strategy will also take forward aspects of the Hastings and Bexhill Seafront Strategy, and of the Destination Management Strategy. A full list of related strategies and plans is provided in Appendix A.

## Purpose

## Objectives (Not in priority order)

- To transform the town’s cultural infrastructure, historic townscape and general appearance, by developing new cultural venues, improving existing venues, pro-actively conserving our architectural heritage, and enhancing the seafront and the public realm around the town centres
- To develop, strengthen and promote exciting and high quality performing and visual arts
- To develop a year round programme of cultural activities, professional and community based, linking with the new Stade facilities
- To develop and brand the town as a major cultural destination on the South Coast, building on Hastings’ distinctive identity and using the Jerwood Gallery and Stade as a catalyst
- To increase business activity and create prosperity through the growth of a successful visitor economy and creative industries
- To work with local people to lead, organise, participate in and enjoy a wide range of cultural activities locally and town wide
- To enable local people, particularly those who are disadvantaged to raise their skills and aspirations through participation in cultural related activities, education and training



Seafood and Wine Festival

## 2. Meeting our objectives

**Objective One:** To transform the town's cultural infrastructure, historic townscape and general appearance, by developing new cultural venues, improving existing venues, maintaining historic buildings, and enhancing the seafront and the public realm around the town centres

### How are we going to achieve this?

**Cultural venues:** We will make the most of Hastings' new venues and work with our existing venues to provide quality spaces for exhibitions, performance, meetings and other activities to cater for a variety of audiences - visitors and local residents.

The Stade Space and the Jerwood gallery will open in 2011. Alongside these new venues Hastings has a variety of existing venues, including the White Rock Theatre and St Mary in the Castle, and many other small venues catering to local audiences. Overall these venues are underused, do not provide regular shows or advertised cultural activities and do not seek to attract visitors, either those staying in the town or for the evening. We will work with new and existing venues to address these challenges so that Hastings is able to offer local residents and visitors a good listing of cultural activities throughout the year.

**Developing cultural quarters:** We will encourage the development of our cultural quarters. For example, in Hastings centred on the Old Town and the Stade, with the fishing industry, its museum and the Jerwood Gallery; in Central St Leonards, built around studio and workshop space for the creative industries; and in Hastings town centre from the White Rock Theatre to Station Plaza. We will support creative businesses to establish themselves (studios, workshops etc.) in empty and redundant units; encourage the re-use and renewal of old buildings to enhance the provision of cultural venues and facilities and encourage 'venues' in these areas to provide and promote live performances and small scale events.

### Maintaining and developing architectural heritage:

Much has been accomplished over the last decade in terms of the quality of our built environment. The town has made significant progress towards improving seafront properties, ensuring the properties in conservation areas are well maintained by owners by offering grants, issuing notices, and targeting empty properties to bring them back into use. All this has had a positive visual impact on the appearance of the town.

We will continue to promote improvements to the built environment by encouraging private and public investment. We will encourage high quality and appropriate design of new developments,

maintenance of existing buildings and conservation and restoration of built heritage of significance, through control, advice and enforcement.

**Enhancing the seafront and public realm:** Spending time on the beach is the activity most associated with a visit to Hastings (Hastings Destination Profile). The Jerwood and Stade developments will bring new visitors to the seaside and are likely to raise expectations of the seaside environment. Improvements to the public realm have tended to be ad hoc and dependent on new developments. We will seek private and public investment in the seafront and promote public art in order to enhance the public realm. When making improvements to the public realm we will endeavour to combine quality and low maintenance.



Walking the fish, 2010

# Meeting our objectives

## Objective Two: To develop, strengthen and promote exciting and high quality performing and visual arts

Hastings has a wealth of talent - artists, musicians and performers - some with national and international reputations. We will work with the sector to make what we have more visible, to promote quality and to enable artists and communities together to create new work. We will use the web and commissioning as the main mechanisms and make the most of the opportunities offered by the Jerwood Gallery and by our festivals and cultural programming. Our priorities are:

- To work with partners to develop a web and social media presence which will promote the Hastings creative sector, publicise cultural events and projects, and get local people and visitors excited about Hastings' arts. (See also Objectives 4 and 5).
- To use commissioning in order to create quality work and provide opportunities for local artists and organisations to compete for tenders. We will work with partners and the private sector to create opportunities for commissioned work, establish transparent processes and provide advice to those new to tendering.
- To make the most of the opportunity offered by the Jerwood Gallery to develop and market the strong visual arts Hastings already has, centred around Hastings Museum and Art Gallery and our independent and commercial galleries. Jerwood will have the capacity to attract exhibitions of international repute. We also have that facility at Hastings museum and art gallery.
- To make best use of Hastings' festivals, particularly Coastal Currents, and its venues to promote quality writing and performance.
- For artists and arts organisations to work together to build audiences and promote excellence, particularly through the programming of exhibitions, performance and events

## Objective Three: To develop a year round programme of cultural activities, professional and community based, linking with the new Stade facilities

### How are we going to achieve this?

**The Stade** adjacent to the Jerwood Gallery is being developed into a high quality space for outdoor events and performance. A new community building along side the open space is under construction which will provide indoor facilities to complement the outside space. Both indoor and outdoor spaces will be community managed. The Jerwood Gallery chose this location because of the unique juxtaposition of the fishing fleet on the working beach, the historic net-huts, the seaside amusements, the architectural quality of the Old Town and the closeness of the Country Park with its maritime ecology and sandstone cliffs. Creating a diverse and exciting programme of cultural activities will bring local people and visitors together to enjoy this remarkable place throughout the year.

**Place and Pride:** The starting point for the cultural programme is Project Space, an HBC and Arts Council supported project to raise awareness of the new programme and work with communities to bring arts into Hastings town centre from Autumn 2010. The Stade cultural programme will draw on the experience of

Project Space. While its scale will depend on funding, the intention is to commission high quality launch events to attract a large and diverse audience, both national and local, including new visitors to the town and local people coming to the Stade for the first time. This week-end of activities will kick-start the marketing of a year round cultural programme that builds on existing key festivals and events, incorporates newer events, International Women's Day, Refugee Week, and integrates community and neighbourhood activities and events as they develop.

**Sustainability:** With significantly reduced public sector funding, the strengthening of the creative industries infrastructure within the town will be an important strand in the maintenance of a year-round cultural programme. Professional organisations, performing artists and businesses, independent and commercial galleries and educational providers, will need to work together to attract inward investment, through both grants and sponsorship. Revenue from Stade based activities will be re-invested in the management costs of running and maintaining the indoor and outdoor spaces.

**Objective Four:** To develop and brand the town as a major cultural destination on the South Coast, building on Hastings’ distinctive identity and using the Jerwood Gallery and Stade as the catalyst

**How are we going to achieve this?**

**Branding:** Hastings needs a forward looking image to promote the area as a desirable place to live, work, visit and invest in. To take advantage of the opportunities offered by the Stade improvements (including the Jerwood Gallery and quality outdoor event/performance space), we will develop an identity that promotes Hastings’ contemporary culture as well as exploiting the more historical aspects of the town for which it is internationally known. This identity needs to embrace Hastings’ distinctive and diverse culture, including its festivals and community-led events, and should place the town as a key destination within the south-east cultural coast.

**Marketing:** We will identify target audiences most likely to be attracted to the town by its cultural offer, and develop a marketing plan to effectively ‘sell’ the town and the area to those audiences, particularly focusing on high-spending, and staying, visitors. We will also look at how best to market the town to London and the South East’s diverse communities. This will have implications for the overall marketing strategy for the town. It will put Hastings at the centre of a comprehensive ‘cultural coast’ experience, linking the town’s cultural activity, including the Stade improvements, to the complementary attractions of the history of 1066 Country, the Turner Gallery in Margate, the Towner in Eastbourne, the De La Warr Pavilion in Bexhill, the many delights of

Brighton, and the beauty of the local countryside, encouraging visitors to spend longer than a day here.

Our target audience will include higher-spending domestic short breakers, wanting to enjoy the best that England can offer, and overseas visitors exploring one of the richest cultural destinations in the UK, alongside our valued day visitors who come for our seaside attractions.

**Facilities:** To ensure that everyone enjoys their time in Hastings, and to maximise the economic benefit to the town, Hastings has to provide the right environment for the high-spending visitors it wishes to attract. This includes continuing to attract good quality and appropriate visitor accommodation, a range of restaurants, cafes and bars offering a good range of food and drink, where possible locally-sourced, an appropriate shopping offer (including the anchor High street stores and its own distinctive mix of independent/boutique retailers), and a good choice of other activities suited to the target markets.

Information on where to go and what to do must be readily accessible both to potential visitors before they arrive and here when they do. The priority is to package the information to ensure that it can be found easily by potential visitors. Websites and social media will be used to market Hastings arts and culture to potential visitors (See Objective Two and Five).



Coastal Currents

# Meeting our objectives

**Objective Five:** To increase business activity and create employment through a successful visitor economy and the growth of creative industries

## How are we going to achieve this?

**The visitor economy:** Hotels, restaurants and distribution represents 7% of Hastings' economy and retail 13%<sup>4</sup>. If these sectors are to grow and benefit from the increase in visitors – particularly high spending visitors that will be attracted by our improved cultural offer – then they will need to offer the quality products such visitors expect.

We will work with partners to attract the development of appropriate accommodation, retail and activities and to help businesses to 'position' themselves to make the most of the new visitor economy. We will work with businesses to create new attractions such as a regular farmers market and to extend the visitors' economy outside the traditional high season of June – September, into the low season (i.e. October – May).

**Creative industries:**<sup>5</sup> The creative industries are a small but significant sector within the Hastings economy with the potential to grow. They can also bring additional value to the local economy by taking up empty units and bringing new life into run-down areas. Hastings Old Town, Central St Leonards and Hastings Town Centre have concentrations of creative enterprises that could contribute to the creation of local cultural quarters.

More generally, creative workers are an

important source of innovation.

Both SCCH and UCH offer courses that will support employment in the creative industries, equipping local people with appropriate skills and bringing new skills into the area.

To support creative businesses to survive and grow we will work with partners, including 1066 Enterprise, SCCH, UCH and others to identify and promote appropriate business training and to support networking, using the web (See Objective Two and Five). We shall continue to lobby for high speed broadband to be available across the Borough as this will support the growth of the creative sector and provide additional employment opportunities.

We will promote Hastings Old Town, Central St Leonards and Hastings Town Centre as cultural quarters, (See Objective One on infrastructure). We will work through UCH and SCCH and partners to provide appropriate skills for those seeking employment and working in the creative industries, including the nascent film industry. The quality of life, competitive rents for businesses and low house prices, there is encouragement for existing cultural enterprises to stay in the town and for inward investment, thus creating further employment opportunities in the future.

<sup>4</sup> 2008 figures from Annual Business Inquiry, East Sussex in figures (May 2010)

<sup>5</sup> Creative industries include advertising, architecture, art and antiques, computer games, crafts, design, designer fashion, film and video, music, performing arts, publishing, software, TV and radio, DCMS (1998/2001) Creative Industries Mapping Documents. London, Department for Culture, Media and Sport



St Leonards Festival

## Objective Six: To work with local people to lead, organise, participate in and enjoy a wide range of cultural activities locally and town wide

### How are we going to achieve this?

**Celebration:** Community-led festivals, Jack in the Green and Hastings Bonfire, Old Town Week and Hastings Week, are recognised as valued contributions to the cultural life of the town. Local people are involved in their planning, delivery and enjoyment and they attract many visitors. Through outreach work we will widen the opportunities for more residents to participate in celebratory activities that reflect the life, interests and aspirations of their communities and neighbourhoods. This will increase the diversity and range of cultural activities to be enjoyed throughout the town and by its visitors. Development work will enable other important events, Seafood and Wine Festival and St Leonards Festival, to become sustainable as genuinely community-led celebrations.

**People and Participation:** We will commission, directly or indirectly, artists and arts organisations to work with local people from established and emerging communities in different places and neighbourhoods. The work will encourage people of all ages, backgrounds and skills to come together and share in creative endeavours that

they and others can enjoy. Cultural and community venues, schools and learning providers, Hastings Museum and Art Gallery and the Jerwood Gallery will have the opportunity to work in original and creative ways with new and existing audiences. Community organisations and forums will be supported to plan, manage and deliver cultural events and celebrations learning alongside experienced local people and professionals.

**Sustainability:** With significantly reducing public sector funding, the Council and others will need to be clear about the in-kind support they can offer communities delivering festivals, celebrations and cultural events, both established and new. Road closures, health and safety support, licences etc are all valued and essential components in the delivery of events that are safe and well-run. We will work with community groups and forums to provide them with the necessary experience, status and aspiration to attract grant funding in their own right to sustain the impetus to new cultural activity that we hope will be stimulated by currently funded programmes.

## Objective Seven: To enable local people, particularly those who are disadvantaged, to raise their aspirations and skills through participation in cultural related activities, education and training

### How are we going to achieve this?

In terms of formal education we will work with the fantastic new facilities offered by SCCH and UCH, with Creative Partnerships, with Helenswood and William Parker Specialist Schools, with the planned Hastings and St Leonards academies, with Making Waves: the Music Rehearsal space in Hollington Youth Centre and all our schools and community education partners. Using local networks we will build links between particular courses, and the wider cultural programme so that groups of students and individuals are able to participate in the programme and benefit from the opportunities it offers. We will build on and develop the relationship between the museum and schools and make the most of the opportunities offered by Jerwood and the new Stade facilities.

Informally, participation in cultural activities can help people build their self belief, raise their aspirations, get involved in informal learning, develop life skills and provide an incentive and starting point for gaining new

skills. Such activities can provide opportunities for those who are not in paid work and are a part of the pathway into paid work or enterprise as described in the Economic Development and Inclusion Strategy. While relatively few people are likely to make the direct move from participation to more formal learning and work, creativity inspires people in many different ways which cannot easily be predicted. So it is important not to curtail that potential with unnecessary, external requirements.

Our approach will be to commission artists and arts organisations to work directly with communities. Where possible we will seek to give time to the endeavor and to establish working arrangements with staff and volunteers who know the communities well. Given the emphasis on aspirations we will expect commissions to result in an end product such as a performance or display put on either locally or as part of the programme of events described in this strategy.

# 3. How will we know whether we have succeeded?

The indicators set out in the table below have been selected to provide an assessment of how well the strategy as a whole is achieving its objectives. They focus primarily on outcomes – that is, the long term, sustainable benefits such as new venues, festivals, employment, and stronger communities.

The indicators are defined for each of the seven objectives. However these objectives reinforce each other, with actions in one also helping to achieve positive outcomes for other elements of the strategy.

They are SMART – that is, specific, measurable, achievable, relevant, and timed. Baseline research in 2010 will establish where we are, including a business and residents survey. Follow-up research in 2012 and 2015 will evaluate progress.

This evaluation, which is linked to Arts Council funding, will also provide other relevant material, such as examples of press coverage, anecdotes, and case studies. It will also look at multiplier and catalytic effects, such as local spend by new employees in the visitor and cultural sectors, and rise in property values.

The indicators will measure success and improvements, but specific targets are not set, for three reasons: Firstly, there is no objective basis for deciding a target level that is both challenging and achievable; secondly the extent of success will be strongly affected by factors beyond local control; and thirdly, setting targets can lead to rigidity, and reduce the scope for flexible responses to new opportunities, challenges or obstacles.

| Indicator   | Source   | Objective                  |                 |                    |                |                          |              |           |
|---|--|----------------------------|-----------------|--------------------|----------------|--------------------------|--------------|-----------|
|   |  | 1. Cultural Infrastructure | 2. Quality arts | 3. Stade programme | 4. Destination | 5. Business & employment | 6. Community | 7. Skills |
| New applications for entertainment licences                                     | HBC Licensing, business survey                 | ✓                          |                 |                    |                |                          |              |           |
| New art galleries and similar   | Business survey, retail survey                 | ✓                          |                 |                    |                |                          |              |           |
| Number and value of festivals, events and performances per year                 | HBC  |                            | ✓               |                    |                |                          |              |           |
| Residents visiting a museum or gallery  | Residents survey                               |                            | ✓               |                    |                |                          |              |           |
| Numbers attending Stade events  | Attendance count, Jerwood Gallery, cafe custom |                            |                 | ✓                  |                |                          |              |           |
| Number of bed-nights  | Tourism SE                                     |                            |                 |                    | ✓              |                          |              |           |
| Visitor spend   | Tourism SE                                     |                            |                 |                    | ✓              |                          |              |           |
| Spring and autumn car parking in seafront car parks                             | HBC Parking services                           |                            |                 |                    | ✓              |                          |              |           |
| Number of creative businesses   | IDBR, ABI, business survey                     |                            |                 |                    |                | ✓                        |              |           |
| <b>*Employment in creative businesses</b>                                       | IDBR, ABI                                      |                            |                 |                    |                | ✓                        |              |           |
| <b>*Residents attending or participating in arts activities</b>                 | Residents Survey                               |                            |                 |                    |                |                          | ✓            |           |
| Residents thinking their neighbourhood is a good place to live                  | Residents Survey                               |                            |                 |                    |                |                          | ✓            |           |
| Residents thinking people from different backgrounds get on together            | Residents Survey                               |                            |                 |                    |                |                          | ✓            |           |
| Numbers achieving learning / skills outcomes through funded cultural activities | HBC Programme Management                       |                            |                 |                    |                |                          |              | ✓         |
| Institutions and courses participating in the Cultural Programme                | HBC  |                            |                 |                    |                |                          |              | ✓         |
| Numbers applying for arts courses at UCH and SCCH                               | UCH, SCCH                                      |                            |                 |                    |                |                          |              | ✓         |

\* suggested for consideration as Community Strategy target

# Appendix A: Relevant strategies and plans

This strategy links to the strategies and plans listed below:

Arts Council England Great, Art for Everyone 2008-2011  
Arts Council England, Turning Point, a strategy for the contemporary visual arts 2006  
Best Value Review of Council Asset & Public Realm Maintenance Dec 2007  
CABE Stade vision  
Hastings & St Leonards Sustainable Community Strategy 2003-2013  
Hastings Borough Council's (HBC's) Community Cohesion Framework, 2008  
HBC's Public Art Strategy, 2005  
HBC's Art Development Strategy, 2005-2008  
Hastings and St Leonards Youth Strategy 2004-2014  
Hastings Sports Development Plan currently being developed  
Museum Forward Plan  
Hastings Parks and Open Spaces Strategy 2006  
HBC Play Strategy ' Make Way for Play' 2007-2012  
HBC's Corporate Plan 2007/8-2009/10  
Hastings Local Plan 2004  
HBC's Local Development Framework : Core Strategy  
Hastings & Rother – Leisure Facilities Strategy, 2009 – 2020.  
1066 Country Destination Management Strategy, 2007.  
Hastings & Bexhill Economic Development & Inclusion Strategy, 2008-13  
Hastings & Bexhill Seafront Strategy, 2005  
Hastings-Bexhill Destination Management Strategy Plus,TK Associates in association with Acorn, 2007.  
Pride of Place, Sustainable Community Strategy for East Sussex 2008-2025  
East Sussex County Council's Cultural Strategy in development: 'The Art of the Possible'  
South East England Development Agency's Coastal Framework 2008 and the Regional Economic Strategy for the South East 2006-2016  
Overview of Arts and Cultural Regeneration Proposals 2009-2012 'Celebrating Creative Hastings'

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Hastings Retail Study, Knight Frank, 2006 and update February 2010  
Impact assessment of the Stade, Roger Tym & Partners, 2008  
Cultural Mapping, SAM  
HBC Cultural Strategy 'A town that's good to live in' 2003  
Tourism, culture and creativity: preparing Hastings and Bexhill for economic regeneration through education and workforce development in the creative and cultural sectors of the local economy, University of Brighton  
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Hastings Borough Council

[www.hastings.gov.uk](http://www.hastings.gov.uk)  
[www.visit1066country.com](http://www.visit1066country.com)

