

Section Eight

Implementation

- 8.1 The AAP provides the framework for the coordination of future investment in the town centre and Bohemia. It provides a strong development framework capable of responding to changing conditions whilst maintaining a clear vision for the area.
- 8.2 Achieving the overall vision will be dependent on an integrated approach to the sites identified for change and development, enhancement of the Opportunity Areas and transport and environmental improvements. The AAP will be subject to annual review and monitoring against the objectives and timescales set out in this document. Above all it will be about changing perceptions and creating an environment of confidence for stakeholders and investors.
- 8.3 New development will be required to contribute to the vision and objectives set out in the AAP by increasing the quality and diversity of the experience and attractions for residents and visitors to enjoy. The objective will be to create value through the promotion of high quality development, open spaces and public realm.
- 8.4 A process of active management over the long term is needed in order to manage the change process. This will ensure that future development and investment is well managed and that they combine in such a way that the investments share success and combine to further extend the profile of Hastings Town Centre and Bohemia. The process of change and investment will take a concerted effort and partnership working over the long term. The vision will inform a series of proposals which can take place independently, but within an overall coordinated framework.

Delivery strategy

- 8.5 The timescale for delivery of the proposals set out in the AAP will be influenced by a number of factors including the ownership and availability of sites, financial viability and funding. The AAP will be subject to regular monitoring and review. At all times, however, priority must be placed on creating value and it will be necessary to ensure that this is not compromised in the interests of early delivery. This also serves to highlight the importance which must be placed on quality, not just quantity, in bringing forward development opportunities. A number of interventions will be required to deliver the objectives set out in the AAP:
- **Leadership** - the role of the Council will be critical as landowner, decision maker, planning authority and facilitator of change.
 - **Effective partnership working** - the importance of partnership working to deliver economic growth and regeneration benefits has never been greater. The proposals for Hastings Town Centre and Bohemia promote a close working relationship between the public and private sectors.
 - **Encouragement of local enterprises and investment** - the engagement of local enterprises particularly in the cultural and creative industries sector and support for the Business Improvement District (Hastings BID)
 - **Attraction of local, inward and foreign investment** - the need to attract investment to drive forward growth of the local economy, business development and new employment opportunities.
 - **Engagement of the community** - this process has started and will be maintained through engagement in the development of proposals.
 - **Maximising funding opportunities** - it will be necessary for partners to work together to access potential sources of funding.

- **Development of a marketing and branding strategy** - the creation of a strong brand will be essential in changing the image of the town and increasing its appeal.
- **Preparation and monitoring of a phased implementation plan** - proposals must be phased with a focus on early wins to start the process of transformation of the AAP area. Implementation of the AAP will be subject to monitoring and review to take account of changing conditions and new opportunities.
- **Management and maintenance** - a coordinated management and maintenance regime will be required to maintain the quality of the area and create a safe and attractive environment for residents and visitors.

8.6 Key mechanisms include:

- use of the AAP as the basis for development management and strategy development to ensure that change is brought forward in a coordinated and cohesive manner;
- working with other public sector bodies to ensure the coordination of funding support to deliver key projects;
- bringing forward proposals for land and buildings within Council ownership;
- working with landowners and developers to bring forward proposals for the Opportunity Areas and identified opportunity sites to ensure that new development and public realm proposals are of the highest design quality;
- securing developer contributions towards improvements to the town centre and necessary infrastructure improvements, in particular transport and public realm improvements through the use of Section 106 legal agreements;
- where necessary and justified on planning grounds to use Compulsory Purchase powers to bring forward land in order to deliver the proposals set out in the AAP.

Role of Hastings Borough Council

8.7 Hastings Borough Council has a pivotal role to play in the transformation of the town centre and Bohemia as facilitator, planning authority and land owner. The Council can bring valuable expertise and resources to work with partners to help deliver projects.

8.8 Land owned by the Council can be released for development to part fund leisure and cultural facilities and environmental improvements. In addition, the Borough Council can work with other landowners and organisations to bring forward proposals and to seek funding for the implementation of key opportunities.

8.9 There are a wide range of benefits which can be captured from intervention in the town centre and Bohemia. Through a comprehensive approach the area can:

- help to generate greater numbers of visitors;
- generate more viable facilities and businesses which will be of higher quality;
- generate employment opportunities together with financial benefits including higher levels of business rates, New Homes Bonus and rental income from the letting of the space;
- create higher levels of visits which will generate greater patronage across the town and will in particular help to support the retail and leisure facilities along key pedestrian routes;
- have wider and softer benefits including greater levels of satisfaction in the area and improved health and wellbeing from having much improved facilities.

Pro-active planning

8.10 The Hastings Town Centre and Bohemia AAP will provide the policy framework for bringing forward development opportunities and projects identified in the White Rock Park and Bohemia Strategy. A pro-active approach will be adopted to facilitate the delivery of key projects and necessary infrastructure in accordance with the NPPF and Hastings Planning Strategy.

Partnership working

8.11 To date initiatives have been promoted by local people making things happen. This needs to be harnessed and built on by encouraging other external 'facilitators' to participate in the projects – be these funders, investors or competition winning architects.

8.12 Successful implementation of the AAP and key projects will only be achieved through creative partnership working. This will be of particular importance in the current economic climate when it will be necessary to consider new and more creative ways of working. The proposals encompass a wide range of projects and implementation will be dependent on a strong partnership approach involving Hastings Borough Council, East Sussex County Council, The Foreshore Trust, wider regeneration and funding partners as well as landowners, the local community, businesses and investors.

8.13 The public sector will need to take an interventionist approach to enhance the profile and environment of Hastings as a place in which to invest. As both the planning authority and a key landowner, the Council will have a pivotal role in taking forward the proposals.

Maximising funding opportunities

8.14 The AAP provides a statement of intent for lobbying for public sector funding and private investment. It will give confidence to investors that there is a commitment to change.

8.15 Implementation of the AAP will require significant public and private sector funding. The cost of new facilities such as the White Rock Sports Centre and Park and the development of a cultural performance venue fit for the future will be significant. Development of the new sports centre and improved cultural performance venue will require a mix of funding including prudential borrowing and the sale of existing sites. This must, however, be balanced against the costs of refurbishment and extension of the existing leisure centre which has a limited life and the operational and maintenance cost savings which would be possible with a new centre designed to a high specification. A new centre would also attract higher levels of usage (including visitors) and would provide stronger and sustainable revenue streams. The integration and concentration of complementary uses centred around public facilities will serve to reduce the 'whole life cost in use' revenue costs. Transport improvements will be critical to ensuring sustainable economic regeneration of the town centre and Bohemia and this will require close cooperation between the Council, Government, East Sussex County Council and transport operators to secure funding for improvements to roads and bus and rail connections to the town.

8.16 The Council will work with developers and public agencies to facilitate development in accordance with the AAP and to secure funding for transport and environmental improvements and appropriate social infrastructure provision. A key element of delivery is developer contributions, which individual development will be required to make to fund town centre improvements. The Council will apply planning obligations/planning conditions to ensure the objectives of the AAP are realised.

- 8.17 Private sector funding will also be required to effect improvements to existing business and retail premises in the town centre such as improvements to vacant floor space and shop units or shop front improvements.
- 8.18 The Council will make funding available over the plan period from its capital programme to deliver improvements to the town centre in collaboration with its partners. Public sector funding will be sought through competitive bidding and submission of business cases for both transport and environmental improvements. Subject to the success of these, this will enable a phased programme of work during the plan period.
- 8.19 Initially public sector investment is needed in order to commence the process of change and improvement. The town centre and Bohemia can play a significant role providing facilities which will attract local, sub-regional and tourist visits. Provision of quality facilities will thus generate activity which will provide local employment and training opportunities as well as bring new spend into the local economy. The economic impact could be significant and increase the sustainability of facilities. Key funding opportunities which can be considered include the following:
- Prudential borrowing – the Council could consider this borrowing facility to invest in income generating facilities such as the Leisure Centre. Future revenue would then repay the loan.
 - Lottery funding – there are a range of lottery funding opportunities and these do evolve from time to time. Opportunities such as Power to Change, Parks for People, Heritage Enterprise and Reaching Communities. It must be noted that such funds are normally directed towards community organisations which will be recipients of the funding. Working with local communities to develop such proposals could form a key early project to generate investment in the Bohemia area.
 - Coastal Communities Fund – the Coastal Communities Fund is aimed directly at towns like Hastings and it is likely that future rounds will be available.
 - One Public Estate - public sector organisations are seeking to work in collaboration to meet their property needs and create efficiencies. Given the number of public sector buildings across the area, there may be opportunities for consolidation and rationalisation which could both reduce costs but at the same time generate revenue from development of surplus sites.
 - Local Growth Fund – administered by the Local Enterprise Partnership, funding is generally focussed towards employment, training initiatives and transport infrastructure, however certain elements of future development and investment may form part of a funding bid and therefore would be an appropriate source to target.
 - The Council will also work in partnership with East Sussex County Council to explore other opportunities through new funding sources being promoted by the Department of Transport and the Ministry of Housing, Communities and Local Government throughout the plan period.
- 8.20 Funding applications will need to be tailored to specific projects. Given the emphasis of many funds on community groups and social enterprise there is a need to work with active groups that can take projects forward in partnership and therefore help to facilitate future development.
- 8.21 The potential for private sector funding for development/investment will be assisted by having a coordinated and comprehensive strategy in place which will help to de-risk potential investment and heighten the prospects for future returns. Whilst public sector funding may be constrained, Council owned assets such as land and buildings can be used as catalysts for change.

Promoting culture and local enterprise

8.22 Culture will deliver value but needs to be protected for the long term. Key to the promotion of culture as a driver of regeneration will be:

- shifting perception and creating value
- partnership working
- developing the creative economy
- developing new business models

8.23 A mechanism is required which allows partners to be brought in at an early stage to influence design and type of amenity provision. In the short term, the priority should be to create a stronger focus and cluster of activities around the pier and White Rock Theatre. Culture can also drive the programme of temporary activities which will raise the programme of the wider Bohemia area. Cultural amenities around the edge of the area (museum, Convent and town centre) will have a cascade effect and the establishment of good connections will be important.

Community involvement

8.24 Active engagement of the local community has started and will be critical in taking forward the proposals in the AAP. The delivery strategy recognises the role of the community in the transformation of the town, including the development of proposals for Bohemia. The involvement and support of the community will be particularly important in taking forward proposals and the potential to secure funding.

8.25 The role of young people will also be critical in bringing life and animation to the area. It is proposed that the existing Youth Council and local schools and colleges should be fully involved in the development of proposals.

The role of architectural competitions

8.26 The use of architectural competitions will ensure that the best architects are attracted to Hastings. It will also encourage innovative design and new approaches to development which will make Hastings stand apart from other places.

8.27 Bohemia offers enormous potential but needs to be re thought. An architectural competition for the park would generate new ideas and interest in the potential for existing and new uses for the park. An urban park of this scale and position should be a destination with a national and international reputation.

8.28 A separate architectural competition should be held to design the Sports Park and Sports Centre and any cultural/live performance venues. An innovative approach to this facility could push new approaches to sports provision.

Phasing

8.29 In the Bohemia area proposals need to be coordinated such that risk is managed and that through the creation of place, confidence and value builds.

8.30 The key objective will be to achieve early and sustained transformation of the AAP area. There will be an overlap between projects and the timescale for implementation may be brought forward in accordance with the White Rock Park and Bohemia Strategy dependent on land availability and funding.

8.31 Change will not happen overnight and the area will develop over a long period. This is actually beneficial as it will become richer and more diverse over time and values and

investment opportunities will increase. It will also allow more people to be actively involved.

- 8.32 New initiatives should be encouraged within the existing open spaces of Bohemia and these can be prototypes for the future development of the place.
- 8.33 Early work and intervention is needed to create the conditions where private sector interest and investment can be secured. This initial work would help to ensure that 'value is created' which will make projects more attractive and viable.
- 8.34 The long term vision should be pursued through specific projects, with a focus on key priorities and addressing barriers to regeneration such as environment and infrastructure. It will be important to demonstrate progress through a short, medium and long term strategy with an emphasis on promotion and programming in the short term.
- 8.35 Proposals will be phased over the plan period. An indicative phasing programme is set out in the Indicative Implementation Schedule (table 3), together with the key actions required to implement the proposals set out in the AAP. The Council expects development to be phased generally in accordance with the indicative phasing programme unless this would have benefits for delivery of the overall vision and provided that the AAP objectives would not be prejudiced. Projects are set out within three indicative phases:
- short (1-5 years)
 - medium (5-10 years)
 - long (10-15 years)
- 8.36 The Council will work with land owners and developers in bringing forward proposals. Phasing is based on a number of key considerations including site availability, funding, deliverability, land assembly and infrastructure requirements. Each phase will be characterised by specific programmes of activity and by detailed proposals being brought forward for key sites.
- 8.37 The phasing also reflects the importance of key sites which would mark a step change in the offer and perceptions of the centre and improve the climate for investment. The phasing plan will be kept under regular review as implementation progresses and will be updated on an annual basis.

Monitoring

- 8.38 The completion of proposals and operation of the policies within the AAP will be subject to monitoring as part of the Council's statutory monitoring of all planning policy documents.

Planning application requirements

- 8.39 The AAP provides the planning policy framework for development and change within Hastings Town Centre and Bohemia and will be applied in the determination of planning applications. The Council will work with developers in preparing Masterplans and development proposals will require a high quality design which will assist in delivering the overall vision for the town centre. In support of planning applications for development proposals, the following documents will be required, but not limited to:
- Masterplan showing how the site relates to the wider town centre;
 - Design and access statement showing how a high quality of design will be achieved;
 - Landscape and open space strategy;

- Phasing and delivery strategy;
- Transport assessment.

Table 3: Indicative Implementation Schedule

Reference	Site name	Indicative timescales	Partners	Delivery Strategy	Infrastructure requirements	Funding opportunities
SG1	Priory Street car park and ESK	Medium - Long	Hastings Borough Council (HBC) Developers	Development of Masterplan Secure developer partner	Relocation/ replacement of multi-storey car park in site SG2	Release of development value Private sector S106 funding Coastal Communities Fund
SG2	Station Approach car park and Royal Mail Delivery Office	Medium	HBC Network Rail Landowners Developers	Development of Masterplan	Re-provision of multi-storey carpark Investment in station/new services	Release of development value Private sector Transport funding S106 funding Cross-subsidisation from site SG1
SG3	Former Post Office, Cambridge Road	Short - Medium	HBC Landowners Developers	Early release of site		Private sector
SG4	Queensbury House, Havelock Road	Short	SeaChange HBC Developer	Market site	Public realm	Private sector Coastal Communities Fund

Reference	Site name	Indicative timescales	Partners	Delivery Strategy	Infrastructure requirements	Funding opportunities
WP1	Corner of Wellington Place and Albert Road	Medium	HBC Landowners Developers	Development of Masterplan Links with sites WP3 and WP4 Optimise development potential through mixed use development	Public space Public realm	Release of development value Private sector S106 funding
WP2	Site of former Harold Place public conveniences	Short	HBC Developers	Market site Catalyst for regeneration of town centre	Public realm Landmark building	Private sector S106 funding
WP3	Cinema, Queens Road	Medium	HBC Landowners Developers	Enhanced cinema provision or relocation of cinema to alternative site	Public realm Enhancement of heritage asset	Private sector S106 funding
WP4	1-7 Wellington Place	Medium	HBC Landowners Developers	Development of Masterplan Links with sites WP1 and WP3 Optimise development potential through mixed use development	Public realm Links to seafront	Private sector S106 funding
QR1	Morrisons, Queens Road	Long	HBC Landowners Developers	Development of Masterplan Optimise development potential through mixed use development	Public realm Parking	Private sector S106 funding

Reference	Site name	Indicative timescales	Partners	Delivery Strategy	Infrastructure requirements	Funding opportunities
QR2	Cornwallis Street car park	Short - Medium	HBC Developers	Market site	Public realm Parking Pocket park	Private sector S106 funding
PM1	Land at Middle Street	Medium	HBC Developers Owners of Priory Meadow	Development of Masterplan Extension to Priory Meadow	Public realm Parking	Private sector S106 funding
PM2	Station Yard, Station Approach	Short - Medium	HBC Developers	Market site	Public realm Cycle way	Private sector S106 funding
WR1	Hastings Pier	Short	Owners of Hastings Pier Venue operators	Continue the development of facilities and extended programme of activities	Public spaces	Private sector Coastal Communities Fund
WR2	White Rock Theatre	Short - Medium	HBC Arts Council England Cultural companies and venue operators	Extension of White Rock Theatre to include extended performance and hospitality areas incorporating new pedestrian lift access to White Rock Gardens	Public spaces	Hastings BC Private sector Arts Council England SELEP Coastal Communities Fund Fund raising

Reference	Site name	Indicative timescales	Partners	Delivery Strategy	Infrastructure requirements	Funding opportunities
WR3	The Observer Building	Short - Medium	HBC Owners Cultural groups and organisations	Develop proposals viable mixed use scheme for refurbishment and reuse of building	Enhancement of heritage asset	Release of development value Fund raising
WRP1	White Rock Gardens	Short - Medium	HBC Friends of White Rock Gardens Leaseholders and Organisations which have an interest	Early engagement of Friends of White Rock Gardens Programme of events and festivals Community events	Green space Cycle/pedestrian links	Release of development value Heritage Lottery- Parks for People

Reference	Site name	Indicative timescales	Partners	Delivery Strategy	Infrastructure requirements	Funding opportunities
WRP2	White Rock Sports Park	Medium - Long	HBC Developer partner Sports clubs and providers Sport England	Feasibility Study Engagement with existing sports clubs and providers Review options for leisure provision Design Competition Seek developer partner for new Sports Park Rationalisation of outdoor sports uses Relocate existing GP surgery Preparation and implementation of proposals for Sports Park	Cycle/pedestrian links Parking Sports facilities	Prudential Borrowing Enabling development/sale of existing leisure centre site S106 Private sector Revenue from facilities

Reference	Site name	Indicative timescales	Partners	Delivery Strategy	Infrastructure requirements	Funding opportunities
OA8	Former Convent of the Holy Child Jesus, Magdalen Road	Medium - Long	HBC Land owners Cultural groups and organisations Education providers	Hastings Borough Council to work with landowners and stakeholders to secure sustainable future for listed buildings Explore options for future use and enabling development. This may include Feasibility study and Business Plan for International School for arts and possible education use.	Restoration of listed buildings Green space Cycle/pedestrian links Contribution to social infrastructure	Heritage Lottery Enabling development S106 Fund raising Education providers
B1	Summerfields	Short - Long	HBC Leaseholders Developer partners	Redevelopment of site following relocation of leisure uses to new Sports Centre and Sports Park	Green space Cycle/pedestrian links Contribution to social infrastructure	Private sector S106
B2	Horntye Park	Medium	HBC Horntye Trust Developer partners YMCA	Confirm future of sports facilities and relocation proposals Preparation of proposals for redevelopment of existing site	Green space Cycle/pedestrian links Contribution to social infrastructure	Private sector S106
B3	Civic Quarter	Medium - Long	HBC Public sector bodies	Review opportunities for consolidation of civic uses		One Public Estate

Reference	Site name	Indicative timescales	Partners	Delivery Strategy	Infrastructure requirements	Funding opportunities
B4	Hastings Museum	Short - Medium	HBC Jerwood Gallery Cultural organisations Bohemia Walled Garden Society Friends of Summerfields Wood Local community	Feasibility Study and business plan and review of funding opportunities Approach key national cultural institutions to test Art Storage market Improved access to Summerfields Wood - New footpaths Interpretation facilities. Biodiversity enhancement		Arts Council Cultural Organisations Heritage Lottery Fund raising Education providers

Question 27: Do you have any comments on Section 8 and how we propose to implement the proposals in the AAP and the indicative implementation schedule (table 3)?