

This is a text only version of a document submitted by Hastings Borough Council in support of their bid for £3.55 million from CABE for the Jerwood project programme of support works. It was produced using OCR techniques from a scanned paper version and is as far as we know, a faithful text only replication of the original. It has been provided by SOS to enable the general public to know what is being claimed by HBC for a new display building and rearranged existing open space on the Stade.

Our vision for Hastings

1 Hastings is unique. It is hard to think of another town where such a wealth of history and heritage meets so many social and economic challenges. It is equally hard to find any town where arts and culture can have such an immediate, highly visible and lasting impact within a wider physical and economic regeneration programme. The Jerwood Foundation's choice of the Stade, Hastings, as the site for its major new art gallery has given us a 'once in a lifetime' opportunity to accelerate the pace and depth of our town's regeneration.

2 Our town's artistic and cultural strengths are not yet shared enough with the wider world or indeed large numbers of our own residents. The Jerwood Gallery and the Stade can not only transform thousands of lives in our town, they can also anchor the development of a regionally and nationally significant cultural quarter.

3 Our vision is for a future in which:

- * We are a regional, national and international centre for innovation and excellence in arts and cultural activity.
- * We boost the regional offer with our 'cultural coast', playing a leading role in the regeneration of the entire coastal economy.
- * We inspire and energise our community through the transformational power and creative force of art and culture.
- * We give our seafront a new economic, cultural and social purpose.
- * We unite our fishing and maritime heritage with a newer arts and cultural industry to create a stronger future for both.
- * We set a benchmark for the character and quality of the town's future development through the design excellence of our new Stade.

4 We will deliver this by creating a new destination containing:

- * Jerwood's 20th and 21st Century British Art Collection, visiting exhibitions and its programme of outreach and education.
- * A performance and events piazza suitable for the most exciting and varied programme of live outdoor theatre, music, film, festival and other events.
- * Community education facilities in partnership with the local community, fishing industry and the Billingsgate Seafood Training School.
- * A café to support the events and activities and to make the Stade an all year attraction.

- * Essential support facilities like toilets and visitor information.
- * A dynamic new partnership, built from engagement with the community and partly financed by profits from the new cafe, to run and develop the Stade's cultural programming on a sustainable basis.

The regeneration context

5 Hastings has major problems. With the fall of seaside tourism and an influx of vulnerable people, we experienced severe decline to the point where Hastings is now the 29th most deprived area in England and the second most deprived resort town after Blackpool. It has been characterised as a post industrial northern town on the South Coast.

6 However, we're reinventing Hastings so it can both reverse years of decline and emerge stronger from the recession as one of the South East's leading cultural and economic prospects. Our Regeneration Five Point Plan, led by SEEDA and the local authorities through our regeneration company Sea Space, is bringing nearly £100m of investment. Hastings is now a university town, through our pioneering University Centre. We're building a new £100m college and have created world class business premises like our Creative Media Centre and Innovation Centre to encourage high-value, knowledge-based and new media companies. Our state-of-the-art environmentally friendly industrial park aims to attract businesses from the growing "green" sector and we're improving transport and IT infrastructure. We're also improving our glorious but dilapidated building stock in conservation areas and the seafront through a carefully managed carrot-and-stick approach of grants and enforcement.

7 Our County and Borough Councils are leading major efforts to improve schools and to engage, empower and rebuild cohesive communities. Initiatives are too numerous to list, but include a new federation of three secondary schools, Creative Partnerships working to build arts into the curriculum, neighbourhood fora, support for new businesses, and a range of initiatives to address worklessness.

8 A new Hastings is visibly emerging. Culture is both a catalyst and a barometer of change and key early signs of transformation are apparent. The seafront and town centres have improved, there are new cafés, restaurants, galleries and boutique hotels. The number of people working in art and creative professions has doubled in recent years. Hastings Arts Forum, a community-based network dedicated to promoting and developing an arts infrastructure for the town, is now the County's largest subscription organisation. Our independent cinema the Electric Palace is fast gaining national recognition and is the home of Shot by the Sea, an increasingly important digital media festival. The award winning Seafood & Wine Festival is now in its third extraordinary year and attracted 50,000 people over just two days in September. Our Central St Leonards shopping district is becoming Sussex's answer to Portobello Road while in the

Old Town's High Street specialist shops like Made in Hastings give over 100 local artists, designers and craftspeople a vital outlet. Ethnic groups are making their marks, with shops, restaurants, and a vibrant presence at community festivals.

9 We're already close to completing several major physical projects which create a firm foundation for this bid including the:

- * renovation of the Georgian Pelham Crescent on the seafront
- * creation of a pavement boulevard between the town centre and Old Town
- * completion of the Hastings Train Station rebuild
- * creation of a new education centre (with new college and university) next to the station

Our visitors will soon be able to walk to the Stade through an area that's clearly been carefully regenerated and tastefully improved. Additionally, the Stade lies just below 600 acres

of internationally important clifftop country park and the steepest funicular railway in the country (currently being refurbished).

The Stade

10 Physically, the Stade comprises the land between the high-water mark and Rock-a-Nore Road. Most of this is our working fishing beach, net huts, and fish market, as well as the aquarium, Fishermen's Museum and Shipwreck & Coastal Heritage Centre. Part of The Stade is owned by Hastings Borough Council, and the rest by the Foreshore Trust; the fishermen have rights to use part of the beach. The most prominent area is an open space as large as the court at Somerset House. This area is currently used as a coach and lorry park and is home to a Tourist Information Centre and toilet block. By any standards this is a poor use of such a prominent open space and we intend to turn this around and make the best possible use of it.

11 The Jerwood Foundation chose the Stade as its preferred location for its Ezinn gallery because of the site's unique potential. The fishing fleet, ancient net huts, proximity to the sea and historic Old Town are core dynamic settings for both the gallery and the programme of outdoor events envisaged for the new piazza.

12 The piazza will be used for:

- * Live music performances from major artists including everything from the orchestral and operatic to world music and rock.
- * Outdoor theatre, film screenings and live performances of all kinds.
- * A base for our already strong cultural events which collectively attract over 100,000 visitors every year (including Jack-in-the-Green, our Bonfire nights and newly developed Seafood & Wine Festival).
- * Showcasing our burgeoning local talent drawn from many backgrounds.

The piazza will also be the link between the Jerwood Gallery, the fishing beach and the sea on one hand and the Old Town and wider Hastings on the other. A

focal point where worlds meet and interact, it will be supported by café and visitor facilities.

13 New community education facilities in partnership with Billingsgate Seafood Training School, local community and fishing community. This gives enormous potential for leisure and training activity around fish cookery and presentation as well as providing new meeting and education facilities for the local community, schools, college etc.

14 We will create a new access between the Stade and Old Town sweeping away the constraints imposed by the A259 which currently separates them.

As well as providing new crossing points, we'll create a new streetscaped area which will complement the pavement widening and other improvements already planned. All of this will strengthen the relationship between town, beach and sea and boost the identity of the area as a major cultural quarter.

How the Stade will help Hastings

15 Hastings has a large and strong artistic community. Its arts forum has over 700 members and a number of new commercial galleries have opened in the past two years. Our thriving fishing community and outstanding natural environment are longstanding strengths while the work of our regeneration company Sea Space is bringing new opportunity, education and employment.

16 We can unite these elements on the Stade to create a unique social, economic and cultural focal point for the town and wider region with:

- * A high profile "launch point" for a much wider regeneration of our seafront. To establish an extended zone of artistic and cultural activity between the Stade and town centre, were supporting a 'My Place' bid to use our landmark seafront Regency building St Mary-in-the-Castle as a creative arts centre for young people.

- * A high value product based on culture, arts, food and the sea with new entrepreneurial activities in all these sectors.

- * A stronger fishing community with access to new markets that are potentially of a much higher value than existing markets.

- * A symbol of civic pride and a focus for our own community cohesion activities

- * 100+ immediate jobs with much greater potential if this helps kick start wider seafront regeneration.

- * Increased cultural opportunity for schools, colleges and communities through the Jerwood Foundation's outreach programme and a strengthened partnership between cultural organisations, educators and communities. Our emphasis will include a focus on the most excluded in our town.

*

A new tourism market with world class art and culture as part of a regional coastal offer stretching from Margate and Folkestone in the east to Bexhill, Eastbourne, Brighton and Chichester in the west.

17 The project fits with many of our wider regeneration and inclusion programmes:

- * The key partners in the £100m new arts and design-focused Sussex Coast College want to strengthen links with the arts, performance, media and catering sectors.
- * Sea Space's ongoing support for the creative industries (which has already seen the creation of two Creative Media Centres with a major new commercial art gallery).
- * Hastings Borough Council's annual £1m investment in arts and cultural activity.
- * Creative Partnerships' high quality work in schools and the community to increase participations and boost self esteem.
- * High profile cultural events like the Bonfire (unique to Sussex), Jack-in-the-Green (unique to Hastings), Coastal Currents and our Seafood & Wine Festival,
- * Support, via Neighbourhood Renewal Funding and Area Based Grants, for our Baird Film and Television Initiative which is also now supported by the UK Film Council as part of a regional approach to stimulating this sector.
- * We see culture as a vital means of achieving Community Cohesion and Empowerment, and we will create two-way links between communities and activities on the Stade.

18 The proposal will have a dramatic impact on Hastings' image and appeal. Although the town is beginning to attract newer more prosperous visitors from London and elsewhere, we still need to reverse many years of negative imagery. Significant groups of local people, particularly the economically excluded, also hold negative perceptions of the town.

19 Our local and international cultural events, high quality outdoor space and landmark buildings will attract new higher-spending visitors to Hastings. It will make the town a year-round destination, and catalyse new boutique and mainstream hotels, restaurants and other activities. Stimulating the cultural and tourist sector will create jobs, both directly and indirectly. Reinforcing Hastings' new, vibrant image will draw in new businesses and residents looking to relocate.

20 However, we also expect a strong cultural product to attract local people to the Stade and we'll encourage this through ongoing audience participation and development.

21 Crucial to this will be ongoing engagement with the fishing community and our diverse local community. Everybody will be involved not only in the planning and delivery of physical improvements on the Stade but also our cultural programming.

22 We will constantly evaluate our activities using the indicators from the baseline study. Our evaluation will also take account of Local Area Agreement

indicators, particularly those around residents' perception of their neighbourhoods. We will continually engage with all our stakeholders throughout the design and delivery of the works and the development of our cultural programming.

Cultural programming & legacy

23 Our ambition is for an irreversible change. We'll invest heavily to secure lasting benefits for the town and the wider area. We'll be adopting an innovative new approach to engaging the community at the very beginning of this process, ultimately giving it the sense of ongoing involvement and ownership that's essential to any legacy. Indeed this work has already begun.

24 In developing our cultural programming and building our legacy, we'll engage:

- * Our many community groups (especially those from the town's most deprived wards).
- * Young people
- * Local schools from Hastings and the surrounding area.
- * Black and ethnic minority groups within the town.
- * Disabled people.
- * Students of Sussex Coast College and University Centre Hastings.
- * Visiting foreign students.

25 This engagement will be achieved by:

- * Action research with local community groups.
- * Development of arts projects within the community that will result in performances or installations in the piazza.
- * Working with the Jerwood Gallery to access arts tours, exhibitions and facilities for schools and community groups.
- * The development of partnerships between neighbourhood communities, communities of interest and communities of identity and local arts organisations such as our Museum Association (one of the oldest in the country), Radiator Arts Group, Project Artworks, Claremont Studios, South Coast Artists (SOCO), Shot by the Sea Film Festival and Hastings Museum & Art Gallery.
- * Developing partnerships and exchanges with regional arts providers and venues such as the De La Warr Pavilion, the Towner at Eastbourne and the Tate at Margate.
- * Working with local groups and council officers to deliver annual festivals and events in the piazza such as the Seafood & Wine Festival, Coastal Currents Arts Festival, Hastings Week, Hastings Carnival and Old Town Week and the Shot by the Sea Film Festival.
- * Working with educational partners such as schools and colleges, but especially with agencies such as Creative Partnerships and the Excellence Cluster (a

partnership of local schools) to facilitate the delivery of their work within the piazza.

* To work with the newly appointed Stade Education Officer and the Fishermen's Museum to enhance the heritage offer of the Old Town and fishing fleet through interpretation via projects and use of the facilities offered within the Stade Space.

26 Our engagement activities will lead to the formation of a dynamic new partnership, partly financed by profits from the new café, that will run and develop the Stade's curatorial mission statement, all of its cultural programming and a full business plan to generate income and achieve sustainability. Hastings Borough Council will put in place the resources to support this new partnership through its existing staff and the use of Area Based Grants.

Demand & support

27 No proposal has excited as much interest in Hastings for many years. The scheme enjoys the support from groups as diverse as the Fishermen's Protection Society to the Hastings Arts Forum. The Stade Partnership has been and will remain a key stakeholder throughout.

* Our initial consultation, undertaken with the Jerwood Foundation and County Council, showed 89% support among 523 responses in favour of a Jerwood Gallery on the Stade. The strongest support was from the Old Town consultation.

* The creative and cultural sectors are growing. Those involved in developing and supporting this are unanimous in the potential:

- Hastings Arts Forum
- Hastings & Bexhill Task Force - Tourism South East
- SEEDA
- Regional Arts Council

* The opening of the De La Warr Pavilion resulted in over 500,000 visits in its first year of existence. The success of St Ives and the Towner Gallery all point to the wide hunger for cultural and artistic opportunity.

28 Tourism South East, Sussex Arts Marketing and local councils hosted the Wavelength Conference in October 2008. This was attended by business, arts community and strategic partners with over 100 delegates who were absolutely supportive of this development in the context of a wider culturally led regeneration.

Meeting Sea Change's objectives & criteria

29 To back investment plans for culture, heritage and public space to act as a catalyst for regeneration

30 An internationally significant art gallery, set in the context of a new piazza, that supports an ancient way of maritime life is an absolutely unique proposition and adds an all-important cultural dimension to the regeneration of Hastings.

* It supports educational achievement by providing a context for all people to raise their self-esteem and aspiration through creative activity.

* It will attract students to the new University Centre and College, and give a focus for the new creative incubation centres. The economic benefits are estimated at 104 new jobs, £10.8rh extra revenue and extra GVA of €2.9m per annum. The catalytic impact will include a £2.5m increase in value of retail premises in the area surrounding the Stade, plus €232,000 p.a .in increased tax receipts from nearby businesses.

* It helps deliver the objectives of our Seafront Strategy to create jobs and employment on a revitalised seafront. Already a major new leisure facility at nearby Marina

31 To boost confidence and pride in the local community

Our vision rests upon the high level of engagement, pride and ownership that a first class facility and participation in the arts can bring to our town. This is supported throughout this document.

32 To share learning between local authorities and other partners exploring ways to support seaside resorts via culture and heritage

We will share all our learning from the development, management, implementation and evaluation of the Stade. We are well placed to do this – the Stade project manager is chair of the Coastal Towns Group, while our partner SEEDA is the national lead regional development agency on coastal towns. We will develop a programme to showcase our work and share evaluation regionally, nationally and internationally.

33 To ensure that CABE' s investment is matched by other partners to maximise the benefit of its funding

CABE's investment will be more than matched by other partners, leveraging in 199 % from partners' match funding. The private sector will be contributing around LID% of the total project costs through the Jerwood Foundation's donation and this constitutes over two thirds of the match funding for the Sea Change bid. However, the most significant "in kind" benefit is the provision of a nationally significant art collection by Jerwood. The value of this is many millions of pounds, its impact incalculable.

34 Innovation and Aspiration

The Stade is hugely innovative:

* The Jerwood Foundation's investment will enable us to create an economically sustainable landmark project that will both inspire community cohesion and regeneration and attract inward investment.

* It combines art gallery, performance open space, training linked to our maritime heritage and leisure located near our fishing fleet It brings new purpose and revitalization to a historic community and location.

* The project celebrates the embedded culture of the fishing community through using the new training kitchen to help people understand, cook and enjoy local fish

* The Stade integrates professional and community art, local and international production, and builds proactive links with neighbourhoods and communities often excluded from public culture and creativity.

The Stade raises the bar on Hastings' civic aspirations as a confident and contemporary town. It will help more deprived communities by developing their creativity, self-confidence and employability.

Sustainability

35 Economic Sustainability

Our new development must sustain itself. Jerwood has committed to meet the costs of their gallery in total. Hastings Borough Council will invest sufficient funds to develop a programme and partnership that will sustain the value of the Stade to the town and region. The bid is supported by both a business plan and economic impact assessment

* Investment in cultural and entrepreneurial activity.

* Ongoing investment in fabric maintenance until viability is reached.

* Achieving a balance of income earning public events and less viable cultural and artistic innovation.

* The value of the project far outweighs the initial investment and this is demonstrated in the impact assessment.

36 Environmental Sustainability

Buildings will be designed to minimise energy and water use and CO2 emissions (the gallery design will reduce CO2 emissions by 40%), taking full account of sustainable construction methods, and renewable energy technologies. The development will use long lasting, high quality, and (where practicable) natural materials requiring little maintenance.

37 The Stade will complement the natural and built environment of Hastings' Old Town with its historic funicular lifts and unique net huts: transforming a prominent site from low value unattractive uses into a high quality inviting, inclusive destination, easily accessible to the town centre and station on foot or by bus.

38 Equality & Diversity

The promotion of equality, diversity and cohesion principles (including monitoring and evaluation) is central to all our work and will form a crucial part of programming, marketing and audience development. The Stacie's

new spaces and buildings will be physically accessible throughout, and seek to go beyond ?DA compliance to incorporate best practice. Disabled parking and drop-off bays will be provided.

39 Multicultural, community and youth events will support social access. The education and outreach projects are fundamental to The Stade and specifically aim to include the communities in Hastings that are most excluded from active and public cultural activity, whether as audiences or creatively.

How we will reach out

40 We are conscious that some parts of cultural and arts activity are not enjoyed by many and that some people feel excluded by "highbrow" definitions of culture.

* Our programming partnership will include the voices of both practitioners and more organised groups. Of particular importance are ethnic minorities, people with disabilities and youth. However, the greatest efforts to reach the excluded will be the economically and socially marginalised in St Leonards and our major estates. Neighbourhood Forums, Area Boards and Community Network will be directly involved. These structures will be vigorously engaged.

* We will use artist/animateurs to involve local people.

* We will work with our Community Network and Local Strategic Partnership members to ensure widest participation by partners in all sectors.

* We will work with art groups, the Excellence Cluster, schools and colleges to have The Stade project included in the syllabus for local students.

* The Council is involved in developing a "sister" project to use St Mary in the Castle as a youth arts project under the "My Place" scheme.

* Jerwood have pledged to recycle all income received from Hastings residents into free activity aimed specifically at local groups and individuals.

Marketing

41 Marketing will be a crucial tool We need to market the Stade and the new emerging image of Hastings

* Externally we will build on our existing strong cultural product:

- With Tourism South East partners we will market ourselves alongside Margate, Folkestone, De La Warr in Bexhill, Eastbourne, Brighton, Chichester as the region's cultural coast. The opportunities in this are enormous domestically and internally. Near Europe has particular potential for this sub region.

* Internally we will:

- Use Neighbourhood Forums, newsletters, community networks, schools and the college as partners. Local people are not just consumers – we will seek ownership by involving them as active participants in designing programmes and performances. We believe it is engagement that provides local use of this facility.

How the Stade supports aims and policies of Regional Economic Strategy (RES) and Sea Change's national partners

42 The proposals support several elements of the RES including:

- * Global competitiveness: since the attraction will build on Hastings' existing history, links with Normandie, and the language schools, to attract overseas visitors
- * Enterprise and employment: supporting the cultural and visitor economies
- * Physical development: physical regeneration of a brownfield site, and enhancing local road infrastructure

43 It also supports two cross-cutting themes: (a) the key actions for culture, sport and creative industries, and (b) equality and diversity, as well as cultural and tourism-based development of the Coastal South-East.

44 The Stade also supports the aims of the Arts Council of increasing attendance and participation, and contributes to all four of the Big Lottery outcomes of people having better chances in life, stronger communities with more active citizens working together to tackle their problems, improved urban environments, which communities are better able to access and enjoy, and healthier and more active people and communities. The project fits with CABE's policy of using public money to fund initiatives that promote the best in architecture, urban design and public space. It supports English Heritage's aim of protecting and promoting the historic environment.

45 It also fits with the aims of the DCMS in increasing the take-up of cultural opportunities by adults, young people and priority groups; and SEEDA's Framework for Action's three main priorities of a creative and inspirational coast, an inclusive and connected coast, and a competitive coast with a strong economy.

46 This work is part of the community cohesion agenda as it recognises that well organised and inclusive events are the mainstay of bringing people together to strengthen bonding and bridging between them. It also promotes mutual understanding and increases knowledge of different communities.

Project management

47 A strong Partnership Management Team is in place headed by a Director of Hastings Borough Council, two Head of Service, a senior Highways manager and a Jerwood representative. Key arts and economic development staff support them.

48 CVs of the project managers accompany this proposal.

49 The project is guided by both a strategic level group of key regional and local partners and an officer/partner group managing the practicalities of delivery and community engagement

50 In addition a dedicated postholder will manage the cultural and outreach programme through the development phase.

51 All partners have a strong track record of successfully managing similar cultural projects, as detailed in the Business Plan. A recent success is the improvement of Hastings Museum and Art Gallery.

52 Detailed planning for the delivery of the project has taken place with Sea Change spend concluded by October 2010 and completion by June 2011. Key dates include:

- * Jerwood Gallery submitted to Regional Design Panel 9th October 2008 and planning application expected in January 2009.
- * Architects appointed for public space, planning application expected in February.
- * Council, County Council and SEEDA funding in place.

53 Regional Priorities

The Stade has strong alignment with regional priorities and this has been described earlier in this document and in the accompanying business plan.

54 Regeneration and Economy

The Stade will:

- * Regenerate a brownfield site currently used as a coach and lorry park.
- * Create 100+ jobs in year-round employment - an essential starting point to enable local people to progress to higher value opportunities.
- * Support existing creative industries in Hastings through providing stimulus to their sector and broadening their markets.
- * Stimulate investment in current seafront properties.
- * Grow the visitor economy, attracting higher spending tourists visiting throughout the year.
- * Link to the 'Cultural South Coast'.
- * Give new economic purpose and potential to the fishing industry and its commercial spin offs.

55 Social impact addressing local priorities

The Stade will:

- * Boost civic pride and enhance Hastings' image, giving the town a positive local identity.
- * Build communities both on and off-site, enhancing social cohesion.
- * Stimulate educational and cultural activity and raise young people's aspirations, supporting the concerted improvements to secondary schools.

- * Attract and retain young people in the area, including university and college students.
- * Provide community education facilities for the locality and fishing industry.

The capital project

56 Tim Ronalds Architects will design the public space. Their experience includes the Hackney Empire, Landmark Ilfracombe and Watford Music Centre which won RIBA Awards. Top quality, inspiration, usability, flexibility and good value will be the hallmark of their designs for buildings and spaces of great architectural merit using durable, attractive and sustainable materials and services to ensure they are fit for purpose. The public realm and facilities will be outstanding. CABE space will be invited to join the Project Steering Group.

57 The gallery construction is being funded by the private Jerwood Foundation, with a strong drive for quality and with a track record of building exciting innovative buildings such as Jerwood Space in London. Joint arrangements are in place for the co-ordination of the two design teams (HAT Projects for Jerwood, and Tim Ronalds Architects for the rest of the site).

58 Good value for money will be assured for the public construction elements through procurement processes (eg OJEU).

59 Commitment to the project is demonstrated by the very significant level of preparatory work already done at risk, by the local authorities and by Jerwood. We have:

- * Consulted the public about the masterplan.
- * Consulted with arts and community groups about the projects and events. Particular attention has been given to the views of the local Disability Forum.
- * Established cross-party support and commitment in our Council.
- * Drafted Heads of Agreement with the Jerwood Foundation and the Foreshore Trust.
- * Masterplanned the site.
- * Appointed architects for the gallery and separately for the open space, community education facilities, toilets and cafe.
- * Developed and consulted on access infrastructure options.
- * Secured match funding for both the capital and revenue projects.
- * Started developing the programme of projects and events involving artists and communities.
- * Started RIBA stage C – D for public realm improvements and RIBA stage D for the gallery. Traffic and pedestrian analysis undertaken.
- * Finished resident, visitor and business surveys.

60 The Stade will cost about E10.628m including revenue costs. We have put full details in our Business Plan. We already have £7.078m and we seek £3.55m¹ from

Sea Change. A contingency sum is included in all elements of the project. Matched funding has been sought and obtained from Hastings Borough Council, East Sussex County Council, SEEDA and is anticipated from European Fisheries Fund.

¹ From the Jerwood Foundation, East Sussex County Council, SEEDA, EFF and our own budgets

61 The project managers will use proven project management tools (based on PRINCE 2) with a focus on keeping to budget and effective risk management. In the unlikely event that it goes over budget Jerwond will be responsible for any cost overruns for the gallery while Hastings Borough Council and East Sussex County Council will cover the public realm and transport infrastructure risk. A full project timetable is attached as an appendix.

62 Hastings Borough Council operates a Capital Project Management Board and an internal process of quarterly reviews.

63 Project managers will report six-weekly to the Project Steering Group, CAFE and Sea Change partners. We will provide formal reports to funding partners promptly after key milestones. Issues of community engagement are addressed earlier in this document as one example of demand/support from local people.

Monitoring & evaluation

64 Monitoring and learning play a key role.

Our project will be judged against:

- * Participation in and impact upon the design of the area and the consultation programme around it.
- * Its economic impacts direct and indirect.
- * Its impact on education.
- * Participation in performance and culturally by local people, particularly those from excluded groups.
- * The increase in visitor spend and numbers and tourism bed nights.
- * Resident satisfaction as measured through LAA indicators and the national Place survey.
- * Crime rates in the immediate area.
- * Local car park usage.
- * Surveys of local business and residents.
- * Through the East Hastings Area Management Board which represents all sectors in this part of the town.
- * The views of stakeholders including the college, Arts Forum, Job Centre, Chamber of Commerce, SEEDA and its impact on the town.

66 Monitoring will be developed and undertaken through the Hastings Borough Council's Regeneration Programme team. Independent evaluation will be

commissioned to assess the outcome of the project based upon the baselines contained in the project's impact assessment.

67 We will commission a programme of Action Research to ensure we proactively evaluate our progress and remain responsive to new developments and community opinion.