



HASTINGS REGENERATION PLAN

'A Hastings for everyone'

**Hastings Neighbourhood Board 10-year vision
November 2025**

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Section 1: Local context

Hastings is a coastal town with a character shaped by more than a thousand years of history and a community known for its creativity, resilience, and strong local pride.

Best known for its association with the 1066 Battle of Hastings, the town has evolved far beyond its medieval fame, developing a distinct identity rooted in its long-standing relationship with the sea, artistic expression, and cultural diversity.

As a town on the south coast of England with a population of around 90,000, its people form a lively mix of long-standing local families, artists, musicians, and newcomers drawn by the town's independent spirit and affordability.

Nestled between the High Weald and the English Channel, Hastings is part of the ancient Cinque Ports confederation and boasts one of the oldest fishing fleets in Europe, still operating from the Stade.

The town's cultural heritage is rich and diverse. It is home to iconic landmarks such as Hastings Castle, the Pier, and St Mary in the Castle. It has inspired innovators like John Logie Baird and activists like Muriel Matters. Community-led events such as Jack in the Green, Fat Tuesday, carnival, and bonfire celebrations reflect the town's creative spirit and civic pride.

Hastings has transitioned from a traditional seaside resort to a town exploring new pathways, balancing tourism and heritage with existing manufacturing and emerging industries, creative enterprises, and community-led initiatives.

Its story so far is one of reinvention: a place where history and modern identity coexist, supported by a community that values collaboration, culture, and a strong sense of belonging.

However, Hastings faces a combination of deep-rooted socioeconomic challenges that reinforce one another and limit the town's potential. Deprivation is both high and concentrated: over 40% of neighbourhoods in Hastings fall within the 20% most deprived in England creating a difficult starting point for many residents and contributing to elevated child poverty with 26.9% of under-16s living in low-income families.

Health outcomes compound these challenges. Healthy life expectancy is consistently lower across neighbourhoods in Hastings and lowest in Central St Leonards (53.9 years for males and 55.5 for females) and demand for primary care is high, with 597 GP appointments per 1,000 people far above regional levels. These pressures reduce people's ability to work and participate fully in community life, while placing additional strain on local services.

Skills levels are also lower than average, with only half of adults holding a Level 3 qualification or above and 14.1% having no qualifications at all. This contributes directly to a weaker labour market, higher unemployment and a lack of social mobility (The Sutton Trust place Hastings in the bottom ten nationally for social mobility) with only 44% of those aged 28 in sustained employment. Many people commute out of area or struggle to find secure, well-paid work locally.

The local economy is driven by tourism, health, retail, manufacturing and the creative industries. Hastings attracts over 4 million visitors annually, generating £358 million in business income and supporting 22% of local employment.

Despite a vibrant sporting scene and successful clubs running multiple men's, women's, disability, and youth teams across football, hockey, rugby, and cricket, there is significant under-provision of high-quality, all-weather facilities in Hastings, especially 3G pitches, which restricts access and growth.

Safety and cohesion also present difficulties. Hastings' recorded crime rate is 106.3 per 1,000 people, significantly higher than the national rate. Social trust is low at -8%, compared with a national average of -3%. These factors can deter investment, reduce footfall, and undermine community confidence.

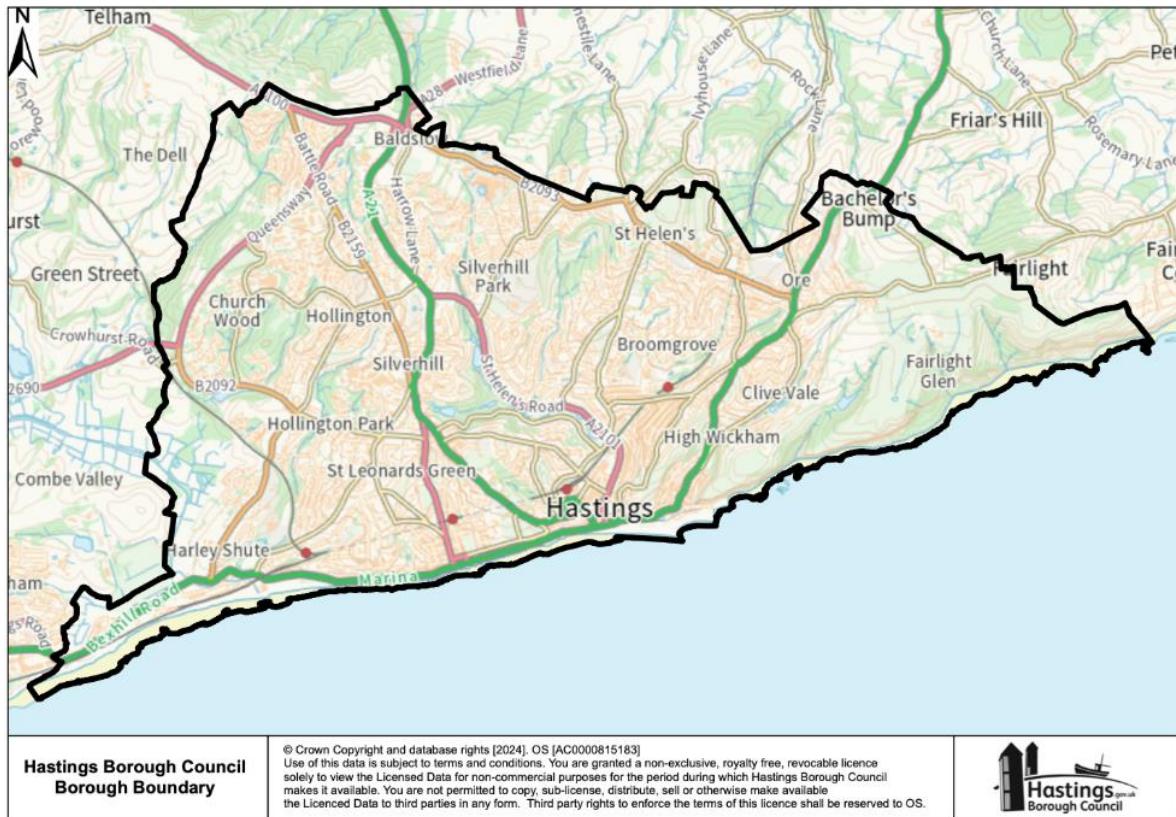
Connectivity and housing further shape outcomes. Only 65% of premises have gigabit-capable broadband limiting digital inclusion and economic opportunities. Housing affordability remains challenging, with a price-to-earnings ratio of 8.4, and 14% of homes classed as non-decent.

Taken together, these statistics illustrate how deprivation, low skills, poor health, limited employment opportunities, and higher crime interact to create a cycle of disadvantage. They also highlight clear areas - skills, health, community safety, infrastructure, and housing - where targeted, long-term investment could have the greatest impact.

Hastings is now at a turning point. With significant investment from national programmes and a renewed focus on inclusive regeneration, the town is poised to build on its strengths - its people, heritage, and natural beauty.

Section 2: Spatial targeting

The agreed geographic boundary for Hastings covers the whole of Hastings borough including the green spaces, a key feature of Hastings topography, providing a recognised and understood boundary for the programme.



Hastings Neighbourhood Board have agreed to take a whole borough focus with an ambition to ensure that neighbourhoods and communities across Hastings are impacted by the programme and benefit from interventions.

To support delivery, the Board have agreed to split Hastings into the following five areas which incorporate several neighbourhoods and wards:

- High streets, town centres and areas of high footfall
 - Old Town (High Street, George Street)
 - Town centre (Priory Meadow, Queens Road, America Ground)
 - Central St Leonards (London Road, Kings Road, Norman Road, Marine Court, Bohemia Road)
 - Ore Village (Old London Road)
 - Silverhill (London Road, Sedlescombe Road, Battle Road)
- North-East
 - Ore
 - Baird
 - St Helens
 - Conquest
- North-West
 - Ashdown
 - Hollington

- Wishing Tree
- Silverhill
- South East
 - Castle
 - Braybrooke
 - Old Hastings
 - Tressell
- South West
 - West St Leonards
 - Maze Hill
 - Gensing
 - Central St Leonards

The Hastings Board will prioritise funding and interventions in areas where residents have consistently expressed the greatest need for investment and improvement, as well as those areas identified through other similar programmes and by other datasets, strategic documents and insight including [Hastings – local data profile](#), [Hastings ICT data profile](#), [Postcards from the coast 2024/25](#) and [Indices of Multiple Deprivation](#).

Section 3: Vision for the future

A Hastings for everyone. A Hastings where people feel proud to live, are connected to their community, and confident about their future.

Through listening to our residents and investing in what matters to them, we will create visible, lasting change that reflects the spirit, creativity, and resilience of Hastings.

Over the next decade, we will build pride and confidence in our streets, our neighbourhoods, and our town.

Vision for Hastings over the next decade

Based on the insight received from our work with people and communities, the Hastings data profile, and previous consultation and engagement undertaken through the Long-Term Plan for Towns, Hastings Neighbourhood Board has agreed three key programmes of work: pride in our streets, pride in our neighbourhoods, and pride in our town.

Pride in Our Streets

People told us they want cleaner, safer, and greener streets. Over the next decade the Board will make available up to £250,000 a year to increase pride in our streets, squares and lanes across Hastings.

Together we will:

- Invest in public realm improvements such as bins, bus shelters or benches
- Empower residents, community groups, and young people to lead initiatives in their streets including community designed art projects or murals
- Green our streets with more trees, pocket parks, and sustainable planting, bringing nature closer to every home
- Improve lighting, pavements, and signage to make walking and cycling easier, safer, and more enjoyable
- Support our town response teams tackling visible issues quickly, from fly-tipping to graffiti, showing that we listen, and we act

By the end of the programme our ambition is that:

- Streets in Hastings are cleaner, well-maintained, and feel safer at all hours
- Residents feel empowered to care for, shape and celebrate their environment
- Streets reflect community pride - filled with colour, greenery, and creativity
- Surveys show a rise in people's satisfaction with their local area

Pride in Our Neighbourhoods

People told us they want revitalised, welcoming and inclusive community spaces - from parks and play areas to sports pitches and community centres. Over the next decade the Board will make available up to £550,000 a year to increase pride in our neighbourhoods and communities across Hastings.

Together we will:

- Invest in our community assets that matter most to people
- Prioritise accessible, inclusive, active spaces for families and young people
- Co-design plans with residents of all ages, community groups and leaders focusing on assets and local identity
- Expand opportunities for young people to learn, create, and thrive through partnerships with schools, youth organisations, and local employers
- Invest in skills and community leadership, building confidence and capacity within every neighbourhood
- Support neighbourhood health programmes which empower people to live healthy lives and improve access to care and support closer to home

- Celebrate local creativity and culture, making every neighbourhood a place where imagination and pride are visible.

By the end of the programme our ambition is that:

- People have access to welcoming, safe and inclusive community spaces
- Children, young people and families can access inclusive, safe and enjoyable spaces they feel proud of
- People of all ages can engage and participate in sport, physical activity and play in their neighbourhood
- Neighbourhoods across Hastings feel distinct, valued, and connected to the wider town
- Communities lead their own change, supported by a confident and capable network of partners
- More people feel they belong - measured through increased community participation and volunteering

Pride in Our Town

People told us they want a thriving, creative, outward-looking Hastings with culture, heritage, and enterprise at its heart. Over the next decade the Board will make available up to £1,000,000 a year to increase pride in our town.

Together we will:

- Invest in the infrastructure projects, heritage assets or large developments that matter most to local people
- Work with partners to create a town centre and seafront that feels vibrant, welcoming, and well-used, with a strong mix of independent businesses and cultural spaces
- Bring in additional funding from business, government and heritage funders to restore and revitalise our town
- Celebrate through bold storytelling what makes Hastings special and sharing its successes widely
- Encourage transport and green infrastructure that benefits everyone and protects Hastings' unique character
- Champion collaborative governance, with communities, businesses, and the voluntary sector shaping decision-making

By the end of the programme our ambition is that:

- Hastings is recognised regionally and nationally as a creative, historic, inclusive coastal town
- The town centre and seafront are thriving, accessible, and full of life throughout the year

- Young people see Hastings as a place of opportunity, not limitation
- A sense of shared ownership and optimism defines the town's identity - where everyone feels they have a stake in its future
- Residents feel proud to say, "I'm from Hastings"

Through the Pride in Place programme Hastings Neighbourhood Board want to see; a town transformed through local pride and collective action; a place where people feel heard, valued, and hopeful; a Hastings for everyone - stronger, greener, and prouder than ever.

Hastings Neighbourhood Board vision statement

A Hastings for everyone.

We want a town in which people feel proud to live, are connected to their community, and confident about their future.

Through listening to those in our neighbourhoods across Hastings - especially those whose voices are not always heard - we'll make this possible through investing in the things that really matter to people. We'll work with the community to lead visible, lasting change.

Our community has told us they want streets they can be proud of and feel safe in. Spaces for young people to play, learn, and be inspired. Opportunities to develop and thrive.

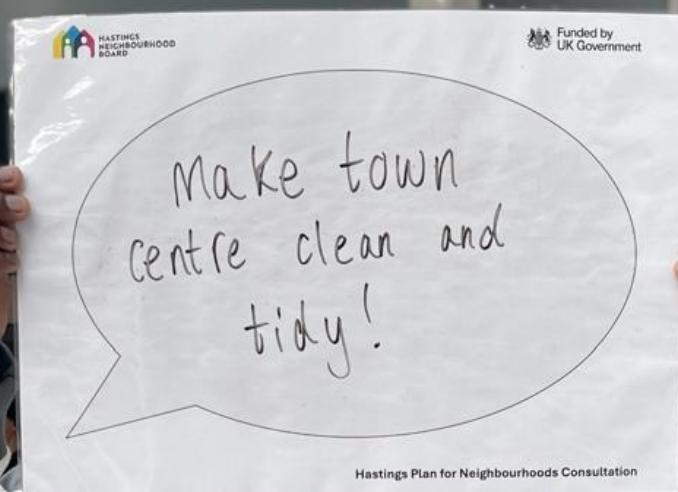
We will act quickly, making improvements that show we are listening, while planning for longer-term investments that strengthen neighbourhoods for the future, maintained and enhanced throughout the programme and sustained well beyond 2035.

By focussing on our existing strengths, assets, and skills we'll focus on what is strong, not what is wrong, recognising that every individual and neighbourhood has something to offer.

We will champion creativity and culture, bringing imagination and joy while improving our neighbourhoods. We want our communities shaping the future they want. We will empower people, build community capacity and confidence, value lived experience and champion the role of voluntary, community, faith and social enterprise partners.

Too many people don't have hope; we want to not only give them hope, but really improve where they live, and how they feel about their town.

Success will mean a Hastings where people feel heard, valued, and able to shape the place they call home.



Section 4: Strategic case for change

Hastings is a town of extraordinary potential, rich cultural heritage, and passionate communities. Yet despite decades of regeneration and investment, persistent socio-economic challenges continue to hold back inclusive growth and prosperity. The strategic case for change is clear and urgent.

Evidence of need and disadvantage

Despite its many assets, Hastings faces significant socio-economic challenges. Many residents experience housing insecurity, health inequalities, and limited access to well-paid employment. Yet the town is resilient, with over 6,000 active volunteers and a thriving voluntary and community sector.

Across a range of measures, indices and outcomes, Hastings consistently ranks as one of the most deprived Local Authority Districts (LADs) in England.

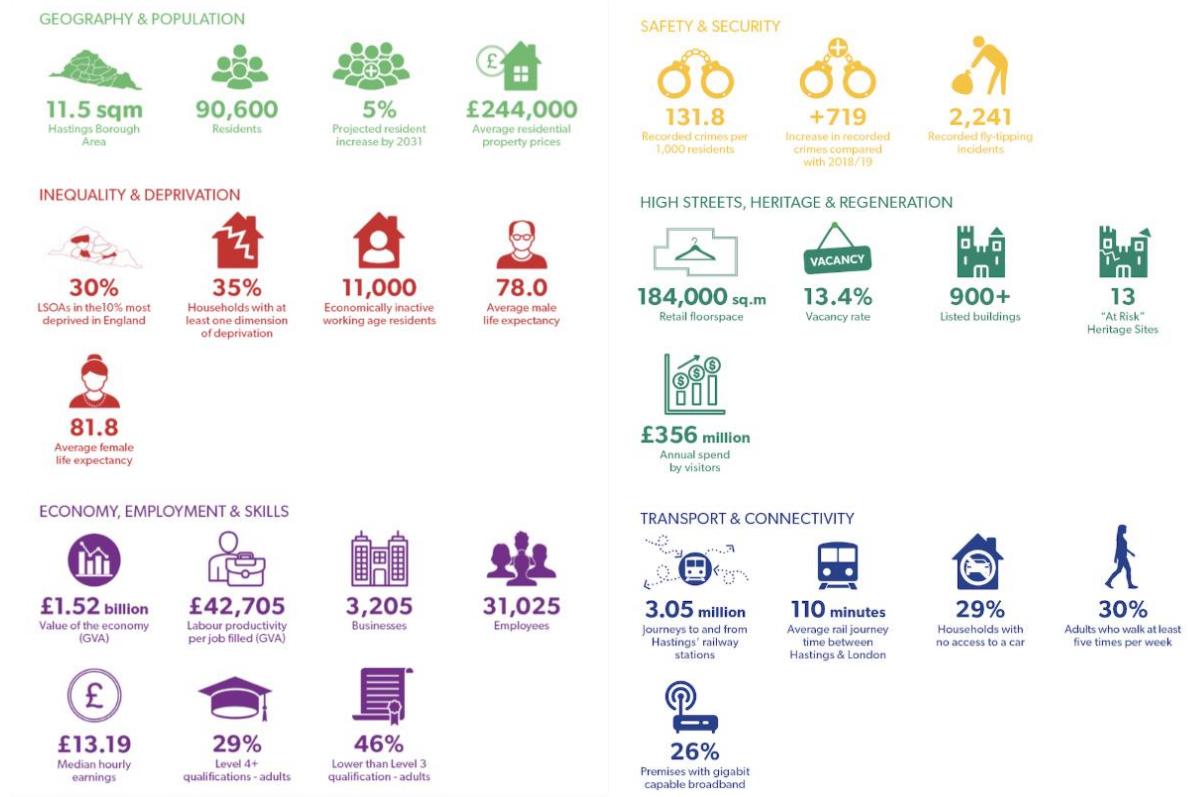
In the Index of Multiple Deprivation 2025 (IMD25) top 10 most deprived LADs based on rank of average rank, Hastings appears in third position. Hastings also appears in the Top 10 most deprived LADs based on score of average score, again in 3rd place.

At a neighbourhood, Lower Super Output Area (LSOA) level, five are in the most deprived 10 percent of areas nationally for at least six of the seven domains and one (Hastings 005A) is among the top 10 (out of over 33,000) most deprived neighbourhoods in England.

Almost half (25) of the 53 neighbourhoods in Hastings have an IDACI score (proportion of 0-15s living in income deprived families) in the top 20% most deprived neighbourhoods in the country. The highest scoring neighbourhood was 65.1% or two in three children experiencing income deprivation.

Hastings also has 16 neighbourhoods with an IDAOPi score (proportion of 60+ year olds living experiencing income deprivation) in the top 20% most deprived neighbourhoods in the country. The highest scoring neighbourhood was 45.7% or almost half of older people.

Taken together, these challenges reinforce one another. High deprivation, low skills, weaker employment conditions, and poor health form a mutually reinforcing cycle, making it harder for individuals and neighbourhoods to improve without coordinated long-term intervention.



Hastings also experiences the following challenges:

- Housing - over 600 households are in temporary accommodation, with costs rising from £730,000 in 2019 to £6.5 million in 2024/25.
- Education - all three secondary schools in Hastings are rated 'Requires Improvement' by Ofsted. GCSE attainment is well below national averages, and persistent absence is high.
- Employment - Hastings has one of the lowest job densities in the South East (0.69 jobs per working-age resident) and hourly earnings are 17% below the national average.
- Health - Hastings has significantly lower life expectancy, high smoking and alcohol-related hospital admissions, and elevated rates of drug and alcohol treatment.
- Crime and safety - Hastings has a crime rate of 131.8 per 1,000 residents, significantly above the national average. Anti-social behaviour and environmental crime are rising.

These challenges are compounded by poor transport connectivity, digital exclusion, and underused heritage assets. The town centre and district centres suffer from low evening footfall, limited leisure facilities, and perceptions of being unsafe and unloved.

Community priorities for change

To support the development of our regeneration plan, throughout the summer (June 2025-October 2025) Hastings Neighbourhood Board asked people and businesses across Hastings how they would spend the £20 million in funding.

The purpose of this ideas phase of engagement was to:

- Understand what matters most to residents
- Build an evidence base for Pride in Place regeneration plan submission
- Identify priority areas for investment
- Ensure proposals reflect community voice

This builds on the extensive engagement previously undertaken as part of the Long-Term Plan for Towns programme, including through the Hastings Big Conversation and thematic sub-groups, as well as the Ministry of Housing, Communities and Local Government (MHCLG) commissioned local survey.

The purpose of the extensive involvement programme over the summer was to ensure that residents and stakeholders had a meaningful role in shaping priorities for funding.

Combining in-person 'planning for real' events with online surveys for residents and businesses in Hastings, the approach prioritised maximising reach and inclusivity.

In-person engagement used large-scale maps to enable people to place ideas visually, encouraging discussion and collaboration. In total, 29 community events were delivered at high-footfall locations, including festivals, supermarkets, colleges, and community hubs, generating over 800 individual suggestions.

Alongside these events, a resident survey achieved over 1,800 responses through an online form and hard copies distributed at community venues. In terms of who took part in the survey, most respondents were aged 35 to 64 (63%), with smaller numbers aged 65 and over (20%) and under 35 (15%). 62% were women compared to 31% men, 1% identified as non-binary and 6% selected prefer not to say. Around 80% of those completing the survey described themselves as White and around 3% identified as being from mixed, Black, Asian, or other ethnic backgrounds.

In addition to the resident survey, the local MP also asked constituents how the Pride in Place funding should be spent which resulted in an additional 479 responses.

A similar online survey for businesses achieved 96 responses. The largest share of responses came from retail (29%), followed by professional services (21%), hospitality (16%), creative industries (13%), tourism (3%) and other sectors (18%). Most respondents were small businesses, almost two-thirds (65%) employed fewer than five people, and around one in ten were sole traders or self-employed. A small

number of larger employers also participated, including those with more than 30 staff. In terms of experience, around 40% of businesses had been operating for 10 years or more, while about one in five (20%) were relatively new (trading for under five years). Businesses were spread across the town, with St Leonards (34%), the town centre (28%), and the Old Town (20%) being the main locations. Financially, about 41% reported turnover up to £249,000, 12% between £250,000–£499,000, and 8% between £1 million and £4.9 million.

In addition to the online business survey, Business Improvement District (BID) town centre engagement and Love Hastings online responses covered a further 300 interactions.

The Independent Chair of the Hastings Neighbourhood Board, local MP and other Board members also engaged key stakeholders through targeted meetings, including school assemblies, and promoted survey participation, ensuring broad awareness and input across sectors.

Engagement reached a diverse cross-section of the community, including families, young people, older residents, and those with protected characteristics.

The below graphic provides a summary of the involvement activity undertaken:



Thematic and spatial analysis of the responses, feedback and insight has been completed to support the Board in understanding geographical hot spots (where engagement and comments were particularly concentrated) and clear priorities where funding should be targeted in response to what people told us.

What did they tell us was important to them?

- Residents value spaces that bring people together - from sports pitches and parks to heritage sites and community centres
- Attractive, clean and maintained streets – restoring, painting, cleaning and taking pride in our streets alongside tackling litter, fly-tipping and graffiti
- Facilities for families, children and young people – upgraded parks, play areas, youth clubs and inclusive multi-use family spaces
- Investment in modern, accessible sports and leisure facilities, especially 3G/4G/5G pitches and swimming pools
- Revitalised public spaces including our green spaces and seafront – restoring and improving shelters, accessibility, toilets, seating, and lighting
- Local pride and identity – celebrating Hastings' unique character, community spirit, and creative energy and promoting the town's heritage and identity
- Restoring, repurposing and maintaining our assets - St Mary in the Castle, Pelham Crescent, Marina Pavilion, Pier and other large empty buildings including shops
- Transport and accessibility - better bus services, parking enforcement, roads, bus shelters, footpaths, and cycle infrastructure
- Housing and homelessness - more affordable homes and support for vulnerable residents

Appendix 1 provides a full detailed analysis of all the responses with a list of categories and a count of how many times they were mentioned across all our involvement activity.

Alignment with Pride in Place objectives

The priorities identified above align strongly with the three core objectives of the Pride in Place programme.

Stronger Communities

To build confident, connected communities where people feel they belong, can shape their neighbourhoods, and have pride in where they live.

People told us they want stronger connections, a sense of belonging, and reasons to take pride in their place — all of which sit at the heart of stronger communities:

- Residents value spaces that bring people together - community centres, parks, heritage sites, and sports facilities act as anchors of connection and belonging. By strengthening these spaces, we help communities to meet, collaborate, and support each other.

- Facilities for families, children and young people - investing in safe, inclusive spaces for young people and families builds intergenerational connections and fosters long-term community resilience.
- Local pride and identity - celebrating Hastings' creativity, heritage, and community spirit strengthens civic pride and reinforces the shared identity that binds residents together.
- Housing and homelessness - ensuring secure, affordable housing enables people to participate fully in community life, reducing instability and exclusion.

Thriving Places

To create vibrant, attractive neighbourhoods and town spaces where people want to live, work, and spend time.

People told us they want places that feel vibrant, well-kept, and full of life — the foundation of thriving places:

- Attractive, clean and maintained streets - tackling litter, graffiti, and neglect, while improving street appearance, makes neighbourhoods more welcoming and boosts wellbeing and local pride.
- Investment in modern, accessible sports and leisure facilities - high-quality, inclusive leisure provision supports health, wellbeing, and social cohesion while drawing people into shared spaces.
- Revitalised public spaces - upgrading green spaces, seafront areas, and amenities like toilets, seating, and lighting makes Hastings more inviting for residents and visitors alike.
- Restoring, repurposing and maintaining our assets - reimagining key heritage buildings and underused assets breathes life into the town, supports cultural and economic growth, and demonstrates care for Hastings' unique character.
- Transport and accessibility - improved connectivity makes it easier for people to move between neighbourhoods, access services, and engage in the social and economic life of the town.

Taking Back Control

To empower local people to shape decisions, take ownership of local assets, and play an active role in improving their neighbourhoods.

People told us they want more influence and visible results from their input. Taking back control is about ensuring their voices drive how neighbourhoods change and grow:

- Residents value spaces that bring people together - community ownership and stewardship of shared spaces foster empowerment and accountability.

- Attractive, clean and maintained streets - enabling residents to lead or co-design street improvements and local campaigns embodies the principle of doing with, not to.
- Local pride and identity - encouraging communities to tell their own stories and celebrate what makes their area unique reinforces local agency and voice.
- Restoring, repurposing and maintaining our assets - involving communities in the future use of key assets ensures that investment decisions reflect local priorities and aspirations.

Intended use of powers

While no specific powers from the Policy Toolkit are proposed at this stage, the Hastings Neighbourhood Board will work with Hastings Borough Council to consider their use, in consultation with the MP, policing teams, and local authority leadership, if necessary and appropriate. This could include, for example, enforcement, anti-social behaviour powers, High Street Rental Auctions (HSRA) or community asset transfer.

Long-term outcomes

In line with the government's Pride in Place programme, the Hastings Regeneration Plan will be a catalyst for change, seeking to increase pride in our streets, our neighbourhoods and in our town.

The Hastings Neighbourhood Board is committed to working with people, communities and partners over the 10-year programme and beyond to deliver:

- Improvements in public trust
- Higher youth engagement and attainment
- Cleaner, greener, and more accessible public spaces
- Improvements in public safety
- Revitalised heritage and cultural assets
- Better transport and digital connectivity
- Stronger local economy and job creation
- Greater civic pride and community participation

These outcomes will be monitored through the planned involvement work with people and communities, annual surveys and planning for real events, socio-economic indicators, and community feedback, ensuring the plan remains responsive and accountable.

Section 5: Alignment with other programmes and investments

The Hastings Regeneration Plan is designed to complement and extend the reach of existing and planned investments, strategies, and regeneration programmes at local, regional, and national levels.

It builds on a strong foundation of partnership working and leverages multiple funding streams to deliver transformational change across Hastings.

Local and regional strategies, plans and programmes

Hastings Neighbourhood Board is committed to working in partnership with partners locally and regionally to align priorities, projects and funding to have the greatest impact for Hastings.

Recognising the following lists are not exhaustive, the Board will work closely with Hastings Borough Council, partner boards and others to hold an active list of programmes and funding streams ensuring that interventions are coordinated, avoid duplication and maximise impact.

Key local and regional strategies, plans and programmes which have clear connections with the Hastings Regeneration Plan:

- Bexhill Regeneration Plan (led by Bexhill Neighbourhood Board)
- Cultural Strategy (shaped by the Cultural Advisory Group and National Portfolio Organisations)
- East Sussex Adult Social Care Strategy
- East Sussex County Council Council Plan (2025-2026)
- East Sussex Economic Prosperity Strategy
- East Sussex Local Transport Plan 4
- Eastbourne Regeneration Plan (led by Eastbourne Neighbourhood Board)
- Get Sussex Working Plan
- Hastings and Rother Playing Pitch and Built Facilities Strategy 2023 – 2039
- Hastings Anti-Poverty Strategy
- Hastings Borough Council Corporate Plan (2025-2030)
- Hastings Borough Council Housing Strategy
- Hastings Borough Council Local Plan

- Hastings Education Leaders shared plan to improve education outcomes
- Hastings Heritage Strategy (developed through Hastings Heritage Forum)
- Hastings Integrated Community Team (ICT)
- Hastings Local Football Facilities Plan
- Hastings Primary Care Network strategy
- Hastings Town Centre Public Realm and Green Connections project
- Hastings Work Well Programme (led by NHS Sussex)
- Improving Lives Together (Sussex Integrated Care System strategy)
- National Neighbourhood Health Implementation Programme
- Shared Heritage Action Plan for Everyone (SHAPE)

Hastings has also been identified as a priority investment area by several arm's length bodies including Historic England, Homes England, National Lottery (community and heritage), Sports England and Arts Council. The Board will engage with these bodies and explore joint opportunities including potential combined investment programmes.

Hastings Neighbourhood Board also recognises the synergy and links across to other programmes including UK Government programmes already active in Hastings including:

- Countryside Stewardship (£1 million/year over ten years) - enhancing natural assets and biodiversity
- Highways Maintenance Funding (£21 million awarded to East Sussex) – to repair roads and fill potholes
- Levelling Up Partnership (£20 million) - addressing homelessness, youth provision, and regeneration of key assets
- Local Authority Housing Fund (£29.2 million) - delivering 134 new homes to address housing need
- Sport England Place Expansion Investment Area - partnering with local organisations and leaders to support people to play sport and get active
- Sport England Swimming Pool Support Fund - improving energy efficiency and access to leisure facilities
- Town Deal (£24.3 million) - focused on revitalising Hastings town centre, public realm, and cultural, heritage, business and educational infrastructure
- UK Shared Prosperity Fund (£1.4 million) - targeting high-deprivation areas such as Broomgrove estate and Downs Farm
- Youth Investment Fund (£8.6 million) - supporting youth hubs and creative spaces in the town centre

The Board will seek to ensure added value by:

- Extending regeneration beyond the town centre into our neighbourhoods

- Supporting community-led delivery and local commissioning
- Creating a platform for future investment, including philanthropic and business sponsorship
- Aligning with national and regional priorities

Section 6: Match funding and leveraged investment

Building on Hastings' strong track record of partnership working and successful funding bids, Hastings Neighbourhood Board is committed to maximising the impact of the Pride in Place funding by attracting and aligning additional investment from public, private, and philanthropic sources.

Existing commitments and leveraged investment

Hastings Regeneration Plan will complement and extend the reach of several major funding streams already secured for Hastings, including those listed in section 5. These investments provide a strong foundation for neighbourhood-level interventions and offer opportunities for co-funding and shared delivery.

Approach to match funding

Hastings Neighbourhood Board is committed to ensuring they deliver for people across Hastings. It is recognised that match funding enhances the impact, sustainability, and value of local initiatives and is therefore considered good practice.

The Board will seek to strongly encourage match funding across all funding applications but recognises that the capacity to secure match funding varies across organisations and neighbourhoods and therefore understands that it may not always be possible.

To support applicants, the Board and its partners will actively assist in identifying and connecting projects with potential external funders. This includes signposting to relevant grant-makers, community funds, and partnership opportunities that may strengthen an application.

For public sector partners, including East Sussex County Council, Hastings Borough Council, and local housing associations, match funding will be considered a pre-

requisite. We expect these organisations to demonstrate commitment through financial or in-kind contributions.

Hastings Neighbourhood Board also recognises the opportunity to collaborate with major funders on joint investment programmes. The Board will explore partnership approaches, such as co-funding arrangements, with the National Lottery and other regional or national bodies, to expand the reach and impact of neighbourhood focused investment.

Through this approach, we aim to build stronger, more resilient projects and ensure that investment into Hastings is multiplied, coordinated, and strategically aligned.

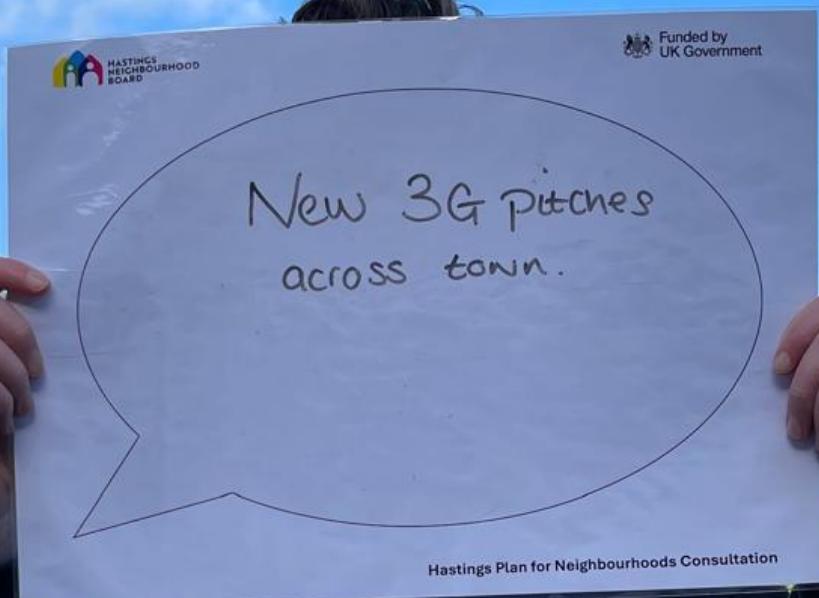
Securing future support including through philanthropic and community investment

Hastings benefits from a vibrant voluntary and community sector, with over 6,000 active volunteers and a growing network of social enterprises. Hastings Neighbourhood Board will work with local organisations to:

- Secure philanthropic support from regional and national funders, including trusts and foundations aligned with youth, heritage, and community development
- Encourage business sponsorship for local events, public realm improvements, and youth programmes
- Support community fundraising and encourage participatory budgeting
- Showcase and celebrate successful projects to attract future investment from philanthropic partners
- Identify and pursue match funding opportunities
- Provide capacity-building support to local organisations to strengthen their bids for external funding
- Promote co-commissioning models that enable joint investment from public, private, and community partners
- Ensure all funded projects explore financial sustainability, including income generation, match funding, and long-term viability
- Encourage groups and organisations to work with others developing similar proposals and consider joint bids where it makes sense to do so

All interventions will be assessed for their potential to attract additional investment and deliver lasting value for Hastings communities.

The Board will also seek to consider options to establish the board as a charity, community interest company, or other bottom-up organisational model, to sustain long-term investment.



Section 7: Community and stakeholder engagement

Hastings Regeneration Plan has been co-designed with local people and communities and is underpinned by evidence of involvement.

Hastings Neighbourhood Board is fully committed to:

- Prioritising those who don't always have a voice
- Amplifying the voice of children and young people
- 'Doing with' and not 'doing to'
- Asset based community development

Our approach to involvement

Hastings Neighbourhood Board will put the people of Hastings at the heart of every decision, action, and investment we make. Involving people and communities for the duration of the programme, the Board will seek to facilitate and maintain open dialogue and a continual conversation.

We believe lasting change happens when it is shaped and led by the communities who live here – not imposed upon them. Our approach is rooted in partnership, respect, transparency and empowerment, guided by four key principles.

Prioritising those who don't always have a voice

We recognise that too often, the people most affected by inequality or disadvantage are those least likely to be heard. The Board is committed to actively reaching out to those whose voices are missing from decision-making - listening carefully, removing barriers to participation, and ensuring their experiences shape what we do and how we do it.

We will work with trusted local partners to engage people in ways that feel safe, respectful, and meaningful, ensuring their perspectives influence both immediate action and long-term plans.

Amplifying the voice of children and young people

Children and young people are the future of Hastings. They are also a vital part of our present. We will make it a priority to hear from them directly, creating opportunities for young voices to influence the design of neighbourhoods, public spaces, and services.

Through schools, youth organisations, and creative projects, we will provide platforms for young people to share their ideas, shape solutions, communicate across generations, and help build a town that inspires pride, belonging, and opportunity for their generation.

'Doing with' and not 'doing to'

We are committed to working with communities, not doing to them.

This means moving from consultation to collaboration - involving residents and community partners at every stage of planning, delivery, and evaluation.

Our role is to facilitate, support, and enable local action - not to dictate it.

We will build trusted relationships, share power and resources, and ensure that local people are true partners in shaping change, not passive recipients of it.

Asset-Based Community Development

We believe every person, group, and neighbourhood in Hastings has strengths, skills, and resources that can help our town thrive.

Our approach focuses on what is strong, not what is wrong - identifying and building on local assets, creativity, and capacity.

By supporting and connecting existing community networks, voluntary organisations, and local leaders, we will help to create a sustainable foundation for neighbourhood renewal that endures well beyond individual projects or funding cycles.

Hastings Neighbourhood Board membership and leadership

Hastings Neighbourhood Board is independently chaired and currently includes representation from:

- Local government (Hastings Borough Council and East Sussex County Council)
- Education (East Sussex College)
- Business (Love Hastings BID, Chamber of Commerce)
- Community and voluntary sector (Hastings Community Network, HVA)
- Culture and heritage (Arts Hastings, 18 Hours)
- Health (NHS Sussex, Public health)
- Policing and Community Safety (currently represented by Police and Crime Commissioner and Sussex Police local teams)

Section 8 below provides further detail on Hastings Neighbourhood Board.

Ways of working and distinction from the Local Authority

Hastings Neighbourhood Board operates independently of Hastings Borough Council, although the council acts as the accountable body. The Board adheres to the Nolan Principles of Public Life and is governed by a transparent code of conduct. All decisions, papers, and minutes are published online.

The Board's role is strategic and community-led, with a focus on co-design, local commissioning, and participatory decision-making. It is committed to hearing the authentic voices of the community, not just those who shout loudest, and will establish ongoing involvement mechanisms to ensure interventions are shaped by those who live and work in Hastings.

Securing buy-in from businesses, civil society, and communities

The Board has already secured strong buy-in from over 50 partner organisations through the Hastings Big Conversation, thematic sub-groups, and targeted engagement events.

Moving forward, it will:

- Continue to work with Hastings Community Network and other umbrella bodies to reach VCFSE partners and grassroots groups
- Engage local businesses through Love Hastings BID, sector forums, and co-investment opportunities
- Support community organisations to lead delivery of interventions, with capacity-building and funding support
- Promote local commissioning and procurement to ensure investment benefits Hastings-based organisations

Delivering interventions with community involvement

All funded interventions will be co-designed with local people and communities. Delivery partners will be expected to:

- Involve residents in shaping services and spaces
- Offer volunteering, apprenticeships, and work experience
- Share learning and best practice across Hastings
- Demonstrate how their work reflects community priorities and builds local capacity

Ongoing involvement

The Board will maintain a rolling programme of involvement throughout the 10-year delivery period, including:

- Annual community summits and showcase events
- Regular surveys and feedback loops
- Participatory budgeting pilots
- Localised engagement in priority neighbourhoods
- Youth-led consultation and creative engagement methods

This approach ensures that the Pride in Place programme remains responsive, inclusive, and accountable — delivering real change that reflects the voices and aspirations of people and communities in Hastings.

Section 8: Governance

The governance structure for the Pride in Place programme in Hastings is designed to ensure transparency, accountability, and community leadership throughout the 10-year delivery period.

Hastings Neighbourhood Board

Independently chaired, the Hastings Neighbourhood Board brings together the private, public and community sectors to provide strategic leadership to develop and deliver a 10-year Regeneration Plan, associated Investment Plan, and schedule of interventions focusing on the town's assets, opportunities and challenges.

The Hastings Neighbourhood Board is responsible for deciding on the 10-Year vision and investment plans for Hastings, identifying longer term priorities for the town based on evidence and in consultation with the community. It will establish a clear programme of interventions to address the three objectives and to ensure coordinated and effective delivery that adheres to timescales and budgets.

The Board has a commitment to maximise visibility, championing Hastings at a local, regional and national level and ensuring the voices of people and communities shapes the design and decision making at each phase of development. It drives the priorities for investment, ensuring that they align with work that has already been undertaken or is underway in the town and seeks to build civic capacity, levering in further funding including philanthropy and other support to enable the Board to continue beyond the initial ten-year term.

Hastings Neighbourhood Board includes representatives from local government, education, business, culture, public health, policing, and the voluntary sector.

All Board members:

- Take a town-wide perspective and develop ideas in the best interests of the town as a whole
- Act to bring together intelligence, expertise and community and business support to identify priorities and develop solutions to maximise the town's economic opportunities and address barriers to regeneration
- Minimise bureaucracy and build upon existing structures
- Focus on the needs of all our communities, with an inclusive concern for all residents, especially the marginalised and those experiencing the greatest inequalities
- Commit to attend every meeting where possible
- Prepare for the meeting including being properly briefed and completing any required actions between meetings
- Are focused and strategic
- Contribute positively to discussions
- Work with others on the Board to achieve consensus
- Respect and value others taking into account the views of other participants
- Contribute their experience and expertise to achieve good workable solutions

The Board has an ambition to review the current board membership to better reflect the governance of the programme and to build a diverse and inclusive leadership that reflects the community of Hastings. The work to align the Board with this ambition will commence from December 2025 with an aim to be in place for April 2026.

Children and young people are a key area of focus for the Hastings Neighbourhood Board, and this has been further strengthened by our involvement activity to date. The Chair, local MP and officers are working with the town's schools and colleges to understand how best to obtain and maintain the authentic voice of young people in Hastings.

Hastings Neighbourhood Board is based on collaboration and business is conducted in the spirit of partnership working and the Nolan Principles of Public Life. All members are asked to sign up to this statement and to always adhere to the spirit and letter of the statement in their contribution, both in meetings and outside in public life.

To ensure transparency and integrity in decision-making, Hastings Neighbourhood Board operates a three-level system for managing declarations of interest:

- Level 1: All Board members and supporting Officers complete a formal Register of Interests upon appointment. This register is maintained and updated annually or as changes occur.
- Level 2: At the start of each agenda item during Board meetings, members are asked to declare any direct or indirect interest in the matter under discussion. These declarations are recorded in the meeting minutes.
- Level 3: Any member with a direct financial interest, whether personal or related to the organisation they represent or other organisations they have an involvement with, must leave the meeting for the duration of the discussion and decision-making on the relevant item.

It is expected that Board members will not be applying for grant funding through the Regeneration Plan on behalf of any organisation they have an involvement with. However, in exceptional cases where a Board member may wish to apply, this must be:

- Declared in advance
- Reviewed and agreed by the Chair to determine appropriate mitigation measures, including recusal from related discussions and decisions and agreement not to discuss the grant with other Board members

This approach ensures fairness, protects the integrity of the Board's processes, and maintains public trust in the regeneration programme.

It may be appropriate that organisations represented by board members may apply to run sector specific grants or loans programmes on behalf of the board. If this is the case the same principles of managing conflict as described above will be utilised.

Hastings Borough Council

Hastings Borough Council is the accountable body for the Pride in Place funding from the Ministry of Housing, Communities and Local Government (MHCLG) for the remainder of its existence (pending Local Government Reorganisation).

Hastings Borough Council will act as the Lead Council for financial matters on behalf of the board, again for the remainder of its existence.

Arrangements post Local Government Reorganisation will be decided in due course.

All accounting arrangements will be made under the supervision of the Council's S151 officer.

As the accountable body Hastings Borough Council is responsible for financial management, procurement, and compliance with public sector standards.

Route to market and investment appraisal

Hastings Neighbourhood Board will operate a clear, transparent, and evidence-led process for identifying, appraising, and approving investments that deliver visible, lasting change for local people and communities.

Our approach will ensure that all investments align with the Pride in Place objectives; stronger communities, thriving places, and taking back control, while maximising impact, value for money, and community benefit.

Route to Market

Our proposed route to market is designed to enable both strategic investment in large-scale projects and community-led initiatives that deliver direct local impact. The Board will consider the following pathways:

- Direct award
 - For low value interventions or investments where there is evidence of community support and a case for investment
 - Used where a specific provider, organisation, or partner is uniquely positioned to deliver a particular outcome - for example, where specialist expertise, asset ownership, or continuity of delivery is critical.
 - Supported by appropriate due diligence and legal review to ensure compliance and transparency
 - Enables agility in responding to time-sensitive opportunities or community priorities
- Small grants programme
 - Dedicated funding rounds will invite proposals from community groups, voluntary organisations, and social enterprises
 - Targeted approach to particular neighbourhoods with low levels of investment and funding applications
 - A proportionate appraisal process will be applied, focusing on community benefit, deliverability, and sustainability
 - Support will be available to help smaller organisations build capacity and co-design bids
- Co-commissioning
 - Where appropriate, the Board may pursue joint ventures or co-funded projects with local authorities, other public sector partners and funders to accelerate and target delivery
 - Work through existing local authority or partner contracts to commission services or improvements efficiently, avoiding duplication and maximising resources

- Align investment with existing delivery structures - ensuring rapid mobilisation, consistency in service quality, and best use of established provider relationships
- This approach strengthens partnerships, supports joint outcomes, and embeds community priorities into wider local delivery frameworks
- Grants and loan programme
 - A flexible funding mechanism to support both revenue and capital projects that deliver measurable social, economic, or environmental benefits
 - Dedicated funding rounds will invite proposals from community groups, voluntary organisations, and social enterprises
 - May include repayable loans, where appropriate, to encourage sustainability and recycling of funds into future community investment
 - Supports a blended approach - grants for community benefit and loans for projects generating income or long-term value
 - Administered with clear criteria, transparent assessment, and proportionate monitoring requirements

Investment Appraisal Process

The Board will agree a structured, staged appraisal process to ensure strategic fit, community alignment, and accountability:

- Stage 1 Identification - identify potential opportunities from community engagement and operate an open transparent call for expressions of interest
- Stage 2 Initial assessment - ensure proposals align with Pride in Place priorities, appraisal against agreed criteria (community impact, deliverability, sustainability, value for money, and inclusivity) and explore opportunities to bring proposals together where it adds value
- Stage 3 Business case development – support the development of detailed business cases for shortlisted projects covering design, costs, funding sources, risk, and benefits
- Stage 4 Appraisal and recommendation – independent review (of larger investments or projects) or sub-group review of business cases (of smaller and medium sized investments or projects) with recommendations made to the Board
- Stage 5 Board approval - formal decision-making by the Hastings Neighbourhood Board (or conditional approval) and allocation of funding
- Stage 6 Contracting and delivery – contracts issued, monitoring arrangements agreed, and milestones set
- Stage 7 Monitoring and evaluation - track delivery, outcomes, and learning through regular reporting to programme team and Board on performance, outcomes, and impact, feeding into future investment cycles

Decision making and governance

Funding subgroup: Establish subgroup of Board which oversees appraisal, ensuring consistency, transparency, and due diligence, and makes recommendations to Board.

Hastings Neighbourhood Board: Retains ultimate approval authority for all funding decisions, ensuring strategic alignment and accountability.

Community Voice: Community representatives and thematic leads will be engaged throughout, ensuring investments reflect resident priorities.

Transparency: All funding decisions and impact reports will be published to maintain public confidence and trust.

Guiding Principles

All investment decisions will be guided by the following principles:

- Community-led and evidence-based - grounded in local priorities and robust data.
- Inclusive and equitable - prioritising those who don't always have a voice and supported by equality impact assessments.
- Collaborative and transparent - built on partnership and shared accountability.
- Sustainable and long-term - delivering lasting benefits beyond the life of the programme.
- Value for money and social impact - ensuring every pound invested drives measurable outcomes for people and for Hastings.

Any open tendering will be completed in line with Hastings Borough Council's procurement rules.

All projects will be appraised using a formal Delivery Submission Framework, including:

- Evidence of need
- Outcomes and impact
- Financial viability
- Risk register
- Environmental and equalities impact assessments

The Hastings Neighbourhood Board's route to market and investment appraisal process provides a structured, fair, and community-driven framework for delivering change. It ensures that all funding decisions are transparent, evidence-led, and directly connected to what residents have told us matters most.

Section 9: Assurance

Hastings Borough Council, as the accountable body, will ensure that the Pride in Place programme is delivered in line with Best Value standards and Managing Public Money principles.

Financial Assurance

- All funding agreements will include clear conditions and clawback provisions
- Payments will be made in arrears, based on verified expenditure and delivery milestones (exceptions may be considered for small organisations or grants)
- All lead delivery organisations will undergo due diligence checks, including financial reviews and subsidy control assessments
- Approved projects will be expected to be open and transparent in their procurement of services, employment and tendering/awarding of contracts

Governance Assurance

- The programme will be overseen by the Chief Financial Officer (S151 Officer)
- The Council's Contract Procedure Rules will govern all procurement, ensuring compliance with national regulations and value for money

Monitoring and Evaluation

- Independent monitoring and evaluation will be considered following publication of guidance from MHCLG
- Consideration will be given by the Board as to the outputs and outcomes they want to see from their investment
- The Board will work with partners including across academia, Public Health and local government to ensure a holistic approach to measuring impact
- Financial, output, and outcome data will be collected quarterly and annually
- A formative process evaluation will be conducted at the end of Year 1 and repeated at regular annual intervals across the ten-year period
- Annual learning and impact sessions will be held to share best practice and improve delivery

This assurance framework ensures that public money is managed responsibly, transparently, and in a way that makes the most of every penny received to achieve better results for people and neighbourhoods across Hastings.

“Too many people don’t have hope; we want to not only give them hope, but really improve where they live, and how they feel about their town.”

Vision statement, Hastings Neighbourhood Board