



**HASTINGS COASTAL COMMUNITY TEAM
ECONOMIC PLAN 2019**

No	Heading	Detail	Information
Key Information			
1	Name of CCT	N/A	Hastings – Coastal Communities Team (CCT)
2	Single Point of Contact (SPOC)	Name Address Tel nos Email	Kevin Boorman Hastings Borough Council Muriel Matters House Breeds Place Hastings TN34 3UY 01424 451123 kboorman@hastings.gov.uk
3 (a)	CCT Membership	Names and position, e.g.	Kevin Boorman, Marketing and Major Projects Manager, Council Officer

		resident, Local Councillor	
3 (b)	CCT Membership	Other partners and/or stakeholders to be involved.	<ul style="list-style-type: none"> • Business interests on the seafront - White Rock Hotel, Hastings Pier, Printworks, Albion and the Source BMX Park • East Sussex County Council • White Rock Neighbourhood Ventures • Rock House • Hastings Fishermen's Protection Society • HQ Theatres (White Rock Theatre) • Heart of Hastings Community Land Trust • Coastal Users Group • LOVE Hastings (Business Improvement District) • Fisheries Local Action Group • Jerwood Gallery • MSL Projects • West of Haven Beach Users Association • Hastings Furniture Service • The Work People • Hastings Borough Council- Lead Member for Regeneration and Culture • Hastings Borough Council- Director of Operational services and/or his nominee
4	Accountable Body	Local Authority Contact name & details	<p>Simon Hubbard, Director of Operational Services Hastings Borough Council, Muriel Matters House, Breeds Place, Hastings, East Sussex, TN34 3UY</p> <p>Tel: 01424 451753 Email: shubbard@hastings.gov.uk</p>

5	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	<p>Hastings is a coastal town located in the County of East Sussex on the South East of England.</p> <p>Hastings is a community of some 91,000 people located between the sea and the High Weald behind it. Its issues and potential are distinctly urban rather than rural. Its history is shaped partly by its relationship to the sea, but also by its distance (71 miles) from London and the physical constraints of geography.</p> <p>Hastings is known worldwide for its rich history associated with the Battle of Hastings and its historical fishing town with the largest beach launched fleet in Europe. Titled 'Root 1066', Hastings recently celebrated the 950th Anniversary of the battle of Hastings with an arts festival exploring its impact on the history of England, its language, law and culture.</p> <p>Hastings, like some other traditional seaside towns is experiencing something of a revival. Tourism is growing, with a strong cultural strand driven by projects such as the new Pier and Jerwood Gallery, and its efforts to broaden the economic base seem to be working.</p> <p>The Coastal Communities Team will focus its efforts on the economic regeneration of four geographical wards of the town facing the sea. The political wards that the CCT will focus on are Old Hastings, Castle, Central St Leonards and West St Leonards. These wards each have their own historical identity offering unique economic and social opportunities.</p> <p>Old Hastings: includes Tudor and Georgian housing mixed with a wide range of independent eateries and small businesses. The area intertwines heritage and art with the fishing beach and maritime museums. The recently opened Jerwood Gallery is also located in the area next to a large cultural outdoor events area, the Stade Open Space. The area already attracts high levels of tourism and opportunities exist to use this to support the wider tourism offer of the town as a whole.</p> <p>Castle Ward: the area is the commercial heart for Hastings. It contains a large shopping centre, as well as a diverse range of independent retailers, a university and further education college, the newly renovated Pier, one of the largest private employers in Hastings and many</p>
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			<p>creative and media businesses.</p> <p>Castle Ward contains several distinct areas such as Priory Meadows, America Ground and the Trinity Triangle and White Rock. A large part of the White Rock area contains underused land, around 35 acres in total. The Local Authority and a private owner of the ‘Spanish School’ (with its Pugin Chapel) own significant areas of land on this site. The area is adjacent to the retail heart of the town and the opportunities are extensive and have the potential to transform our cultural, leisure, and hospitality offer in the town.</p> <p>Central St Leonards: the area is one of the most deprived wards in the country and traces much of its history back to Burtons’ St Leonards when it became the Coastal Town to live in and visit in the Victorian period. The ward now suffers from high levels of poverty, low incomes, a large private rented sector, and relatively high levels of population turnover. This is however changing for the better and the relatively low property prices located in a conservation area is attracting new residents to the town, particularly artists and creatives from London and elsewhere.</p> <p>The town centre in Central St Leonards is a thriving secondary shopping area with a traditional high street. It consists of independent butchers, bakers, greengrocers, a post office, and pharmacist. There is also a vibrant mix of ethnic shops selling food and goods from around the world, and emerging lifestyle shops, salons, boutiques and an emerging arts quarter attracting new visitors to the area.</p> <p>West St Leonards: includes the last vacant waterfront site in Hastings, which has lain empty for over 30 years since the holiday camp/large outdoor swimming pool closed down. Although an excellent site at the end of the waterfront promenade and popular with residents, it is a distance from the town centre which puts it at something of a disadvantage. The area however offers housing and leisure development opportunities consisting of vacant and underused land on the seafront.</p>
6	Context – community (suggested	Description of local community	<p>Hastings is a large coastal town with around 91,000 residents, and is projected to increase in number by 2% by 2027.</p> <ul style="list-style-type: none"> 62% of residents are of working age (16-64)

	maximum 300 words)	with demographic s.	<ul style="list-style-type: none"> • 35% of those in employment work in the healthcare and retail industries • 6% of residents are Black or Minority ethnic • 25% of residents have no qualifications • Average household income is £612 per week ,considerably lower than the rest of East Sussex • 22% of people are living with a long-term illness or disability • Increasing % of children living in poverty (currently 28%) <p>The 2015 Multiple Index of Deprivation ranked Hastings as the 20th most deprived local authority area in England. The deprivation is not spread evenly across the town, with some areas experiencing considerably more deprivation than others.</p> <ul style="list-style-type: none"> • 13% of SOA's are in the most 10% deprived, with 2 in the most 1% deprived in the country • 22% residents affected by economic deprivation <p>The wards identified in this plan include pockets of extreme deprivation, mixed with some of the most affluent parts of the Borough. However, they all have a part to play in the ongoing regeneration of our town.</p> <p>Hastings is fortunate to have a thriving community and voluntary sector, with over 200 voluntary and charity organisations supporting and providing services to residents. We also have reputation as a town that works well together across the public, community and business sectors, particularly on regeneration initiatives.</p> <p>The voluntary sector is currently involved in various initiatives across the CCT area including:</p> <ul style="list-style-type: none"> • Local Strategic Partnership • Coastal Communities Team • Fisheries Local Action Group • CHART CLLD (Community Led Local Development) • SHINE (EU Funded – Carbon Reduction Programme) • Cultural Leaders Group
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7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc., 'Starting point'	<p>Hastings' economy is weak compared to the rest of the South East and wages are correspondingly low. 98% of businesses are micro/small. 40% of those employed work for the public and health sector. There is recognition that the economy needs to be diversified.</p> <p>The local economy can be divided into distinct sectors:</p> <p><u>Industrial estates and office space</u></p> <ul style="list-style-type: none"> Hastings has five industrial estates; Castleham, Churchfields, Ponswood, Ivyhouse Lane and West Ridge/Ashdown New floor space has been developed and further planned along the Queensway Employment Corridor and the link road. There are new office spaces in the Town Centre including Lacuna Place, Media Creative Centre and Rock House <p><u>Retail</u></p> <p>There are three main retail areas within the CCT area.</p> <ul style="list-style-type: none"> Old Town: independent boutique shops, restaurants and pubs. Town Centre: predominantly pedestrianised with a modern shopping centre Central St Leonards: small world food businesses, bohemian cafes, galleries and antiques. Six supermarket chains in the town <p><u>Tourism</u></p> <p>The tourism industry contributes £266m to the local economy, and supports an estimated 5,373 jobs (TSE Report 2015). Hastings has a high number of language schools, attracting</p>

			<p>35,000 students pa who greatly contribute to the economy.</p> <p>However, many of these tourist jobs are seasonal. Efforts are being made to support events which are out of season including Jack in the Green, Hastings Week, Coastal Currents, Hastings Music Month, Seafood and Wine Festival and Herring Fair etc.</p> <p>The touristic opportunities created by recent investments needs to be maximized: Hastings Pier (2016); The Source BMX Park (2016); Jerwood Gallery and Stade Space (2012); Kino Theater (2015).</p> <p>There is recognition that our tourism offer could be strengthened by the provision of more good quality visitor accommodation, a visitor centre and investment in our heritage assets.</p> <p><u>Manufacturing</u> Hastings has a larger than average manufacturing sector with a particular focus on high tech industries.</p> <p><u>Small and Medium sized enterprises</u> There are a growing number of small and medium sized enterprises working in the creative, technology and other niche sectors. The majority of those are self-employed and mainly work for the London market. These entrepreneurs are attracted to Hastings by the availability of low cost housing and commercial spaces.</p> <p><u>Fishing</u> Part of Hastings heritage and attracts tourism to the town. The fishing fleet has successfully secured funding to develop initiatives and projects which are helping to safeguard and diversify the opportunities for the industry.</p>
8	Related initiatives	What else is going on in the community	<p>There are a range of economic initiatives taking place across the CCT area including:</p> <p><u>Coastal Communities Fund 4</u>: the project includes more incubator business space in Rock House and improvements to the adjoining un-used alleyway, international/regional events at</p>

		<p>of economic importance, e.g. BID, LEP, CIC, CCF, CRF</p>	<p>The Source, beach huts and fountain reanimation on the White Rock promenade and free Wi-Fi along the route from the station to the seafront. Project to complete December 2019.</p> <p><u>New Business Improvement District in Hastings Town Centre 2017 – 2022</u> Funding via business levy is enabling the steering group (made up of business representatives) to direct resources towards four main themes for the BID: A Better Feel for the Town Centre, Better Connections and Communications, a Stronger Business Voice and a Safer Place. The BID Board is a member of the CCT. The Business Plan can be found on their website - - https://lovehastings.com/</p> <p><u>Fisheries Local Action Group/European Maritime Fisheries project 2017 – 2020</u> Supporting the sustainability of the fishing fleet and the Hastings coastal community by accessing up to £800K of ring-fenced EMFF funding. Projects are being delivered under 3 themes; Creating a sustainable fleet and supply chain, Protecting the Environment and informing the fleet through business and scientific research and Developing the identity of The Place, through education economic and brand development.</p> <p><u>Sustainable Houses in Inclusive Neighbourhoods (SHINE) 2016 - 2020</u> Hastings Borough Council, Amicus Horizon and Citizen Advice Bureau have been awarded EU Interreg 2 Seas funding (£1m); in partnership with EU member partners to develop ideas to accelerate energy retrofit in the regions. This includes a major programme of domestic energy efficiency projects, including energy improvements.</p> <p><u>CHART Community Led Local Development 2018-2022</u> Connecting Hasting and Rother Together (CHART) is an £7.4m programme to support the social and economic development of the most deprived LSOAs within the Hastings and Bexhill community. CHART is a Community-Led Local Development programme, with access to European Structural Investment Funds (ESIF) that will be used to support projects that link the areas' most deprived communities to opportunities. It will support unemployed and inactive individuals through investment of European Social Funds and enterprises through investment of the European Regional Development Funds. Castle ward and Central St Leonards are CHART localities.</p>
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			<ul style="list-style-type: none"> • Provide opportunities for employment, training and business development for local people. <p><u>DESTI SMART 2018-2022</u> The DESTI-SMART project (Delivering Efficient Sustainable Tourism with low-carbon transport Innovations: Sustainable Mobility, Accessibility and Responsible Travel) brings together ten European partners to work together on developing solutions for sustainable transport solutions. Hastings Borough Council is a key project partner and will focus on the feasibility for low carbon and sustainable transport for the seafront, such as eco-shuttle vehicles, and consider improvements to cycling/ walking.</p> <p><u>Bexhill & Hastings movement and Access programme 2019 - 2021</u> The Bexhill & Hastings Movement & Access Programme Phase 1 is part of an integrated package of cycling, walking and bus infrastructure, traffic management and public realm improvements, aimed at supporting economic growth and planned growth across Bexhill and Hastings.</p>
CCT Plan			
9	Ambition	A positive statement of the aims and objectives of the plan and a description of what it will achieve. Description of 'what success will look like'.	<p>Hastings will be a thriving, vibrant, unique coastal community, with a prosperous economy, better connected, skilled and healthy residents, and a place where people are proud to live and work and visitors want to visit again.</p> <p>This will be achieved through:</p> <ul style="list-style-type: none"> • Improving the visitor economy to support wider growth; • Improving the evening economy and promenading; • All year round quality cultural activities Encouraging and supporting enterprise start-up/growth (including social enterprises and creative businesses) to create jobs and economic activity • Supporting large and small scale private and public investment opportunities; • Changing visitors and non-visitors perceptions of Hastings and encouraging an increased sense of pride amongst the local community;

			<ul style="list-style-type: none"> • Improved transport links to the town – particularly by rail • Revitalised town centre – including improved pedestrian movement in and around the seafront and the town centre, attractive public realm, mixed use including housing and business use and offering vibrant experiences to encourage footfall other than traditional retail • Creating stable neighbourhoods and populations • Leading and delivering change from a local level
10	Needs of the community and intentions of the team to meet them.	Identify the socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed.	<p>The CCT is supportive of the socio- economic needs of the community identified in the following strategies:</p> <p>ESCC Employment and Skills Strategy (2016-18) - https://www.eastsussex.gov.uk/media/7394/escs-corporate-employability-and-skills-strategy-16-18-2017.pdf</p> <p>Connecting Hastings and Rother Together (CHART) CLLD Local Development Strategy (April 2016 -2022) – http://hastings.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=8181&PlanId=154</p> <p>FLAG Local Development Strategy (2016-2019)</p> <p>Seafront Strategy Refresh (2016)</p> <p>Culture-Led Regeneration Strategy (2016 - 21)</p> <p>Combined these strategies cover a wide range of issues and needs of the local community and the opportunities to meet them. The CCT will work to target these initiatives in the areas identified to meet its ambitions.</p>
11	Analysis	Describe the strengths, opportunities	<p>Strengths</p> <p><u>Tourism</u> – Hastings is rapidly becoming a ‘go-to’ destination, with its mix of art, heritage, seafront facilities and natural landscape on the doorstep. It’s one of our largest economies with potential for growth and diversification and features highly in many strategies and</p>

		<p>weaknesses and threats in meeting the needs at 10 (a).</p>	<p>projects.</p> <p><u>Heritage</u> – Hastings is internationally recognised for its links to the Battle of Hastings and is a strong attraction for tourists. It has a rich history through the ages, an array of assets including the castle, historical architecture and fishing fleet to name but a few. There are 14 Conservation Areas within the areas identified by the CCT reflecting a unique townscape and built environment in the town.</p> <p><u>Creative and events</u> – Hastings has a well-established year-round events calendar, the majority of which are community delivered. This has created a sense of local ownership and of a town ‘coming together’. These events are a major draw for visitors and contribute to the year-round economy to which we aspire. Alongside this, the arts and creative sector is rapidly establishing itself with original events, small galleries and creative businesses relocating and starting-up.</p> <p><u>Community and voluntary sector</u> - The community and voluntary sector contribute to the town’s strong community spirit and many of its major cultural events. The sector has a reputation for working well with each other as well as the public sector to support the regeneration of the town and its residents.</p> <p><u>Sense of place</u> Hastings and St Leonards cannot be mistaken for other towns. The make-up of the town, heritage and natural environment are distinct. Its community is diverse and this is reflected in the street scene in shops and restaurants which all contribute to the atmosphere of a vibrant place.</p> <p><u>Low house prices</u> Low cost housing in Hastings is relatively unique to the South East and should be seen as strength to attract a variety of new residents and entrepreneurs to the area.</p> <p>Weaknesses</p> <p><u>Low Skill levels</u> - a larger than average proportion of residents have no qualifications, combined with a lack of soft skills which often means businesses struggle to recruit or are forced to recruit from out of the area. Many employment support projects exist or are proposed to tackle this agenda. However entrenched issues such as generational family worklessness and low educational attainment continue to hamper efforts.</p> <p><u>Transport links</u> - inadequate transport by road and rail continues to put off businesses looking to relocate and also proves problematic for residents and visitors. Improvements are</p>
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		<p>slowing taking place with the opening of the Link Road and carriage-way improvements to the A21. We continue to lobby for better rail links.</p> <p><u>Hotel space (visitor infrastructure)</u> - The number of available, quality spaces continues to be a problem, particularly during peak periods.</p> <p><u>Seasonal offer</u> - tourism economy is centred around the summer season, causing issues with seasonal employment and the ability of business to remain sustainable.</p> <p>Opportunities</p> <p><u>Inward investment</u> - Hastings is a comparatively low cost housing area to live and start a business. It offers good incubator spaces and the broadband infrastructure is constantly improving. Its increasing popularity as the 'go to' destination is also attracting new people.</p> <p><u>Heritage and tourism</u> Our wealth of assets and attractions provide good opportunities for year-round employment and the sustainability and development of heritage assets. There is scope to make the most of the unique offer through marketing and continuing the excitement from the 950th anniversary of the Battle of Hastings through art, music, culture, heritage and tourism and from the new attractions such as The Source and the Pier.</p> <p><u>Health and wellness</u></p> <p>Improving the health, well-being and activity levels of the resident population would ease public service pressure, see increased use of seafront spaces and contribute to supporting people in making the transition back into the workplace. Health and wellness tourism is also a growing economy that Hastings could look to capitalise on both on the promenade and sea itself.</p> <p><u>Creative:</u> supporting more creative businesses to establish in and relocate to the town, building Hastings as an alternative hub to Brighton in the sub-region.</p> <p>Threats</p> <p><u>Infrastructure</u> - transport links to and from Hastings is a key challenge. Being at the end of most transport links also means it is more difficult to justify infrastructure investment.</p> <p><u>Impact of Brighton University Closure</u></p> <p>The withdrawal of the university from the town is a disappointment but offers an opportunity to attract new education institutions to the town with the infrastructure already in place.</p>
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12	Data – <i>while an essential element of the plan, it could be included in a 'daughter' document.</i>	Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.	<p>Data can be found in the council's corporate plan, Tourism South East figures, East Sussex in Figures, HBC Culture-led Regeneration Strategy, HBC Seafront Strategy, CHART funding bid application, CCG Health Inequalities Programme etc.</p> <p>The Index of Multiple Deprivation (IMD) 2015 was published on September 30th 2015. The Index of Multiple Deprivation 2015 is the official measure of relative deprivation for small areas (Super Output Areas (SOA) or neighbourhoods in England.</p> <p>Key results for Hastings</p> <ul style="list-style-type: none"> • Average score - deprivation overall: Hastings has moved in the rankings from 19th to 20th most deprived local authority area in England (one ranking position less deprived than for 2010, out of 326 authorities). • Proportion of LSOAs in the most deprived 10% nationally – We are ranked 13th jointly with Stoke on Trent for the proportion of SOAs in the most deprived 10%. Our ranking based on IMD 2010 figures was 20th (rankings closer to 1 indicate more deprivation). Our ranking is based on 16 of the 53 SOAs in Hastings being in the most deprived 10% for IMD 2015, compared with 15 of 53 for IMD 2010. • Most deprived area in the region: Hastings remains the most deprived in the South East, and in the South East Local Enterprise Partnership area (based on both average score and proportion of SOAs in most deprived 10%).

			<ul style="list-style-type: none"> • Deprived seaside towns: Hastings remains the second most deprived seaside town after Blackpool based both on average score and proportion of SOAs in the most deprived 10%. Blackpool is ranked most deprived authority in England based on average score, and 7th most deprived based on proportion of SOAs. • Serious hotspots of overall deprivation: Our most deprived neighbourhoods are Broomgrove and Farley Bank / Halton (SOA 005D), and the “7 Streets” area of St Leonards (SOA 011A). These are among the most deprived 2% in England. • Sixteen of the 53 SOAs in Hastings are in the most deprived 10% in England, compared with 15 in 2010. These were with IMD Rank Score of 3284 or less. These are all of Central St Leonards and Castle Wards, and parts of Hollington, Gensing, Ore, Wishing Tree, Tressell and Baird. • More than half the neighbourhoods in the town became less deprived: 38 of the 53 SOAs in Hastings have better deprivation rankings in 2015 than 2010, and 15 have worse rankings. There is one more SOA in the worst 10% in 2015 than in 2010. Taking a slightly wider cut-off though, in 2010 there were 32 SOAs in the most deprived 30% nationally, and in 2015 there are 28.
Delivering the Plan			
13	Key projects and/or bodies of work.	High level description of discrete pieces of work showing CCT role, indicative partners and	1. Deliver CCF4 funding (Destination White Rock; Continuing the economic revival) project. Discrete pieces of work (£1.08m) designed to improve the economic well-being of the White Rock area include: <ul style="list-style-type: none"> • Incubator business space at Rock House development and creating new spaces in a disused area of the America Ground (alleyway rear of Claremont) • Opening up a new pedestrian route from the train station to the seafront, including marketing campaign and extension of free public WIFI. • Installation of additional Beach huts

		timescales.	<ul style="list-style-type: none"> • Reanimation of the seafront water feature • Additional national and international events at The Source BMX park • A community based business initiative, enabling the local community to participate in and manage the economic revival of the area. <p>CCT role: Support monitoring of the project outcomes, CCT members support delivery, where appropriate. Timescales: project close- Dec 2019, final report April/ May 2020.</p> <p>2. Improved seafront transport connectivity (DESTI SMART, park and ride at train stations, Bexhill & Hastings movement and Access programme (LGF, ESSC).</p> <p>3. Work with HBC officers to identify funding and develop future projects and plans as opportunities arise, with a particular focus on priority areas such as the town centre and Bohemia. Additionally maximise value of external funded projects in implementation.</p> <p>4. Improved transport links – HBC is engaged with the government and railway operators to bring high speed rail to Hastings, with 69 minute journey time to central London (against 90+ minute journey time at the moment).</p> <p>5. CCT to maintain a voice on the Cultural Leaders Group which is leading on the Action Plan for the Culture-led Regeneration Strategy.</p>
14	Short term goals/actions	What will the team achieve in the next 6 months? Should demonstrate 'quick wins'.	<p>1. Deliver CCF4 project.</p> <p>2. Improved seafront transport connectivity (DESTI SMART, park and ride at train stations, Bexhill & Hastings movement and Access programme (LGF, ESSC).</p> <p>CCT role: CCT represented at DESTI SMART stakeholder meetings, part of consultation for Bexhill & Hastings movement and Access programme.</p> <p>3. Discuss use of West Marina and beyond St Leonards.</p>

			<p>4. Scope for improving the evening economy. CCT role: Consider Purple Flag status- start with self-assessment tool.</p> <p>5. Digital mega phone utilising Wi-Fi network. CCT role: Consider future for the Wi-Fi network and how to maximise the use.</p> <p>6. Strategic assets within the CCT area. CCT role: Identifying strategic assets (buildings/ areas) for future funding opportunities involvement within the CCT's plans.</p> <p>7. Communication of external funding opportunities. CCT role: To consider how external funding opportunities can be communicated across the CCT area.</p> <p>8. Contribute and support the Future High Street funding application and associated work.</p> <p>9. Contribute to Bohemia Masterplan work.</p>
15	Performance measures	For first 6 months – to be SMART	<p>The main performance measures the CCT is able to publish at this stage relates to the delivery of the CCF4 funding application. This project will deliver: 19 direct jobs; 164 indirect jobs; 180 businesses supported; 62K new visitors; and £4.2m visitor expenditure.</p> <p>In addition the CCT will also ensure:</p> <ul style="list-style-type: none"> • CCT group meetings are delivered • Future proposal ideas collated and actioned where possible
16	Medium term	For 6mths to	Please see above

	goals/actions	5 years	In addition to this, the CCT will work with partners to develop plans for the identified areas and secure funding as necessary. This includes monitoring and performance measuring of plans as required.
17	Performance measures	For 6mths to 5 years – to be SMART	Please see above In addition to this, several of the funded projects which will impact the CCT have significant and specific SMART objectives, results and outcomes. Where relevant these results will be shared with the CCT – and owned by them -if the CCT are partners within further funded projects under the two CLLD schemes (FLAG and CHART).
18	Long term goals and actions Optional	Strategic plans beyond 5 years – include performance measures where appropriate.	<ul style="list-style-type: none"> • Support Bohemia Masterplan and development proposals work being led by Hastings Council. • Encourage major improvements to the seafront to encourage tourism, business growth and local pride. • Continue to campaign to improve transport links to Hastings. • Promote the maintenance and development of Heritage assets in Hastings.
19	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.	<p>Many of the barriers have been identified in the SWOT analysis above. Preparations to mitigate against these will be identified and developed as/when projects are approved. The stability of the CCT partnership depends on ongoing projects and initiatives for it to oversee as they arise.</p> <p>In the main, the projects listed rely on successful funding applications being secured. This does put projects at risk of not being delivered. However, if required alternative sources of financing will be sought or projects scaled to accommodate a lesser amount of funding.</p>
20	Resources	Who and what will be required to	HBC is the lead partner and accountable body for the CCT. HBC has allocated resources to support the work of the CCT and develop its role. The CCT has the resources to engage with community for the CCF4 project. Further resources will be sought to enable the CCT to build

		deliver each element of the plan. Include 'in kind' services, volunteers, etc. demonstrate how local expertise will be utilise and/or grown.	its capacity as proposals and opportunities arise.
21	Costs	Detail of costs of each element of plan.	The costs for CCF4 project is £1.08m. Costs and plans for future projects and programmes will be developed as funding opportunities become available.
22	Value	What is the value of the plan to the local economy?	The additional tourism expenditure from the implementation of the CCF4 project is valued at £4.2m, creating 164 indirect fte jobs. Additional value will be added when future project pipeline ideas are developed.
23	Funding	Identification of funding streams and how costs of project(s) will or could be met.	CCF4 (all project costs noted in application). Other project funding streams will be identified on a case by case basis.
24	Maximising	Describe	HBC as leading partner for the CCT will help shape and co-ordinate projects and activities.

	resources and costs	how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	This should reduce the cost of delivery of projects and minimise risks.
Communications			
25	Consultation	Describe existing results of consultations and planned consultation exercises.	<p>Economic Plan 2019 (refresh) - CCT discussed and agreed actions and updates for the plan to be updated.</p> <p>To develop the Economic Plan members of the CCT were invited to have one to one meetings to share their views. All members were further consulted throughout the process in a series of group meetings. Further regular meetings of the CCT are planned to develop ideas of the group and monitor progress. The CCF4 funding application contains within it proposals for a business and community development worker (led by White Rock Trust) to carry out consultation work as required.</p> <p>There have been three recent examples of consultation exercises where CCT members have been engaged to develop programmes and projects to be delivered over the next five years.</p> <p>1. Connecting Hastings and Rother Together (CHART) Community Led Local Development Strategy (April 2016 -2022)</p> <p>CLLD is by definition a process to be led by local communities. Community participation in developing CHART went beyond this, and CHART has seen the active involvement of local</p>

		<p>people in its inception and design, and also in the plans for its future management, oversight and evaluation.</p> <p>SE LEP's publicity and networks brought knowledge of the CLLD opportunity to relevant areas at an early stage, and across Hastings and Rother local organisations began discussing the possibility of a bid during December 2013, facilitated by bodies such as the East Sussex VCO 'Speak Up' forum. In Hastings and Rother, the two Councils for Voluntary Service, Hastings Voluntary Action (HVA) and Rother Voluntary Action (RVA), working with the Borough and District councils and other local groups, came together to identify the dimensions of the opportunity and most importantly to assess and confirm joint commitment to developing a compelling case for Hastings, St Leonards and Bexhill. During this process local community groups and organisations were actively involved – the process working through the wide range of established networks such as Hastings and Rother Community Network (155 members representing 91 member organisations), other forums and relationships, and extending well beyond the VCO sector to draw in strategic level players such as the Clinical Commissioning Group and Housing Associations.</p> <p>2. Hastings Business Improvement District</p> <p>The Town Centre Partnership first discussed establishing a Business Improvement District (BID) in Hastings Town Centre in 2013. Interest really took off following a wide ranging consultation on the future of the partnership and its future sustainability. A business led BID steering group was established which includes local community leaders and the statutory authorities. To establish the BID a successful ballot was conducted amongst 440 local businesses with 45% turnout. The process has shown that partnerships in Hastings can deliver positive results even in the most challenging set of circumstances.</p> <p>3. Fisheries Local Action Group</p> <p>The fishing industry representative, community partners and commercial operators within the fishing quarter were actively involved in developing the FLAG strategy. In addition to numerous industry meetings, a special FLAG board was convened (26 attendees from</p>
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			<p>industry, 3rd sector and public sector). Progress and consultation reports were discussed at the coastal users group meetings and by 2 x Stade partnership groups, as well as HBC Cabinet meetings and meetings of the Foreshore Trust Charity Committee. As examples the following additional engagement took place:</p> <ul style="list-style-type: none"> • Consultation with visitors at the Mid-Summer Fish Fest – 25/26th June (48 surveys completed) • Specific individual 1-2-1 meetings with fishing boat skippers and crews on FLAG strategy and wider EMFF funding requirements– conducted between 7-31st July • Specific meetings with education, cultural and supply chain businesses on Rock-a-Nore road and Stade area <p>The outcome of these meetings formed the FLAG strategy; informed needs and the SWOT; with similar community engagement activity will continue during the programme period. FLAG funding application was approved in November 2016.</p> <p>4. Evaluation of ROOT 1066 Festival.</p> <p>Undertaken by the University of Brighton, the evaluation looked at the impact of such cultural projects on the community and gathered opinions on their perceived value. The Cultural Leaders Group will be taking forward some of the recommendations, such as helping to disseminate an Evaluation Toolkit for use by cultural projects in the town.</p>
26		Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.	<ul style="list-style-type: none"> • Feedback meetings • Email and telephone updates • Invitations to consultation events/ regular CCT meetings • Social media posts and media outlets – CCT members provide information to their network and membership – therefore impacting significantly more individuals than those on the CCT membership. <p>Hastings Borough Council is an active member of the Coastal Communities Alliance and the CCT plans to share its achievements through this forum.</p>

			<p>The Council is also an active member of the SE LEP Coastal Communities Group which is also attended by officers from DCLG. The group is currently involved in providing input to the LEPs review of its Strategic Economic Plan and the governments Industrial Strategy.</p> <p>HBC is leading the development and delivery of a new Coastal Culture Network, in partnership with the Coastal Communities Alliance and Arts Council England, which aims to:</p> <ul style="list-style-type: none"> • Bring together coastal local authorities, cultural organisations, Coastal Community Teams and others with an interest in the role of culture in the development of coastal communities • Share good practice, information and opportunities in order to facilitate increased activity • Advocate for the role of culture in the regeneration and development of England’s coastal communities with partners and strategic stakeholders
27	Communication with community	How will the community and stakeholders be involved and informed of progress and outcomes	<p>Specific projects will be shared via social media posts and media outlets, utilising the HBC marketing team as the conduit for this.</p> <p>CCT members and stakeholders will be kept informed via updates at appropriate meetings such as the CCT and Coastal Users Group etc. In addition, CCT members will also provide feedback to their own networks and membership.</p> <p>For the local authority, public consultation is standard practice before any council strategies are approved.</p>
CCT Logistics			
28	Management of team	How the team will operate, frequency of meetings,	<p>Meetings will be held quarterly and facilitated by HBC council.</p> <p>The team will be made up of businesses, volunteers and residents from different areas of the town for full representation, with a focus on the seafront.</p> <p>HBC Regeneration Team will provide support to CCT partners to develop their ideas for</p>

		centrality of team to projects, etc. How the team is representative of the community.	implementation and funding bids as required.
29	Support structure	Network of support built to enable CCT to deliver the economic plan	<p>Council resources through Regeneration team and CCT member engagement.</p> <p>The Regeneration Team support, and are involved with a multitude of operational and strategic projects which will enable the building of networks, contacts and support for the CCT. Many of these projects and programmes currently being developed or implemented include capacity for CCT members to engage in the project and support its delivery. Engagement and support will now be a precondition for all projects being taken forward by the CCT and its members.</p>
30	Costs	Running costs of CCT itself	<p>Costs from existing Council resources through the Regeneration and Culture team. It is expected one council officer will contribute half a day per week to support the work of the CCT. The cost of running the CCT is not expected to be more than £5k per annum. Additional duties and roles the CCT may wish to take responsibility for will need to be funded from external sources as appropriate.</p>
31	Sustainability	Long term plan for team and how this will be managed.	<p>Hastings Borough Council have corporately approved to support and be the secretariat for the current structure and operation of the CCT.</p> <p>In the long term, there are other funded and long term partnerships and forums where the CCT's role could be encompassed if required. This includes the Coastal Users Group, Fisheries Local Action Group, CLLD CHART Local Action Group and Hastings Business Improvement Board, all of which include representatives from the existing CCT team.</p>

			<p>CHART Sustainability: 3 year programme running until 2022, with HBC as the accountable body. The community are key decision makers in the process, supported with HBC Officer resource. It's focussed on developing social and economic sustainability for over 25's furthest away from the employment and support. The objective is to create a stronger, more inclusive economy in the most deprived parts of the Borough, which includes the majority of the CCT area.</p> <p>Fisheries Local Action Group: This well-established group, made up of community, voluntary and private organisations, including members from the existing CCT is nationally recognised for its work in bringing together and strengthening partnerships within the Stade and fleet communities. Its focussed on developing a sustainable fleet and supply chain and encouraging jobs and growth in the associated coastal community sector.</p>
32	Areas of Specific Interest	Provide areas of on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage,	Housing, Heritage, tourism, transport, social and economic regeneration, culture and creative industry

		marketing, etc.	
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