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1. INTRODUCTION

White Rock is a special place – rich with traces of the layered histories of Hastings alongside a mix of contemporary community uses and formal provision. The green of White Rock contains secret gardens, open spaces and historic parkland. White Rock is a site of leisure, pleasure and entertainment. The area is bordered by America Ground, a symbol of the independence of the Hastings spirit. This Masterplan respects and protects this character and heritage within proposals for the future.

Hastings has a do it yourself attitude and a bohemian heart. Independence marks the history, economy and culture of the area from the fishing industry to the Green Man Festival, the bowls club to Fat Tuesday. Successful new initiatives have sprung from independent delivery – with inspiring examples of the Pier, Source Park and the Hastings Concerto Competition. Our Masterplan is predicated on the ability of the community and partnerships of Hastings to deliver change.

Bohemia is not only the historic name for the area – it also suggests an attitude through which new ways of living are tested. We want to support an attitude and brand of Bohemia – a testing site of new ideas and approaches which will produce a new form of parkland. We are proposing the area be rebranded as Bohemia – an invitation to new experiences - new parks, new forms of culture, new ways of living. New ways to deliver development. This will in turn deliver:

- A positive perception of Hastings as a place to visit and to invest in.
- New employment and business opportunities.
- A new community in high quality homes.
- Higher visitor numbers which will in turn generate further investment.

We are proposing active programming of the public space and parkland as a method through which we can test out uses and build a brand. We need to encourage more people to discover the currently secret qualities of the museum and the White Rock Gardens – we want to retain the deliciousness of the hidden treasures whilst making them more accessible to Hastings residents and visitors.

Our Masterplan is built on an understanding of the value of layered uses and community delivery. We want to build over time an incremental programme that will deliver sustainable change in partnership with the community.

’By 2028 Hastings, founded upon our unique heritage, natural environment and seaside location, and supported by social, economic, cultural and environmental regeneration will be a safe and thriving place to live, work and visit, that offers a high quality of life, and has a strong economy and sustainable future.’

Hastings Planning Strategy 2014

’Our vision is for the renaissance of Hastings, with culture at the heart of its identity and regeneration, delivering long term economic and social benefits for all. By 2021, Hastings will be a highly desirable place to live, work, visit and invest.’

Culture-Led Regeneration: A Strategy for Hastings 2016-21
A VISION FOR WHITE ROCK

White Rock & Bohemia can be a game-changer, a celebration of the Hastings spirit, which builds on existing qualities and unlocks the potential of this part of town.

White Rock Park will be both a destination and a new living room for Hastings, and Bohemia will be opened up as a place to explore.

White Rock can be a testbed for new tools and techniques—cultural, social, ecological & economic, for establishing new ways of living. Over time, White Rock will become a creative, diverse and forward looking addition to Hastings.

We will work in a way that creates interest and invites collaboration. Whilst planning for the future we will open the doors for new uses and provide the framework for future investment.

This is not just a masterplan but a strategy for change. It will require the involvement of the community— to make White Rock their own and make their own White Rock.
The Masterplan has been prepared to promote the early and sustained transformation of the area and to provide a comprehensive and deliverable framework for future change and development. In doing this, it takes an integrated view of the area in order to maximise opportunities and to ensure the proposals are sustainable and deliverable. The Masterplan will inform the development of the Hastings Town Centre and White Rock Area Action Plan (AAP) and provide an effective framework for future investment underpinned by a robust delivery strategy.

The overarching aim is to use the White Rock area as a catalyst to drive forward transformation and regeneration of Hastings and St Leonards. The key principle which underpins the Masterplan is to celebrate the assets of the White Rock area and to transform it into a high quality and distinctive area which will create new opportunities for the town, local businesses and residents. The overall objective is to generate a critical mass of activity that is deliverable and distinctive whilst at the same time, creating a high quality cultural and leisure destination with a strong sense of place and good connections with the wider area.

The goal is to reinvigorate this part of Hastings through programme of key initiatives which seek to:

→ Create a distinctive destination
→ Encourage investment in new high quality development and improvements
→ Create new cultural, leisure and tourism opportunities
→ Improve pedestrian links between White Rock, the town centre and the seafront
→ Protect and enhance the built and natural environment
→ Enrich the existing character of the seafront and the town’s cultural heritage
→ Phase proposals to make best use of available funding and investment
→ Promote a stronger image for the town

It is a plan for the future of this area which includes a balance of the following elements:

→ Performance/cultural space
→ Improved leisure provision
→ Outdoor recreational space
→ A mix of uses including housing appropriate to the site and as potential source of finance for other projects
→ Retail opportunities that might complement the Town Centre or the visitor economy
→ Hotel/visitor accommodation
→ Access, including transport and parking
→ The possible re-configuration of public service buildings

The Masterplan has been prepared in consultation with key stakeholders including existing occupiers, land owners and local groups and organisations. The proposals have also been informed by market intelligence and feedback from a small number of potential investors and service operators.

The proposals provide a framework for sustainable change and a shared plan of action and seek to create a distinctive place and a shared belief in the future of the town and opportunities for all. Several zones of activity have been identified along with a number of key projects which will be delivered through close partnership working between the Council, other public sector bodies, landowners, developers, local businesses and the community.

Key to the success of the proposals is a robust delivery plan and a programme of measures to change the image of Hastings such as celebrating cultural heritage, local food and people, an extended ‘year round’ events programme and improved marketing and branding.

A Delivery Strategy and Action Plan are provided which set out how the projects and proposals can be effectively phased over time and the key actions and interventions which will be required to realise the vision for the White Rock area. This recognises the importance of coordinated action on the part of all stakeholders to effect early change and to draw movement across the town from the Old Town to White Rock thereby extending the regeneration profile and setting in motion the process of transformational change.
# 3. WHITE ROCK TODAY

‘The scarcest resource in cities is not money, but coordination.’

Alejandro Aravena

The White Rock area has a long and colourful history dating back to the heyday of Hastings as a seaside resort. In the past, it was the focus of activity with pleasure gardens well used and enjoyed by visitors and residents. Today it is underutilised and largely undiscovered by visitors to the town, and lacks the vitality which characterised it in the past.

In preparing the vision and masterplan framework, reference has been made to available background material and the evidence base documents which underpin the Hastings Planning Strategy and emerging Hastings Town Centre and White Rock Area Masterplan, including the Retail and Leisure Assessments and Urban Design Analysis (Bilfinger GVA, March 2016). Further reports have been prepared which analyse current and future market trends. This information has been analysed and key issues are summarised in this section.

The area is strategically located close to the town centre and between two rail stations but at the same time, is strangely isolated due to weak connections within the area and with the wider town. There are wonderful sea views but these are enjoyed by a limited number of people and the area has become neglected and difficult to define—nearly a park, but more of a common. Some of the facilities are now of poor quality and need reinvigorating. A key challenge is the re-definition of this space and its relationship with the wider town.

## THE AREA FACES A NUMBER OF CHALLENGES BUT ALSO PRESENTS SIGNIFICANT OPPORTUNITIES.

### STRENGTHS
- Location
- Cultural heritage and history of area
- A range of well used leisure facilities
- Size of area—3 hectares
- Existing landscape features
- Heritage buildings
- Summerfields Wood—Local Nature Reserve—a unique asset
- Sea views
- Important cultural assets—Pier and White Rock Theatre
- Recent investment in Pier
- Involvement of community
- Access to Rail Stations

### WEAKNESSES
- Lack of profile of facilities in the area
- Extensive areas of open space which are poorly connected
- Poor maintenance and management of open areas
- A large number of disparate occupiers and poorly defined uses
- Poor quality of visitor offer
- Leisure facilities do not meet identified needs
- Poor connections between White Rock and Seafront and wider town
- Dominance of traffic on seafront
- Lack of signage and wayfinding
- Lack of parking for existing users

### OPPORTUNITIES
- Significant areas in public ownership
- Potential for consolidation of existing uses
- Release of land for mixed use development
- Relocation of GP surgery
- Innovation and adaptation which will also act as an attractor to investors and visitors
- Unlock potential of landscape and views
- Shared consensus that change needs to happen to improve area
- Potential for partnership working
- Potential to anchor the town centre at its western edge by driving footfall
- Build on assets such as Pier and White Rock Theatre
- Growth of the ‘staycation’ market

### THREATS
- Ageing leisure facilities in need of investment
- Uncertainty regarding future of White Rock Theatre
- Deterioration of heritage buildings unless funding and a suitable use is secured
- Availability of funding and investment in new facilities
- Piecemeal approach to development
- Loss of sports and cultural facilities
- Costs of management and maintenance
- Competition from other destinations with superior facilities
THE HISTORIC CONTEXT OF WHITE ROCK

Historic views illustrating the expanse of White Rock

White Rock headland in the early 1800’s
HISTORIC USES (THE HEYDAY)

- Bohemia House
- Bohemia Estate
- Summerfields Wood
- St Paul’s School
- SECAMB Ambulance Service
- Hastings Museum
- Hastings Indoor Bowls Club
- Magistrates Courts & East Sussex Police HQ
- White Rock Pleasure Grounds
- Reconstructed Hastings Pier
- Eversfield Place Tramway
- Convent of All Souls (1870)
- St. Mary Magdalen Ward
- Bohemia Farm
- The Oval (Children’s playing field)
- St Michael’s Church
- White Rock Theatre (previously Hospital)
- Toll House

LATER ADDITIONS

- YMCA
- Horntye Park
- ESFRS
- Summerfields Wood
- Some elements remain
- SECAMB Ambulance Service
- Summerfields Leisure Centre
- Hastings Museum
- Hastings Indoor Bowls Club
- Reconstructed Hastings Pier
LAND OWNERSHIP
Land within the area covered by the Masterplan is principally in the freehold ownership of Hastings Borough Council but a number of sites and building are subject to leases of varying lengths which are held by individual occupiers. This is a key factor in considering the potential to release land for development and to realise the capital and revenue funding necessary to deliver the regeneration of the area. Horntye Park and the Convent of Holy Child Jesus are in private ownership. Other land is in separate public ownership and used for a range of public services including the Magistrates Court, Police Headquarters, East Sussex Fire and Rescue Service (ESFRS) and South East Coast Ambulance Service (SECAMB).

EXISTING USES
The area comprises a mix of cultural, leisure, tourism, public services and community facilities. However, many are underutilised, poorly promoted and in poor physical condition. Above all they are poorly connected and largely hidden from view. A full schedule of existing uses, current proposals and land owner/occupier aspirations is provided in Appendix A.

Consultation has been undertaken with landowners and existing occupiers during the preparation of the masterplan and a number of opportunities have been identified. These may be summarised as follows:

CULTURAL FACILITIES
1. Hastings Pier - the Hastings Pier Charity recognises the urgent need to extend year-round activities and revenue generation and to strengthen linkages between the Pier and White Rock Theatre and other visitor attractions in area to create an entertainment hub which is as strong a draw to visitors as the Old Town and eastern seafront.

2. White Rock Theatre - The current operator contract comes to an end in 2019 and there is an urgent requirement to address the future of the theatre in the fast changing context of audience expectations and venue operation. A new strategy and flexibility in spaces and programming is required to ensure a self-funding and sustainable future for the facility.
LEISURE FACILITIES
3. Hastings Museum & Art Gallery- The museum is detached from the wider town and visitor numbers are relatively low. There is significant potential to improve visibility, to expand the visitor offer and to create better linkages to other heritage attractions in the area.

4. Summerfield Leisure Centre- Investment has been undertaken in the centre but the building has a limited life of about 10 years. The current contract ends in 2018 and there is an urgent requirement to consider future options for leisure provision in the context of operational and maintenance costs, other leisure provision within the Borough and changing demands. If the facility is retained there will be a requirement for significant investment and expansion of existing facilities. The option of a new state of the art leisure centre would provide the potential for reconfiguration, innovation and rationalisation.

5. Falaise Fitness Centre- The existing split site operation of the leisure centre has implications for management and operational costs. Operational benefits would be achieved by combining uses with other leisure centre facilities and help to create a stronger leisure destination with a wider appeal to residents and visitors.

6. Horntye Park- The site provides a range of leisure facilities but current proposals to relocate facilities and to create a new out of centre sports hub provide the opportunity to rethink the future of this site in the context of the vision for White Rock.

7. Bowling Greens and Pavilions- It is recognised that the existing clubs provide important facilities particularly for older people and contribute to healthy lifestyles. However, there is potential to rationalise existing provision and to explore the potential for co-location with indoor bowls and other leisure provision.

8. Falaise Indoor Bowls Centre- There is a requirement for improvements to existing facilities and the club has unsuccessfully bid for funding to implement these. There is potential for an improved relationship with outdoor bowls provision and the integration of indoor bowls as of a larger consolidated leisure facility.

9. Miniature Golf Course and Pavilion- There is potential to share indoor facilities with other leisure users and to extend use of the miniature golf course for wider public use.

10. Skateboard park and multi-use games area- Skateboarding is becoming synonymous with Hastings with the opening of The Source. There is potential to incorporate and extend the outdoor facilities in a new integrated facility.

11. Tennis Courts- Currently not in use with alternative provision in Alexandra Park.

12. YMCA- The building is in need of considerable improvements and there is potential to consider future provision in the context of proposals for Horntye Park.

TOURISM/ VISITOR FACILITIES
13. Travelodge Hotel- There is a current proposal for redevelopment of the existing hotel to provide a new 75 bed hotel with associated residential development. The site does not meet the requirements of higher value operators who would require a seafront location or sea views. The masterplan provides the opportunity to consider alternative hotel sites as part of a wider tourism strategy for the town.


15. Clambers Indoor Play Centre and Battle Zone- The indoor play facilities do not relate well to the wider White Rock area or maximise the opportunities presented by its strategic location and stunning views at this key gateway into the White Rock Gardens. There is significant potential for improving the existing facilities and for consideration of the replacement of existing facilities in the longer term.

PUBLIC AND COMMUNITY SERVICES
16. Medical Centre & Pharmacy- A temporary use located on a former bowls green. Suitable permanent sites have been identified for the relocation of this facility.

17. SECAMB Ambulance Station- Make Ready Centre and Response Post. Potential for relocation subject to alternative provision. Response post need to be retained in central Hastings area.

18. ESFRS Station - Full time facility with some underutilised space. Potential for site to be shared with other public service subject to maintenance of appropriate facilities and possible site extension.

19. Magistrates Courts & East Sussex Police HQ- built in 1970s following demolition of Bohemia House. Existing uses are well established and occupiers have no plans to relocate.

RESIDENTIAL
20. Private residential properties.

21. New residential development- Planning consent granted in August 2016 for 32 residential units on the site of the former Registry Office and Summerfields Business Park. This scheme is currently under construction.

GREEN INFRASTRUCTURE
22. White Rock Gardens- designated as Historic Parks and Gardens. Located to west and east of Falaise Road. Mix of leisure and commercial leisure uses with limited landscaping and informal visitor facilities.

23. Summerfield Wood- Designated as Local Nature Reserve 1999. Hastings BC maintains area with assistance of volunteers. The two ponds in the lower part of the woods were constructed during Victorian times and are fed by a stream which runs down the central part of the woods. A third small pond is located further up in the centre of the woods and forms the start of the stream with water from local land drains. The woods form an important habitat for wildlife and both migratory and nesting indigenous birds.

24. The Oval- Underutilised open space used for temporary events including Circus and Steam Fair. Woodland area to north is well used for walking.

HERITAGE
25. Bohemia Walled Garden- Heritage lottery funding secured to restore and develop the Victorian walled garden for heritage, learning and enjoyment including rebuilding of eastern garden wall. Plans to improve access and add interpretation boards in 2017.

26. Ice house and Roman Bath- Grade II listed structures within Summerfields Wood.

27. Convent of Holy Child Jesus, Magdalene Road-‘The site includes a number of listed buildings including the Grade II’ listed Chapel, many of which are in need of repair. The buildings offer potential for refurbishment and reuse subject to funding and viability.
WHILE STRATEGICALLY LOCATED close to the town centre and seafront, the White Rock area is not well connected to the wider area and there is a poorly defined network of pedestrian and cycle routes. Whilst within walking distance of two stations, connections are inadequately signed and the pedestrian experience is poor.

Pedestrian access from the seafront is constrained by topography and pedestrian and cycle routes through the area are ill defined with a lack of signage and wayfinding. There are no direct east-west pedestrian links through White Rock gardens between St Leonards and Hastings. Bohemia Road presents a barrier to pedestrian connections between White Rock Gardens and the leisure facilities, museum and Summerfields Wood located to the north of Bohemia Road.

TRAFFIC AND PARKING
Traffic on the A259 impacts on the quality of the seafront and creates a significant barrier to pedestrian movement, with a limited number of crossing points. Safety railings add to street clutter and inhibit pedestrian movement.

Car parking is distributed in a series of small car parks and on street but is often occupied for long periods by people using facilities or working elsewhere in the town centre. Parking facilities for users of leisure facilities is considered to be inadequate. Falaise Road has low levels of traffic but provides facilities for coach parking for visitors to the town.

There are clear breaks in connectivity within Hastings, and White Rock can be seen as a barrier between St Leonards and the Town centre. The core of White Rock is closer to Warrior Square train station than Hastings although both stations are within easy walking distance.
PLANNING

The Hastings Town Centre and White Rock Area Action Plan (AAP) is being prepared as part of the Hastings Local Plan process. It will set out the overall strategy for the future of the Town Centre and White Rock area and covers the period to 2028. Preparation of the AAP follows the successful adoption of Hastings Planning Strategy (February 2014) and Development Management Plan (September 2013), both of which cover the whole of the Borough. Once adopted the AAP will form part of the statutory planning framework for the town, and will be used in the determination of planning applications.

The Hastings Planning Strategy provides a long term plan to deliver regeneration and sustainable growth in the Borough up to 2028. It sets out a number of key strategic objectives and priorities of relevance to the future of the White Rock area:

¬ Achieve and sustain a thriving economy—developing the key economic growth sectors including the creative industries.
¬ Ensure everyone has the opportunity to live in a decent home, which they can afford, in a community in which they want to live—providing more opportunities for people to live in Hastings town centre through identifying opportunities for mixed use schemes.
¬ Safeguard and improve the town’s environment—conserving and managing the historic environment, protecting and enhancing green infrastructure and biodiversity and providing open spaces, recreation facilities and streets that are well designed, safe and accessible.
¬ Address the impacts of climate change—requiring developments to include appropriate climate change adaptation and mitigation measures such as green roofs and walls, sustainable drainage systems, multi-functional green space and biodiversity enhancement and protection.
¬ Support sustainable communities—improving the quality of life, enabling an increased take-up of sports, leisure and cultural activities by residents and visitors through the provision of accessible facilities and promoting access to a healthy natural environment.
¬ Provision of an efficient transport system—providing a network of safe, good quality walking and cycling routes.
¬ Making best use of the Seafront and promoting tourism—ensuring a range of day long and year round activities and facilities that attract residents, workers and visitors; working with local communities to secure a sustainable future for Hastings Pier and other key landmark sites along the Seafront and encouraging artists and related tourists and visitors through increased opportunities for vibrant art and craft studios, markets, chalets and retail.

The Hastings Planning Strategy requires the development of at least 3,400 homes up to 2028. This target is significantly below the objectively assessed housing need figures and through the AAP there is an opportunity not only to further regenerate and revitalise WR but also the opportunity to help meet the unmet housing need in the Borough.

White Rock Gardens are designated as Historic Parks and Gardens in the Development Plan and the western part of the study area (incorporating the Convent site) is located within the Magdalen Road Conservation Area.

Planning policies seek to:
¬ Protect and enhance the built and natural environment and the significance and setting of heritage assets including historic parks and gardens. Development which sustains and enhances the significance of heritage assets and/or their setting will be encouraged;
¬ Protect and enhance biodiversity including ancient woodland and improve site management and increase public access to areas of nature conservation importance;
¬ Safeguard and protect Local Nature Reserves;
¬ Protect and enhance dedicated open spaces, playing fields and community facilities;
¬ Ensure that major sports and leisure facilities are centrally located, or easily accessible to all of the community. Planning permission for the reduction in size or number of playing fields or sports pitches will only be granted where existing facilities are of a poor and unsustainable quality and surplus to requirements; would serve to upgrade the sports facilities, or reinstate them elsewhere on the site; or the proposed development is necessary to meet an important national, regional or local need and alternative provision is made that enhances, or is equivalent to, the existing recreational facilities.

Land at the entrance to Hornsey Park is allocated for residential development (Ref SAPs) with a potential capacity of 135 units. Any loss of sports facilities will need to be compensated for and access to the listed Ice House will need to be maintained. Policy HN6 states that planning permission will not be granted for development within the curtilage of the Former Convent of the Holy Child Jesus unless it is enabling development which would secure the long term suitable use and future of the existing Listed Buildings. Development would also be required to provide an appropriate amount of affordable housing and to secure the management in perpetuity of the whole site as a single entity and as a place of special significance.

MARKET TRENDS

The White Rock area represents a significant and underutilised asset, with a stunning location and unrivalled sea views and Hastings BC is keen to engage with delivery partners to realise the considerable untapped assets for residential and mixed use development. There is a need to understand current market trends and the opportunities for creating value to realise objectives for regeneration of the area.

RESIDENTIAL

The residential market displays the following key features:
¬ Comparatively low, but rising, house prices: Housing value trends in Hastings are generally lower than the wider East Sussex area and the South East region. However, house prices have shown a steady increase in Hastings since 2009.
¬ Declining affordability: Houses in Hastings are generally more affordable than in Rother or East Sussex County. However, the affordability in Hastings has been declining in the last three years.
¬ Increasing housing stock and bias towards smaller dwellings: The assessment shows that Hastings has seen a
significant increase in housing stock compared to Rother and Eastbourne local authorities. Dwelling sizes in Hastings are relatively smaller compared to the wider housing market area and the Borough has a relatively high concentration of apartments.

- Growth in the private rented sector: The majority of householders in Hastings are owners occupiers, but the level of ownership has significantly fallen since 1991. The sub-region has experienced a 50% growth in the private rented sector.

Whilst there is significant activity in the residential market in Hastings - there is limited new build development activity - values of smaller properties are significantly lower than the larger more aspirational house types and there are significant variations in house prices, with the Old Town significantly higher than in central Hastings and St Leonards.

No national developers are currently active in the area and land values are relatively low. This will have implications for the ability to generate significant receipts from the sale of Council owned land for reinvestment in leisure and cultural facilities and environmental improvements in the area at least in the short term.

RETAIL

Hastings Town Centre underwent a major planned improvement and expansion during the 1990s with construction of the Priory Meadow Shopping Centre and the pedestrianisation of the main shopping streets. This enabled it to fulfil its natural role as a sub-regional centre. Its catchment area takes in Hastings and St Leonards, parts of Bexhill and the more rural communities to the north and east of Hastings. However, Hastings currently faces competition from neighbouring centres at Eastbourne, Tunbridge Wells and Ashford. It is important the vitality and viability of retail areas in Hastings, including Hastings Town Centre are safeguarded and enhanced. Failure to plan for future retail needs will mean that these competing centres will begin to absorb the share of the spending that Hastings currently attracts. This could lead to decline of the centre and an inability for it to serve even the needs of Hastings residents.

As a consequence of continued population and expenditure growth, and the strong over-trading performance of a number of foodstores across the Borough, there is an identified need for additional convenience good floorspace over the plan period. This is estimated to be around 3,000 sqm net by 2020, 3,400 sqm net by 2025, and 3,500 sqm net by 2030. In respect of comparison goods, Hastings Town Centre is performing reasonably well, achieving borough trade retention of 48%, and wider survey area trade retention of 30.5%. The Town Centre has a current sales density of £6,049 per sqm net, which is considered to be a good trading performance for a centre of this size. There is an identified need for additional comparison good floorspace over the plan period which is estimated to be around 3,116 sqm net by 2020, increasing to 7,143 sqm net by 2025 and 12,421 sqm net by 2030. However, White Rock should not compete with town centre locations and retail development should complement the town centre offer.

A large proportion of Robertson Street and the West Seafront area lies within Hastings Town Centre Shopping Area, and currently comprises a mix of comparison retail and commercial leisure activities. A key issue relates to the lower quality retailers and low footfall on the seafront particularly on White Rock Parade and there is potential to extend the regeneration benefits achieved in Robertson Street, Claremont and Trinity Street onto this part of the seafront and enhance the retail offer.

COMMERCIAL LEISURE

In terms of commercial leisure, a need has previously been identified for a ‘Boutique Bowling’ entertainment facility in Hastings providing a high-end leisure experience and attracting users from a larger catchment area.

The White Rock Theatre experiences significant constraints in its ability to accommodate the larger and more complex performances, and the venue does not meet modern requirements of both performers and theatre-goers.

The Odeon is well used, but does not offer a quality leisure ‘experience’. Refurbishment or relocation to a superior site with the ability to strengthen and grow the film offer is recommended, however, it should be retained within the Town Centre, or on a site with strong pedestrian links to the Town Centre.

SPORT AND LEISURE

The future provision of leisure facilities within the White Rock area must be considered in the context of other opportunities such as the proposed Combe Valley Sports Village and Rother District Council’s proposals for Glyne Gap Swimming Pool and Bexhill Leisure Centre. Key issues to be addressed in assessing the potential for future leisure provision in the White Rock area include:

- Condition of existing facilities and requirement for investment to improve the quality of provision.
- Constraints on funding availability – whether for refurbishment of existing facilities or the provision of new facilities.
- The importance of partnership working between the public and private sector and sports bodies.
- The need to ensure good access to facilities for the community, taking account of the high proportion

‘A bit of gentrification is OK, because it means you get good sausages.’

Billy Childish
Consultation with existing providers has highlighted the operational and management constraints presented by split site operation of indoor sports facilities and the costs of maintenance and issues of energy efficiency associated with the aging building stock.

**CULTURE**

Hastings has a strong and diverse cultural infrastructure including a number of important components - most recently, the Jerwood Gallery and Stade performance space but also: performance venues, museums; art galleries and studios; the cultural dimension offered by Sussex Coast College; and most importantly, its artists, performers and other creative businesses and communities. The Council and its partners have recently focused heavily on culture as an instrument of social change and economic growth. The arrival of the Jerwood Gallery and Stade open space in 2012 marked a significant point on this journey. The Gallery has had a major positive impact itself, and subsequently the potential of culturally based regeneration to deliver change has become much more widely accepted.

There is a growing cultural sector in Hastings and it will be important to create an environment which enables the cultural and creative economy to expand. This requires consideration to be given to venues and to programming and promotion. Heritage offers significant potential with Hastings ranked 3rd in the Royal Society of Arts Heritage Index with greatest potential economic benefit linked to heritage assets. Existing facilities offer untapped potential.

**Culture-Led Regeneration: A Strategy for Hastings 2016-21** sets out the following key priorities:

- Support social engagement and community cohesion through accessible and diverse cultural activity.
- Ensure high quality cultural opportunities within formal and informal education are available to all.
- Build the creative economy, supporting creative and cultural businesses and practitioners to develop and become more sustainable, and attracting new investment.
- Develop and promote a refreshed identity for Hastings and 1066 Country, which brings contemporary culture and traditional heritage together in a coherent and marketable brand.
- Develop and support a high quality year round cultural programme that links to regeneration and tourism strategies.
- Support and enable the preservation, development and use of the town’s cultural assets.

This is reinforced by the East Sussex Cultural Strategy 2013 – 2023 which seeks to:

- Create an environment where great cultural experiences are available to everyone to enhance their quality of life with the outcome of a growing cultural sector striving for excellence which enables East Sussex residents to have great places to live in, visit and enjoy, and have safe, healthy and fulfilling lives.
- Create an environment which enables the cultural and creative economy to expand and enhances our ability to attract and retain other businesses with the outcome of a resilient and growing cultural and creative economy which contributes to a vibrant, diverse and sustainable mixed economy for East Sussex.
- Develop and promote well packaged cultural tourism offers which celebrate the identity of East Sussex, raise its profile and attract more visitors and businesses to the County with the outcome of a thriving and high value visitor economy, with great places to visit and enjoy, renowned for its natural assets, unique heritage, culture, market and coastal towns.
A study funded by the South East Local Enterprise Partnership – Towards a National Prospectus for the Creative Economy in the South East sets out a portfolio of sector-led initiatives to build a more self-sustaining, creative and cultural infrastructure in the South East. The prospectus highlights the potential of Hastings to benefit from investment in the creative economy and recognises that the town has a growing reputation as a cultural hotspot. The Jerwood Gallery has been a catalyst for culture-led regeneration and has gained a reputation for its ambitious curatorial programming, increasing, not only its own profile, but also that of the town itself. The expectation is that White Rock, strategically positioned between Hastings town centre and central St Leonards, will have a strong cultural lead and build on the momentum generated by recent initiatives to ensure maximisation of the economic and social benefits of this cultural renaissance. The aim is to breathe new life to this area and re-position Hastings as a national and international visitor attraction.

The Cultural Regeneration Strategy specifically seeks to develop cultural quarters built around studio and workshop space for the creative industries. Key issues to be considered in future cultural provision in the White Rock area may be summarised as follows:

- No significant gaps have been identified in cultural provision on a county-wide level or in Hastings but visual arts venue provision is considered better than for theatre, dance or music.
- Provision of a new arts venue could compete with De La Warr and could damage both;
- Need to consider benefits of a cultural hub as distinct from dispersed venues
- Potential for enhanced museum offer
- Hastings BC keen to develop the music sector and music town brand
- Council to consider the potential of moving venues into Trusts in order to protect them from funding cuts.
- Cultural tourism: opportunity for Hastings to increase the shift from a day trip destination to a short break destination. This is dependent on higher spending visitors and would require a high quality seafront accommodation offer.
- The viability of proposals for the establishment of a cultural hub within the listed buildings on Convent site with the potential for the Pugin Chapel to be used as a 300 seat performance/music venue.
- The future of Higher Education uncertain with the withdrawal of the University of Brighton’s campus in Hastings and it is critical to ensure that a strong link is maintained between the cultural and education sectors. Sussex Coast College’s Art and Design school is adjacent to Hastings station.
- Opportunity to attract a nationally significant cultural production organisation due to Arts Council England increasing its encouragement of shifting production away from London and large metropolitan centres.
- Clear need and opportunity around creative industry workspace.

TOURISM

Tourism is of significant importance to the local economy and supports around 4000 full time employment (FTE) jobs. There has been a steady increase in tourism value in the town with the volume of staying visitors up 2% from 2014 and £100m spent by staying visitors in 2015 (up 6.1% compared to 2014). However, the volume of day trips fell by 3.1% and day trip expenditure by 2.9% over the same period. Visitor statistics for the Jerwood Gallery in 2015 showed that over two-thirds (66%) of visitors travelled to Hastings just to see the gallery and around two fifths of these (42%) were first time visitors to the area. Seven out of ten (71%) visitors to the gallery thought that this venue raised the town’s profile. This highlights the importance of the cultural sector to enhancing the tourism potential of Hastings.

There is a need to enhance the quality of the visitor offer in terms of accommodation, facilities and attractions. The White Rock area has a key role to play in improving the tourism offer and creating a balanced attraction to the Old Town and eastern seafront which will spread the benefits of tourism to the western part of the town.
5. THE OPPORTUNITY

The White Rock area presents a once in a lifetime opportunity for transformation and change given the significant potential presented by:

- Location – proximity to the town centre, seafront and key rail stations and an unrivalled elevated position providing stunning and uninterrupted sea views.
- Extent of public sector ownership – a unique opportunity to manage change and facilitate development through the release of suitable land and a significant responsibility to deliver high quality residential and other development.
- Scale - the extent of largely undeveloped land which offers possibilities for residential mixed use development to cross subsidise cultural and leisure regeneration and the disparate nature of existing development providing space for reconfiguration and rationalisation.
- Environmental qualities - the extent of green spaces, biodiversity value and unrivalled views and vistas.
- Agglomeration potential - the opportunity to build on the existing leisure and cultural offer to generate an experience which can extend the visitor catchment and profile of White Rock and Hastings.
- Innovation opportunity – many of the existing facilities provide opportunities for both local residents and visitors. Through adaptation, investment and change such facilities can extend their audience and catchment.

The next step is to consider how to take advantage of these excellent assets to improve the image of the town, driving it forward and making it more successful and attractive as a place to live, visit and invest.

By improving the quality and range of cultural and leisure facilities that are on offer the role and significance of White Rock can grow and deliver benefits to the town and local community. The area offers the potential to rationalise existing uses and provide improved connections with the wider area. It can act as a catalyst for investment - building on its assets whilst providing new opportunities for leisure, cultural and community facilities, new homes and workspace linked by a network of green spaces - the key components of a healthy town.

There is significant potential to rationalise and enhance existing sports and leisure provision within the context of the Leisure Facilities Strategy. Opportunities include the rationalisation of indoor and outdoor leisure facilities and the promotion of a new leisure centre which would meet community need and as well as provide a new visitor destination. This would provide the potential for more innovative approaches to sports provision.

The area also offers the opportunity to deliver an enhanced and sustainable cultural offer which will contribute to the economy and quality of life of Hastings and its residents. However, formal cultural provision must be carefully balanced with the ambitions of the local creative community. It is not just about big interventions but about a varied cultural programme. A number of potential drivers have been identified including the development of a music town drive and opportunities linked to national art storage and a potential arts school.

There is a significant opportunity to unlock existing heritage assets such as the Bohemia lands and the pleasure grounds, bringing both contemporary and historic culture together at White Rock.

The Masterplan must provide a framework within which opportunities can be promoted and allow for a review of the use of existing venues and the creation of layered programmes of activity.

KEY OBJECTIVES

Key objectives may be summarised as follows:

- To promote White Rock Area as a focus for leisure and cultural activities which mirrors the Old Town and increases footfall and activity.
- To take a heritage led and environmentally sensitive approach to change which reinforces the landscape setting.
- To release appropriate land for high quality development which will transform the area whilst protecting and enhancing its unique character.
- To make best use of existing facilities and consolidate existing uses to create critical mass and activity.
- To activate the seafront and improve the range and quality of visitor attractions and facilities.
- To create a network of high quality green spaces focussed around a revitalised White Rock Gardens - a park fit for the 21st Century.
- To improve pedestrian and cycle connections between White Rock, the seafront, Hastings town centre and St Leonards.
- To phase development and change in line with investment but to begin the process of change in the short term through a series of programmed activities and meanwhile uses.
- To ensure that uses are viable and sustainable.

KEY OUTCOMES

Realisation of these objectives will generate:

- New employment and business opportunities.
- New high quality homes.
- Higher visitor numbers which will in turn generate spend and further investment.
- A positive perception of Hastings as a place to visit and invest in.

‘It seems more pressing to invent possible relations with our neighbours in the present than to bet on happier tomorrows.’

Nicolas Bourriaud
6. THE APPROACH

‘In the city they’ve got it set up so you can go to the park and be in a miniature countryside, but in the countryside they don’t have any patches of big city, so I get very homesick’.

Andy Warhol, From A to B and Back Again

THE APPROACH
There is huge potential to deliver a viable strategy for White Rock, where the combination of rational urban components, new connections and vibrant new uses are tested. In order to achieve this aim, a strong vision for White Rock is needed which will draw all existing components together and create a legible framework for careful development. This will also provide significant benefit for the wider town and town centre in establishing linkages and hubs of interest for all residents and visitors to Hastings.

THE VISION
The vision reflects the aspirations of stakeholders who wish to ensure that the essential qualities of White Rock are protected and enhanced whilst accepting that managed change needs to happen. An integrated approach is required to ensure this balance is retained – to create a cultural centre and a place for creative and new ways of living in an inspiring parkland setting; a new well connected neighbourhood – not seen in isolation but as an extension of the neighbouring areas of Hastings and St Leonards. It is accepted that some of the strategic projects set out in the Masterplan will take time to achieve – but it is important to lay the foundations for transformational and sustainable change from the outset. This vision for managed change together with the identification of deliverability of a number of key ingredients will ensure a pragmatic approach to delivery of the Plan.

BE SPECIFIC
There are always risks that a vision for a project of this size becomes generic and although often highly aspirational, could be applied to just about anywhere. White Rock is a unique and complex place and requires a bespoke methodology and unique solutions in order to harness and realise the collective ambitions for the area.

CORE VALUES:

ANY CHANGE TO WHITE ROCK MUST BE:

1. VISIONARY – SHIFTING THE PERCEPTION OF WHITE ROCK AND HASTINGS.

2. PRAGMATIC – DRIVING CHANGE NOW AND IN THE FUTURE. MAKING THINGS HAPPEN WHILST PLANNING LONG TERM.

3. EXPERIMENTAL – LOOKING FOR NEW SOLUTIONS, NOT COPYING OLD, AND USING INNOVATION TO ATTRACT INVESTMENT AND NEW USES.

4. INCLUSIVE – PROMOTING COLLABORATION AND NEW PARTNERSHIPS.
STRATEGIES FOR WHITE ROCK:

In order to deliver the vision, it will be necessary to be specific through positive planning policies that encourage appropriate development. This will be taken forward through the policies and allocations in the Hastings Town Centre and White Rock AAP which will provide the planning policy context for development.

1. BUILD ON WHAT YOU’VE GOT

The existing parkland qualities will be respected and given new life. White Rock Park and Bohemia will be leafy and public. A new neighbourhood can help to define the park edges. The new neighbourhood will be relatively dense and urban but also green - building on the parkland qualities. Every inch should be used. The existing parks, woods, open spaces and heritage assets will be shaken up and re-thought. What are the components of a contemporary Pleasure Garden? And what could the old convent buildings be used for? Uses can be short and long term if they benefit the area.

2. A SPECTACLE OF DIVERSITY!

A healthy mix of uses will be delivered which together achieve a spectacle of diversity - public spaces, homes, workspaces, clubs and venues. Multiple uses for spaces will help build a curious, resilient and well used place - where history, culture, creativity, knowledge and nature meet. The sum of White Rock is greater than its parts. The area will become a living room for residents as well as a destination for ‘New Yorkers’ looking for the authentic experience of Hastings.

3. BUILD FOR TOMORROW NOW!

New ways of living will be explored which focus on building a healthy, inclusive and sustainable community. This will break from and disrupt the established pattern of development whilst referencing and building on the best of the existing character, structure and feel of Hastings and St. Leonards. White Rock will not change overnight. There needs to be a mechanism inviting local people to take part in the transformation of White Rock. Partners in delivery should be considered in the widest sense. This will ensure that the changes respect the qualities and resources of Hastings and build these into developments.

4. A PROGRAMME FOR BOHEMIA

White Rock will be a new type of space for Hastings - a testbed through which rich cultural programming can define how public space is used, developed and perceived. A calendar of cultural events, happenings and initiatives including a more integrated use of the seafront and a smorgasbord of events throughout the area. Curated projects will be promoted to build the brand. The wealth of local initiatives will be joined-up to communicate the creative energy of Hastings and invite new ideas. Some may become permanent fixtures - others temporary and evolving, recognising the value of an incremental approach.
7. THE MASTERPLAN

Cultural Hub.
A heritage quarter forms an active link between the park and the Wood.

Summerfields Wood.
The wood is tied back into the town network. Improved access and new initiatives will not detract from the woodland experience.

Summerfields.
A new frontage to Bohemia Road will change it to an elegant tree lined street. Crossing the road will be easier as vehicle speeds are reduced, connecting the parks to Summerfields Wood.

Improved links to the town centre are a priority. These now move through a series of park rooms rather than disappearing behind the leisure centre.

Cultural Hub.
The Theatre is developed as a cultural centre for both production & presentation. The building and new public space form strong links between the seafront and the park.

Potential for a hotel to form a new edge to the park and the White Rock Hotel to join in as well.

The closure of White Rock Road switches this space from a dangerous traffic junction to a new civic space – one of Hastings hottest spots.

The core of White Rock Pleasure Grounds, Falaise Hall is central to a new contemporary event space for Hastings. The existing park is developed for new active uses: an urban living room for Hastings.

Improved links to the town centre are a priority. These now move through a series of park rooms rather than disappearing behind the leisure centre.

Cultural Hub.
The Convent is developed as a centre for learning and performance. The grounds are opened up to form links to White Rock Park.

St Johns Road.
This is extended through White Rock and becomes a focus for new activity. The street is surrounded by a mixed use neighbourhood with workspace, community facilities, venues and homes.

The Farm.
The triangle where the old Bohemia Farm was, is retained as a park. Links to the school and new community are encouraged. Fruit trees and even an urban farm can give this spot a local role.

White Rock Park.
The scale of the park is not reduced however the content is shaken up. This park should be active at all times, used by locals and visitors and be a regional destination. This is achieved by cultural programming and state of the art sports facilities.

Horntye Park.
Connections between the community, and the school are strengthened and facilities are shared. This forms a link to the residential area to the north and Alexandra Park.

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MASTERPLAN PRINCIPLES

The masterplan provides a clear hierarchy of public spaces which can become integrated with the surrounding areas of St Leonards and Hastings. The plan maximises the potential for the large parks at White Rock and protects the best views for public enjoyment. The topography of the area and arrangement of streets means that the development to the north can also enjoy the view.

Connections are strengthened by the rational network of streets which allow flexibility within a recognised urban grain which is tied into surrounding streets. Streets can change in character when crossing the park, being designed for cyclists and pedestrians, however being robust enough for vehicles.

Edges are also strengthened, with new development facing onto the public spaces of the parks and Summerfields Wood. The large number of existing mature trees retain the parkland qualities within the new residential neighbourhood.

The masterplan is flexible and allows for development to come forward over time, without compromising the legibility of the plan. Individual plots can vary in size, both suitable for different scales of development and use. The rational plan also allows for variation in building type and scale.

The topography of the area gives an opportunity to provide basement parking at key points and on-street parking can be provided within tree lined streets without dominating the spaces.

The White Rock neighbourhood is planned with the highest regard for long term sustainability through a healthy mix of residential, workspace and cultural uses to create a critical mass—active, integrated and a resource for neighbouring communities.
A GREEN NETWORK

The character of White Rock derives directly from its greenness and open character— but it is ill defined and underutilised. The masterplan seeks to preserve this parkland quality but to create hierarchies of space and contrast in character, which make the most of the historic elements and offer counterpoint with new uses and types.

The complex network of public rooms are designed for pedestrians and cyclists. New development can be used to define edges to open public space, and provide public and commercial ground floors which will help to activate the parks. Existing mature trees are important in the perception of the area as green, the masterplan is able to retain all trees which are considered valuable.
Critical to the transformation of the White Rock area is improved connections and linkages with the seafront and public transport. New connections mean that every corner of White Rock is within 5 minutes walk, and 10 minutes walk to a train station. White Rock and Bohemia can be a walkable part of Hastings which will reduce reliance on cars.

Key interventions comprise:

- Closure of Schwerte Way and part of White Rock Road to improve pedestrian connections between Seafront and White Rock Gardens - creating a public space and allowing for extension of White Rock Theatre.
- New connection between St Johns Road and Bohemia Road to link St Leonards and the town centre.
- Traffic calming on seafront with improved pedestrian crossings.
- Network of well signed pedestrian and cycleways.
- Improved gateways into White Rock.
- Rationalisation of parking provision.

PLUGGED IN WHITE ROCK
CULTURAL HUBS

The Masterplan is underpinned by three cultural destinations which are located at strategic entrance points to White Rock.

1. The Seafront and White Rock Theatre - Focus on Performance, Production & Entertainment.
2. The Convent - Focus on Arts and Education
3. The Heritage Quarter - Focus on cultural heritage and local history.

Each will act as a gateway into the White Rock Area. Uses will be complementary and interconnected through a cultural programme. Multiple uses will be encouraged to add resilience to each hub, and increase numbers of visitors. Each of the existing cultural buildings will have a defined public space which can also be activated and become a focus for activity. These hubs will be the shop windows for White Rock, promoting the new cultural programme and engaging a wide audience from Hastings and beyond.
THE INTELLIGENT GRID

A rational urban grid extends the grain of St. Leonards into White Rock. There is clear definition between public and private space and the open grid allows for free movement through the area and access to all parts. The content of the grid can adapt over time and gives the plan a great deal of controlled flexibility. The variation in plots makes for a diverse neighbourhood.

Whilst being mostly residential, the ground floor uses on selected streets can also support commercial uses and community services. Cultural buildings, workspace and sports facilities can also animate the new neighbourhood, which is important if establishing White Rock as a destination.
The Masterplan identifies land which is currently in open use which has potential for residential or mixed use development. This would add to the vibrancy of the White Rock area and offers the potential to release funding for cultural and leisure provision and environmental enhancement. A mix of dwelling sizes is proposed with a particular focus on high quality and innovative housing design and higher value development for land parcels both north and south of Bohemia. The residential potential would be contingent upon the land to be made available for leisure and culture uses.

A total of some 6.6 ha in the ownership of Hastings Borough Council could potentially be released for development subject to the terms of existing leases and the relocation of existing uses. This comprises:
- North of Bohemia Road - 4.3 ha (including land subject to existing leases).
- South of Bohemia Road (including The Oval) - minimum 2.2 ha (land area could be increased subject to land take and design of proposed new Sports Centre).
- This could provide an overall potential for up to 330 dwellings (at an indicative density of around 50 dwellings/ha) depending on density and development mix.

In addition, up to 6.8 ha land in private ownership could potentially be released comprising:
- Horntye Park: up to 4.7 ha (subject to relocation of existing sports facilities)
- Convent site: 2.1 ha (former playing fields to north of listed buildings).
- This could provide an overall potential for up to 340 dwellings (at an indicative density of around 50 dwellings/ha) depending on density and development mix.

DEVELOPMENT OPPORTUNITIES

Land identified in the masterplan framework for residential, cultural and leisure development would contribute to meeting identified needs. The masterplan framework will inform allocations in the AAP and the preparation of positively framed planning policies to bring sites forward for development. There may be an opportunity to bring more sites forward for development through the AAP process.
If White Rock is to be successful and attract investment it needs to demonstrate innovative attitudes to urban development. Hastings has the opportunity here to set the benchmark for future development of the town. The size and location of White Rock means this can be achieved at a scale that is legible and creates a real shift in values. White Rock can develop an ambitious sustainable profile.

CLIMATE ADAPTATION

A key element for climate innovation can be found through taking advantage of ecosystem services. These can be employed where possible to counteract the effects of climate change. Tree lined streets can provide effective solutions. A tree lined street can provide both a drainage opportunity and a natural provision of shading. All ground surfaces will be permeable where possible, however care must be taken in the design of sustainable urban drainage systems within this sensitive urban environment.

We should endeavor to embrace local natural resources here. The sun’s natural energy will be used through: daylight; passive solar gain; photovoltaic (PV) modules; and active solar panels. Buildings with natural daylight reduces the need for artificial lighting and passive solar gain reduces the need for space heating. The key to optimising the solar potential of the site is to orientate buildings broadly to the south. Contrary to some attitudes and guidelines, it is possible to achieve high levels of natural light penetration with tight urban form.

GLOBAL THINKING, LOCAL ACTION

If climate change, or social and environmental issues aren’t enough of a driver for sustainable design, the economic benefits will also become clearer in future years. From research we have identified a trend that younger generations are becoming increasingly aware of the environmental impact of human activity. Within the next 10 years there will certainly be higher demands for sustainable design when they are investing.

MARKET BENEFITS

In addition to global and local benefits, sustainable design also creates added-value for clients, investors and end-users.

Assessment methodologies, such as BREEAM and LEED, make the environmental performance of a building, and even communities measurable. Energy efficient developments with lower carbon emissions and high BREEAM or LEED ratings will have greater market attractiveness, and as a result be easier to sell or let.

END USER BENEFITS

Sustainable buildings provide a number of benefits for end users, such as lowering costs for energy, waste, water and maintenance. Healthy indoor environments also improve the wellbeing of occupants. Gains in staff productivity can often offset any additional investment within the first few years of operation.

MOBILITY ON CIVIC TERMS

A trend that has emerged over the last fifty years concerns the growing share of transportation in the world’s total fossil fuel consumption; transportation accounts for approximately 25% of world energy demand and for about 61.5% of all the oil used each year.

White Rock will work on two levels to combat this trend. Firstly as a central mixed use and family orientated development it automatically draws on the benefits of local facilities and reduces need for private motorized transportation. All needs are in reach by cycling or walking. One of the five principles set out by UN-Habitat suggests that at least 15,000 people per km², (that is 150 people/ha) is a required density to provide cities with enough people to provide local services.

Secondly designing neighbourhoods well can also increase their walkability: how geared they are to enabling people to walk or cycle to destinations. People are more likely to be physically active if they live in neighbourhoods with many destinations, such as shops and other facilities, and where they have a number of reasons for walking, including walking to work, for recreation and to fulfil other tasks.

A HEALTHY & SAFE URBAN ENVIRONMENT

Creating a physical environment in which people can live healthier lives with a greater sense of well-being is a hugely significant factor in reducing health inequalities. Living

BREEAM (Building Research Establishment Environmental Assessment Method), first published by the Building Research Establishment (BRE) in 1990, is the world’s longest established method of assessing, rating, and certifying the sustainability of buildings. More than 250,000 buildings have been BREEAM certified and over a million are registered for certification – many in the UK and others in more than 50 countries around the world.

LEED (Leadership in Energy and Environmental Design) is one of the most popular green building certification programs used worldwide. Developed by the non-profit U.S. Green Building Council (USGBC) it includes a set of rating systems for the design, construction, operation, and maintenance of green buildings, homes, and neighborhoods that aims to help building owners and operators be environmentally responsible and use resources efficiently.

UN-HABITAT supports urban planning methods to address current urbanization challenges such as population growth, urban sprawl, poverty, inequality, pollution, congestion, as well as urban biodiversity, urban mobility and energy. The approach is based on 5 principles that support the key features of sustainable neighbourhoods and cities: compact, integrated, connected.

These principles are:

1. Adequate space for streets and an efficient street network
2. High density – >15,000 people per km²
3. Mixed land-use
4. Social mix
5. Limited land-use specialization

8. A RESILIENT WHITE ROCK

PRACTICAL SUSTAINABLE GOALS

1. Rainwater and storm water collection as part of a sustainable integrated urban drainage system.
2. Water tank to collect and store rainwater under greenhouses for irrigation and toilets.
3. Building envelope: Air tightness 1-5m³/m²/hr at 50Pa. U-values W/m²K: wall 0.15, roof 0.1, windows 0.8-1.0
4. 15m² (Average) solar panels per dwelling.
5. Green roofs and green surfaces to increase amenity, biodiversity and reduce flood risk and overheating in summer.
6. A combination of centralised and decentralised waste collection.
7. Pilot CFSH Level 5 on Phase 1 development. CFSH Level 4 elsewhere
8. At least 50% of total annual energy demand to be met by on-site renewables or low carbon heat source
9. Space heating load max 15kWh/m²/year
10. All dwelling units to use Mechanical Ventilation with Heat Recovery
11. Cycle storage provision (1.0 per Dwelling)
12. Use of recycled and sustainable construction materials
close to areas of green space – parks and other open spaces – can improve health, regardless of social class. Numerous studies point to the direct benefits of green space to both physical and mental health and well-being.

Green spaces have been associated with a decrease in health complaints, blood pressure and cholesterol, improved mental health and reduced stress levels, perceived better general health, and the ability to face problems. The presence of green space also has indirect benefits: it encourages social contact and integration, provides space for physical activity and play, improves air quality and reduces urban heat island effects.

White Rock will promote sustainable lifestyles where ‘doing the right thing is easy,’ and where people living and working in the area develop knowledge and ability to live and act sustainably. It will invite those living and working in the area to take their own initiatives for creating well-being and a high quality of life with good health, social relationships and low environmental impact.

The area will provide a mixed use and safe urban neighbourhood with integrated activities, housing, services, accessible healthcare and education, and a diversity of urban spaces that are vibrant and accessible to everyone at any time of the day. It will also offer a range of opportunities for recreation and culture integrated with parks and green spaces. Civic parks and squares will increase the value of the wider town.

A PROSPEROUS COMMUNITY

Successful communities require a full range of local services and facilities, including commercial, educational, health, spiritual and civic uses. A sustainable local neighbourhood is a product of the distances people have to walk to access daily facilities, the presence of a sufficient range of such facilities to support their needs, and places and spaces where a variety of activities can take place. Such spatial and use patterns are often difficult to replicate in modern development due to current transport planning, the dispersal of movement patterns facilitated by the car and the trend towards ever larger retail, educational or healthcare buildings in order to achieve efficiencies of scale. White Rock can be characterised by dense, multi-functional and resource-efficient development, an urban environment with an integrated green structure and proximity to the parks. The area is proposed as an economically viable urban neighbourhood that combines housing and services with huge potential for cultural and commercial initiatives, and offers those living and working in the area a range of local shops and services, as well as advanced Information and Communications Technology (ICT) services that are accessible to everyone. A successful and sustainable local neighbourhood is a product of the distances people have to walk to access daily facilities.

A SENSE OF PLACE

Current debate surrounding urban sustainability tends to focus on technical issues, such as carbon emissions, energy consumption and waste management, or on the economic aspects of urban regeneration and growth. Increasingly, however, governments recognise the contribution that built cultural heritage makes to the social wellbeing of different groups living within increasingly cosmopolitan towns and cities. Heritage is seen as a major component of quality of life, and it is often these features that give a city its unique character and provide the sense of belonging that lies at the core of cultural identity.

This masterplan embraces the unique features and character of the area, with an effective mix of existing and new uses, and where the cultural heritage and built environment is protected and safeguarded. Good use of heritage is a major component in the quality of life.
HEALTHY TRANSPORT PRINCIPLES
Transport matters. Offering a coherent regionwide network cascading down to a citywide, district wide and neighbourhood network can reduce carbon emissions and drive denser residential and employment patterns at a time of growing concern with environmentally unsustainable development. Reducing travel distances to support happy and healthy lifestyles, rather than submitting to long commutes and daily congestion, a growing share of metropolitan residents are choosing to work and live in places that are walkable, bikeable, and connected by reliable public transport.

Well connected urban neighbourhoods are essential in improving competitiveness, moving the district’s offer up the lifestyle value chain by growing the firms, networks, and trading sectors that drive broad-based prosperity. Instead of building isolated science or business parks, integrated city networks focus extensively on creating a dynamic physical realm that offers attractive proximity and knowledge exchange. Transport is no longer focused on infrastructures and infrastructural development, but is opening itself to how individuals experience access to activities and places in space and in time. Transport planning has also moved beyond searching for solutions to congestion problems towards acknowledging the relevance of creative planning processes where solving congestion reducing travel times might not, and maybe should not, be central goals anymore.

We need to be increasingly socially aware and recognise that transport planning and transport infrastructure design occurs in a complex environment where multiple stakeholders, holding different values and having conflicting goals, interact and make decisions together. The principles for connecting White Rock to the neighbouring areas should not be driven by short term needs but benefit the new community and show the potential for designing streets as social spaces over routes from A to B.

STRAATEGIES
- Prepare a district wide strategy.
- Apply this to the arrival sequence on the approaches to the centre of Hastings.
- Change the bias of priority from cars to pedestrians & cyclists the closer you get to the centre.
- Points with the highest intensity of activity, pedestrians should be dominant in this space.
- Incorporate cycling and SuDS into streets to deliver on the adopted principles of Healthy Hastings.
- Active building frontages should line the streets.
- Changes to how streets are used can be tested. Public spaces can be colonised for events and positive social and cultural projects can promote new uses for existing urban spaces which are currently dominated by cars.
- Detailed traffic modelling will be required in order to understand the effects of changes to the existing transport network. As well as understanding the current daily and seasonal traffic flows within Hastings, an analysis of the future requirements is required. There will be increased activity at White Rock however access to public transport will improve and individual car ownership may well reduce.
- A parking strategy should also be developed which is able to adapt to seasonal variations.
- Solutions such as car-pools for residential development at White Rock can impact on the volume of resident parking required, with potential to free-up streets for more positive uses.
- The existing topography of White Rock lends itself to constructing basement parking solutions where appropriate. This would limit cars within the core area if accessed from Bohemia Road.
HEALTHY HASTINGS, ACTIVE WHITE ROCK
There are initiatives in place, such as Healthy Hastings & Rother, aimed at reducing health inequalities in Hastings and Rother. Led by NHS Hastings and Rother Clinical Commissioning Group, and supported by East Sussex County Council and Hastings Borough Council, the programme aims to improve the health of local people.

The built environment is a key factor for health and wellbeing. There is potential for the extensive research and successful international case studies from organisations such as Complete Streets to inform the development of White Rock and change behavioral patterns.

‘Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, cyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and cycle to work. They allow buses to run on time and make it safe for people to walk to and from train stations.’

The streets and public realm of White Rock and Bohemia should be active spaces in a vibrant neighbourhood. Active transport should be encouraged through design. Good accessibility to stations, cultural & leisure facilities and workplaces will encourage walking and promote streets as social spaces, strengthening the neighbourhood. The proposed street network at White Rock can connect the town centre with St Leonards, and Hastings Pier with Horntye. The strategic positioning of destinations along these new routes needs careful consideration and can establish White Rock as a healthy and vibrant place, to be enjoyed by residents, the wider town and visitors. Routes through White Rock should encounter park edges, historic buildings, local squares and capitalise on the connection with the sea.

KEY MOVES
The Masterplan identifies two key moves which would have significant impact on the areas future potential of White Rock & Bohemia:

1. Firstly, the east-west connection, established by the extensions of St. Johns Road & Edward Road, brings people through the core of White Rock, and connects St Leonards with the town centre. This route links the Convent, White Rock Park, the Sports centre, the Museum Quarter and Summerfields Wood.

2. The second intervention is the closure of White Rock Road and Schwerte Way which would strengthen the relationship between the Pier, Verulum Place and White Rock Park for pedestrians. The closure would bring positive change by providing a new public square, and opening up space for the White Rock Theatre to be reconfigured. This could provide much improved access and a new entrance at park level, consolidating this area as a key destination in Hastings.

STREET TRANSFORMATION
Two busy streets within the area can be greatly improved, from places designed for cars to streets for people:

1. Bohemia Road is not easy to cross. Whilst retaining some of the mature trees, a new street section can be created through the development of White Rock which provides active ground floors, pedestrian crossing points, generous pavements with tree planting, improved street lighting, cycle lanes and rationalised parking. In essence turning a busy through road into an urban street.

2. The A259 at Verulum Place is a key civic space within the town and should be designed as such. The pier head is a place of orientation, where pedestrians should be given space to linger and enjoy the spectacle of the seaside. A well designed urban space would still be able to accommodate vehicles but allow for stronger links between the pier and White Rock. Cycling infrastructure should be embedded into the street, the seafront connecting the multiple centres of Hastings.

A residential street as social space. Far-Roc, New York, White Arkitekter

‘In the rich complexity of city life, architecture becomes the art of creating passages.’
Stavros Stavrides, Common Space
WHITE ROCK AREA MASTERPLAN

The White Rock area is large and covers a spatially diverse mix of places. For this reason we refer to White Rock & Bohemia. This allows the separate identities to be strengthened. White Rock, facing the sea front, is very much the public living room for Hastings, an active park and event space. Bohemia, north of Bohemia Road, is more linked to the curious heritage of the area and is home to a new community, messy, creative and fun.

AREA 1: WHITE ROCK PROMENADE
The White Rock Promenade will become an extended hub of activity at the heart of the seafront with a focus on music, performance and entertainment. Improvements to the public realm will create a more attractive pedestrian environment and increase footfall and dwell time. This will attract visitors to the area and encourage the development of more attractions, creating a strong alternative destination to the Old Town. Just as the Old Town sits behind The Stade, White Rock can extend back from the Pier and Eversfield Place.

AREA 2: WHITE ROCK PLEASURE GROUND
A contemporary take on a Pleasure Garden, updated for the 21st century. White Rock Gardens will be restored to its former heyday as Hastings’ Pleasure Gardens - a place where visitors and locals will gather to enjoy the views and the parkland setting and have fun. The area of the park will be reconfigured to form part of an integrated network of green spaces.

AREA 3: WHITE ROCK SPORTS PARK
The consolidation of indoor and outdoor leisure uses in a new Sports Park - a centre of sporting excellence in a parkland setting. This part of White Rock Park will be active on all days. Think Venice Beach, California.

AREA 4: CULTURAL CAMPUS
The restoration of the unique collection of listed buildings on the Convent site to provide a focus for cultural activities and a new residential community integrated with the wider area. The Convent is opened up for new uses and the grounds are brought back to life.

AREA 5: BOHEMIA LANDS
The creation of a dense but green, mixed use area - an aspirational place to live, work and visit with good connections to the wider town and direct access to parks and woodland. Relocation of existing uses is critical to unlocking the development potential of this area and creating a vibrant urban neighbourhood.

AREA 6: WHITE ROCK HERITAGE QUARTER
Celebrating and animating the history of White Rock and Bohemia through the creation of a living museum linked to Summerfields Wood. This heritage quarter can be the entrance space to the woodlands beyond. Workshops and studios can contribute and even the location of the ambitious Hastings Experience Centre could broaden the appeal. Other heritage projects can also include the establishment of a Museum of Folklore.

10. STRATEGIC PROJECTS BY AREA

In addition to the projects identified in this Section, other sites may be identified through the AAP process.
Indoor attractions such as an art house cinema.
An arboretum
A zip wire from the end of pier to bottle alley.
New food outlets.
Special garden areas eg: sensory gardens
Programme of events
An extended outdoor performance area to accommodate winter gardens/greenhouses.
Performance spaces
Picnic lawns
Terracing to make the most of the sea views.
Specialist markets.
→ A zip wire from the end of pier to bottle alley.

The further development of the pier will also be complemented by other initiatives on the seafront.

1B- WHITE ROCK PROMENADE AND SEAFRONT
Localised improvements to the promenade will be implemented including traffic calming and an enhanced pedestrian environment. Traffic calming measures will reduce the impact of traffic on the seafront with new crossings, the widening of the northern footway and removal of railings to create a more attractive pedestrian environment. Ground floor uses can start to spill out where the pavement on the north side is widened and parking is restricted. The surface treatment of Robertson Street will be extended to create a seamless pedestrian link to the town centre. The key objective will be the creation of an active frontage to the seafront through the re-use of existing commercial space and public realm improvements.

1C- THE WHITE ROCK ARTS CENTRE
A key objective will be to secure the future of the theatre as a sustainable multi-functional arts centre through refurbishment, extension or replacement of the existing building. The theatre should be a place of cultural production and performance with flexible spaces, hospitality and conference facilities. The existing building can be retained and extended to offer the mix of uses that will ensure its future. Through repurposing and extensions spaces can be created which will enable wider usage and thus generation of greater revenue for the operator. It can be both event space and used on a daily basis by visiting companies and local residents. Alternatively a company could be recruited to be resident offering a layered programme of production and performance and education. The large roof can accommodate a public terrace and lifts and escalators which will connect the two levels of street and White Rock Gardens with viewing areas and roof top café.

1D- THE HILLSIDE
The closure of Schwerte Road and White Rock Road allows for the creation of a new civic space between White Rock and the seafront and for the extension of the Theatre to provide new facilities and public access. Public realm works to include improved pedestrian crossing, lighting and tree planting with a new direct entrance into the park.

2A- WHITE ROCK PLEASURE GROUNDS
This historic asset will become part of a network of parks with the best views in Hastings offering a contemporary take on the pleasure gardens. A perfect spot for the flaneur with a mix of activities ranging from traditional bowls to flower festivals and Tai Chi masterclasses. Every inch should be used actively.

The objective is to create an attractive park with a range of new attractions within the historic context of the Gardens, building on the history of the White Rock area, as a series of public/semi-public landscapes: (pleasure) gardens, farmland, food growing, parkland and sports fields.

The Masterplan builds on and develops the many successful things that are happening at the same time as exploring a range of new initiatives designed to realise the tremendous potential of the park. The park will form the focus of a network of lush park rooms.

Proposals can include:
→ Terracing to make the most of the sea views.
→ Winter gardens/greenhouses.
→ An arboretum
→ Performance spaces
→ Special garden areas eg: sensory gardens
→ Programme of events
→ Picnic lawns

2B- FALAISE HALL
Conversion of the existing building to a restaurant, café, gallery and events space which can spill out into the park. The building will once again become the focal point for the gardens- a place to meet, eat, and enjoy the sea views throughout the year.

2C- PLAY- LEISURE ATTRACTIONS
The existing indoor play facilities are in need of enhancement and integration with the park. Educational links can be investigated to provide a pedagogical and challenging range of facilities for Hastings.

2D- SEA VIEW HOTEL
The potential should be explored to identify a site for a new hotel within the south-east corner of the park, fronting White Rock Road. Sea views and park views and a wonderful restaurant on the ground floor. A hotel at this point should be bespoke rather than standard.
3A - SPORTS PARK

This is the core of White Rock Park. The park comprises a series of terraces and rooms with provision for different sports—bowls, multi-use games area, upgraded skateboard/BMX facilities, and miniature golf. The vision is for an inter-generational sports area which will be attractive to residents and visitors and create a vibrant focus for a wide range of existing and new urban sports. The established skateboard facility will be developed to complement The Source, putting Hastings on the map as a skateable town to match Malmö or Vancouver. Key event spaces within the park will have covered areas and services built in to provide water and power for specific events during the year. Spaces should be democratic and have a mix of uses, promoting social interaction as well as sporting excellence.

3B - SPORTS CENTRE

A landmark development of high design quality is proposed which will be cunningly incorporated in the park providing multi-functional spaces for a variety of sports and community uses including extended swimming facilities, sports courts, indoor bowls, bookable rooms, outdoor terraces and café/restaurant served by decked parking. The location of the centre means it is accessible by foot and cycle through a network of routes within the park and is well connected to the wider area. The park can wrap up onto the roof of the pool, integrating park and sport.

The new sports centre will include:
- 25m pool
- Learner pool
- Leisure Pool
- Soft play
- Multi-use Sports Hall
- Health and fitness facilities
- Squash Courts
- Cafe

The provision of leisure pool facilities will create an attractive destination for visitors and enhance the tourism offer of the town.

3C - BOHEMIA FARM

The woodland on the site of the old Bohemia Farm is retained as part of the network of green spaces. The existing mature trees are retained and new housing defines the southern edge. There is potential to link educational and community uses here, with the development of an Urban Farm or orchard with focus on food production and direct links to the local school.

3D - PARK LIVING

An area of high quality apartments designed in conjunction with the Sports Centre, building on the concept of healthy living and providing residents with access to a wealth of leisure facilities and green open space. This could showcase the benefit of building energy efficient apartments to Scandinavian space standards—urban family apartment living that breaks the mold for Hastings. Access to public transport and the centres of Hastings and St. Leonards help to limit car dependence and ties in with the Healthy Hastings initiative.

4A - THE CULTURAL CAMPUS

Restoration and re-use of the listed Convent buildings for cultural uses to include potential arts college, music studios, performance space, workspace and live-work space. When renovated, the Convent can become a centre for Arts Education as well as a performance space. The extensive parkland can be opened up for public use and host events throughout the year. This will become part of the network of White Rock Parks.

There is the opportunity for sensitively designed new buildings with community or educational use here, which will also serve to define the public space. They are capable of enhancing the setting of the historic buildings.

4B - ST MARYS

This is a very sensitive site and any development will be required to protect and enhance the listed buildings and their setting. The former playing fields are proposed for high quality residential development. This can facilitate restoration of the Convent buildings as a form of enabling development. The development will be characterised by tree lined streets and lush pocket parks. An added benefit to the area will be the opening up of a direct route though the site from St Leonards to Hastings town centre which continues through the park. A new public square is proposed between the Convent and St. Mary’s. The Nuns’ Cemetery will be protected.

Development will respect and enhance the setting of the listed buildings and Conservation Areas with housing based on the traditional St Leonards grid and townhouse typology. The extension of the street pattern of St Leonards will open up the western boundary, critical for the success of White Rock. It will also allow for interesting social spaces to be formed within the blocks—shared gardens, small orchards and yard spaces with live-work units and studio space.
AREA 5+6: BOHEMIA LANDS & THE HERITAGE QUARTER

5A- SUMMERFIELDS– GROWING & LIVING
A phased redevelopment of the site of the existing leisure centre is proposed following relocation of existing uses and land release. The existing mature trees are retained to ensure that the mixed-use neighbourhood has a woodland character and direct links to the woods behind. Quiet streets link to the wood and pockets of mature trees shade the small parks and squares.

Space is made for allotments, orchards and community greenhouses in keeping with the heritage of the area. A mix of housing types is proposed to extend market choice and provide an interesting neighbourhood with fantastic green credentials. The creation of a network of public spaces between White Rock Gardens and Summerfields Wood opens up the area to new visitors, and the new houses front onto the wood rather than hiding this wonderful resource for Hastings. Cars are accommodated within each plot; however car clubs and promotion of active transport options will reduce the impact on the character of the area.

5B- HORNTYE PARK
Subject to the relocation of the existing sports facilities from Horntye, the site could be released for residential development.

In the event of redevelopment, the site should retain a central green space and provide community facilities to serve the wider community (with the possible relocation of facilities from YMCA to existing pavilion and redevelopment of the existing YMCA site to provide improved access to development area).

High quality housing and community facilities should define the local park and create new links through the area with a robust network of streets and green spaces. A community park should be retained on the northern edge of Summerfields Wood with close links to St Pauls School and the local neighbourhood.

5C- CIVIC QUARTER
The Civic quarter remains but there is potential for the consolidation of the ESFRS and SECAMB facilities on an extended ESFRS site in the longer term to free up the SECAMB Make Ready site for a later phase of development of 5A. The setting of mature trees are retained and public links to the wood are strengthened.

The defining design principle behind the development of Bohemia is the need to avoid piecemeal development and to ensure that development comes forward as part of a coordinated plan. This will ensure integration of development areas, creation of connections and a consistent approach to design of strategic infrastructure. The objective should be to create frontages to Bohemia Road which will transform it from a road to a street. New crossing points should be incorporated and generous pavements provided. Inward looking development should be avoided and particular emphasis will be placed on connectivity and edge treatments—the basic principles for building an urban neighbourhood. Ground floor uses are key on well connected streets.

6A- HERITAGE QUARTER
The museum is a distinctive building but is currently hidden from view. It needs to be more prominent and better linked to the town centre and attractions in the wider area to increase its visibility to visitors and enhance its cultural role. The opportunity to link the museum with Summerfields Wood provides a unique opportunity to celebrate local cultural heritage and to bring the historic and contemporary together.

The museum is expanded to include interpretation of the history of Bohemia and Summerfields Wood in an enhanced courtyard setting with outdoor display areas, café and workshops to create a living history destination which celebrates the local culture of Hastings. A heritage trail will be created linking the museum to Summerfields Wood and the Bohemia Walled Garden with improved signage and interpretation facilities.

The heritage quarter can be expanded to include a larger scale heritage and educational destination such as a Hastings Experience Centre. This type of facility could capitalise on the town’s rich history, presenting the cultural and political effects of the Battle of Hastings. An ambitious project such as this would complement other visitor attractions within the town and can also be a national educational resource.

There is potential here for arts storage and presentation facilities linked to national cultural institutions which would offer local employment opportunities and conservation training.

6B- SUMMERFIELDS WOOD
The existing initiatives provide the basis for future enhancements—to ensure that the wood is transformed from a dormant asset to a destination for all of Hastings and visitors to the town.

Access is greatly improved and new elements can include a woodland school and jogging tracks. The dramatic topography allows for treetop walks and bespoke play areas to be sensitively incorporated. Lighting plays a large role in perceived safety if the woods are to become part of the larger pedestrian networks in the area.
The seafront and White Rock Pleasure Grounds are linked by a new civic space which extends over the road. The closure of White Rock Road and the extension of the White Rock Theatre allows the Hillside to be configured as an extension of the park, with south-facing terraces overlooking the pier. The climb can be avoided by moving up through the White Rock Arts Centre and even stopping on the new public roof terrace. The Arts Centre opens out onto the park level, with a public programme of events. The Pleasure Grounds are updated to include a rich mix of uses for all generations, a true urban living room. Routes through the park cross a series of rooms with different characters and activities, connecting the Heritage Quarter with the Convent and St. Leonards.
THE CONVENT & THE WESTERN BOUNDARY

The Convent is opened up as an accessible quarter rather than the barrier that it is today. New uses of the historic buildings protect and restore this historic asset. As new routes are opened up into the parkland, so too can public spaces be developed that can complement the expansive grounds. The development of St. Mary’s to the north will strengthen the connections further by establishing a street frontage. A series of local streets and courtyards will house a number of community uses and small businesses as well as a new community.

Once past the busy education campus at the Convent, White Rock Park opens up with new sports facilities integrated with the orchards and mature parkland. The park is active although also attracts large numbers of spectators when events take place. The new Swimming Centre is a key destination for visitors and locals. The building is cut into the terraced park, offering wonderful sea views from the pool and from the public terrace on the roof.
Bohemia Road is transformed into an elegant street overlooked by new high quality buildings. A new public realm includes a new crossing point is established at the northern edge of the Pleasure Grounds. This connects the Heritage Quarter which becomes the introduction to Bohemia and Summerfields Wood. This route also leads down to the town centre and main train station. The Heritage quarter is clustered around a new public square which is big enough to host a multitude of events throughout the year. There is potential here for workshops and studio space, supporting a community of artist and makers. There is also potential for an expanded museum or development of the Hastings Experience Centre which would present the rich story of Hastings.
Hastings Borough Council to take the lead – the role of Encouragement of local enterprises and investment– Engagement of the community - towns ultimately Generate more viable facilities and businesses within the Maximising funding opportunities - land sales will Create higher levels of visits will generate greater Help to generate a greater number of visitors to the area. Preparation and monitoring of a phased implementation Provide wider and softer benefits including greater

Objectives set out in the White Rock Area Masterplan: A number of interventions will be required to deliver the opportunities.

Quality not just quantity in bringing forward development serves to highlight the importance which must be placed on not compromised in the interests of early delivery. This also creating value and it will be necessary to ensure that this is not a ‘drain’ on the public purse. There are a wide range of benefits which can be captured from intervening at White Rock. Through a comprehensive approach the area can:

Help to generate a greater number of visitors to the area. Generate more viable facilities and businesses within the area – 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 will generate greater patronage across the Town and will in particular help to support the retail and leisure facilities along key pedestrian routes. Provide wider and softer benefits including greater levels of satisfaction in the area and improved health and well-being will also result from having much improved facilities.

PRO-ACTIVE PLANNING

The Hastings Town Centre and White Rock AAP will provide the policy framework for bringing forward development opportunities and projects identified in the Masterplan through site allocations and policies to support appropriate development. A pro-active approach should be adopted to facilitate the delivery of key projects and necessary infrastructure in accordance with the National Planning Policy Framework and Hastings Local Plan.

The White Rock Area should be promoted as an Opportunity Area. The approach must be aspirational but realistic and the AAP should set out the opportunities for

White Rock Area Masterplan

12. MAKING IT HAPPEN

The Masterplan and the planning policies set out in the emerging Hastings Town Centre and White Rock Area Action Plan will provide a strong development framework capable of responding to changing conditions whilst maintaining a clear vision of how we want the area to change. Above all it will be about changing perceptions and creating an environment of confidence for stakeholders and investors.

Any new development will be required to fit within this overall framework and to contribute to the overall vision by increasing the quality and diversity of the experience and attractions for both residents and visitors to enjoy. The objective will be to create value through the promotion of high quality development, parks and public realm.

A process of active management is required over the long term. 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 further extend the profile of White Rock.

The process of change and investment at White Rock will take a concerted effort over the long term. Ensuring that there is a shared vision for the area is critical at the outset, which can then inform a series of proposals which can take place independently, but within an overall co-ordinated framework.

DELIVERY STRATEGY

In order to deliver the ambitions for the area, a coordinated Action Plan is required which identifies proposed timeframes, key partners and possible funding sources as well as the actions required to deliver the key proposals. The timescale for delivery of the projects will be influenced by a number of factors including the ownership and availability of sites, financial viability and funding availability, and the Action Plan 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 White Rock Area Masterplan:

- Hastings Borough Council to take the lead - the role of the Council will be critical as landowner, decision maker and facilitator of change.
- Pro-active planning - the need to plan positively for the development and infrastructure required to meet the objectives, principles and proposals set out in the Masterplan.
- Effective partnership working - the importance of partnership working to deliver economic growth and regeneration benefits has never been greater. The proposals for the White Rock Area promote a close working relationship between the public and private sectors.
- Encouragement of local enterprises and investment– one of Hastings’ key strengths lies in the energy and commitment of local enterprises, particularly the cultural and creative industries sector.
- Engagement of the community - towns ultimately thrive by having an active and involved population. This process has started and will be maintained through engagement in the development of proposals including the cultural campus and the involvement of the creative industries sector and local artists.
- Maximising funding opportunities - land sales will not be sufficient to deliver the vision - therefore it will be necessary for partners to work together to access potential sources of funding. The opportunity to bring projects forward within a comprehensive development framework with clearly defined outputs and regeneration benefits will assist in unlocking 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. We have already suggested the adoption of the Bohemia name. Equally, this could include an extended events programme and will require a focussed approach to marketing as part of an overall tourism strategy.
- 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 White Rock Area. Implementation of the masterplan 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 which is appealing to visitors.

ROLE OF HASTINGS BOROUGH COUNCIL

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

Land owned by the Borough Council can be released for development to part fund leisure and cultural facilities and environmental improvements in accordance with the masterplan. 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 partnerships. Existing leases should not be extended whilst the masterplanning and AAP processes are underway to ensure that the timescales and phasing of development are not constrained. It will be particularly important to promote self-sustaining developments with revenue streams that are not a ‘drain’ on the public purse.

There are a wide range of benefits which can be captured from intervening at White Rock. Through a comprehensive approach the area can:

- Help to generate a greater number of visitors to the area.
- Generate more viable facilities and businesses within the area – 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 will generate greater patronage across the Town and will in particular help to support the retail and leisure facilities along key pedestrian routes.
- Provide wider and softer benefits including greater levels of satisfaction in the area and improved health and well-being will also result from having much improved facilities.
Land disposals - the Council as land owner will

Lottery funding – there are a range of lottery funding

Prudential borrowing – the Council could consider

The costs of refurbishment and extension of the existing leisure centre site. 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 revenue costs. A number of different sources of funding can and should be ‘tapped into’ to facilitate delivery.

Whilst it would be preferable to secure private sector investment immediately, this is less likely given the under-developed nature of the opportunity. White Rock first needs to develop its reputation and brand. This will improve the attractiveness of the location to the private sector. Some funding could be released through the sale of land for development but it is recommended that given current land values it would be preferable to delay land sales until there is greater certainty and the overall transformation of the area has begun.

In the meantime a rationale for investment needs to be developed. Initially public sector investment is needed in order to commence the process of change and improvement. White Rock can play a significant role for Hastings in terms of providing facilities which will attract local, sub-regional and tourist visitors. 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 at White Rock and across the town.

Key funding opportunities which can be considered include the following:

- Land disposals – the Council as land owner will review its land holdings and consider long leases, freehold disposals and the development of partnership arrangements.
- 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. Current opportunities include Power to Change, Parks for People, Heritage Enterprise and Reaching Communities. It must be noted that such funds are normally directed towards community organisations that will be recipients of the funding. Working with local...
Coastal Communities Fund – again part of the Big Lottery Fund, the Coastal Communities Fund is aimed directly at towns like Hastings. There is currently no open bidding round, but 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 and training initiatives, however certain elements of future development and investment may form part of a funding bid and therefore would be an appropriate source to target.

Funding applications will obviously 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.

The potential for private sector funding for development / investment will be assisted by having a co-ordinated 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. However, the Council will ensure that the long term objective of delivery of the masterplan is not diminished by ad hoc land disposals/ lease arrangements.

PROMOTING CULTURE AND LOCAL ENTERPRISE

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.

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 focus should be on creating a stronger cluster of activities around the Pier and White Rock Theatre. Culture can also drive the programme of temporary activities which will raise the profile of the wider site, for example in the parkland. Cultural amenities around the edge of the area (Museum, Convent and town centre) will have a cascade effect and the establishment of good connections is an important factor.

BRANDING

The development of a strong brand will assist in changing the perception of the area. This will enable potentially disparate projects to be promoted in a coordinated and legible way that residents, visitors and investors can understand.

We are proposing the area be rebranded as White Rock & Bohemia – an invitation to new experiences - new parks, new forms of culture, and new ways of living. New ways to deliver development for the benefit of the town.

Bohemia is not only the historic name for the area – it also suggests an attitude through which new ways of living are tested and trailed. We want to support an attitude and brand of Bohemia - a testing site of new ideas and approaches which will produce a new form of parkland.

COMMUNITY INVOLVEMENT

Active engagement of the local community has started and will be critical in taking forward the proposals for the White Rock Area. The delivery strategy recognises the role of the community in the transformation of the town and various suggestions are put forward for joint working, including the development of proposals for White Rock Gardens. The involvement and support of the community will be particularly critical in taking forward proposals and the potential to secure funding.

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 IMPORTANCE OF ROBUST BUSINESS PLANS

Any investment needs a clear rationale and through further detailed work the proposals can be further developed and tested. The rationale for intervention and investment can be fully defined.

THE ROLE OF ARCHITECTURAL COMPETITIONS

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. White Rock Gardens 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 combining existing and new uses. An urban park of this scale and position should be a destination with a national and international reputation.

A separate architectural competition should be held to design elements of the Sports Park and Sports Centre. An innovative approach to this facility could push new approaches to sports provision. If placed within the park, the building could be cut into the slope, with a skate park on the roof. If placed within a new mixed-use quarter, other elements can also be included. Dorte Mandrup's mixed-use Sports Hall in Copenhagen or Meccanos Delft University groundscaper are good references.

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TESTBEDS

The process of transformation at White Rock will take time. But what can be done now to show commitment, to invite collaborators to invest their time and energy, to raise the profile of White Rock and to start a public dialogue around the potential here?

Within each area of the Masterplan, there is potential to begin planning the future now. Through small but coordinated means, a number of projects can establish White Rock as a place where things are happening. It can also be a place of testing new ideas at full scale.

There is a wealth of experience from other places that have developed temporary programmes which lift the value of a place. This can be tapped into at White Rock. Knowledge sharing can inspire and guide the process at White Rock.

Other projects worth investigating include:

→ Carlsberg Area, Copenhagen
→ The Dorechester Projects, Detroit
→ Tempelhof, Berlin
→ Tensta Square, Stockholm
→ Älvstaden/Jubileums Park, Gothenburg
→ Future Perfect, Bristol
→ Superkilen, Copenhagen
13. FOUR STAGES OF WHITE ROCK

The objectives for White Rock will be achieved through a number of interrelated strategic projects which will be area based and phased over time. The immediate stages will be exciting and innovative and will demonstrate commitment to a process of working and highlight the potential for the area. Each stage that follows will build on the last, consolidating and strengthening the identity of White Rock.

1. ESTABLISH BOHEMIA (START WITH WHAT YOU’VE GOT)

The identity of White Rock and Bohemia will be established through a coordinated programme of events and local initiatives. This will allow for the first testbeds to be developed which can act as a forum for a public discussion on the potential for the parts of White Rock. This stage will focus on public space and public programme. It will invite new ideas and drive competitions. Elements of the programme will be varied and support partnership working - from curated crazy golf to temporary campsites, music festivals to folklore days. There will always be something happening at White Rock and everyone is invited.

2. FOCUS, FOCUS, FOCUS (THREE CULTURAL HUBS)

Key projects will be developed at strategic points within the area. These will re-think a number of existing buildings which are currently at risk or underperforming. Each of the buildings is linked to a public space which can also be reconfigured for new civic and cultural use. A focus on key points on the edges of the area will have the added benefit of opening up new routes through White Rock and strengthening relationships with the wider area.

3. ESTABLISH CORE DESTINATIONS

This will include a number of public amenities such as a new Sports Centre and cultural facilities within White Rock Park. Routes through the area will be further strengthened and public space designed for pedestrians over cars. This stage will attract new users to the area and help to establish the identity of White Rock as active, healthy and inclusive.

4. ESTABLISH THE COMMUNITY

Over time, a community will move into White Rock and Bohemia, reinforcing the place as a diverse, innovative and curious part of Hastings. The established cultural and recreational programme will be a positive presence.

“People who are passionate about a place are often disconnected from the resources necessary to make cool things happen.”

Theaster Gates, Ted Talks, 2015

PHASING

The masterplan and strategic projects need to be coordinated such that risk is managed and that through the creation of place, confidence and value builds. The key objective will be to achieve early and sustained transformation of the area. There will be an overlap between projects and the timescale for implementation may be brought forward in accordance with the masterplan dependent on land availability and funding.

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.

Current initiatives in the area such as the Pier should be supported and brought together under one banner. New initiatives should be encouraged within the existing open spaces of White Rock and these can be prototypes for the future development of the place.

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. Given that Hastings Borough Council owns a significant proportion of the land and many facilities (although some of these are the subject of operational and other leases) the Council has a significant role to play.

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.
START WITH WHAT YOU’VE GOT – TESTBEDS

This stage will be critical to continuing the momentum generated to date. Building on this, perceptions of the White Rock area can change in the immediate term through a coordinated programme of events and initiatives within White Rock Gardens, Summerfields Wood and on the Pier & seafront. Particular importance will be placed on short term low cost interventions to improve connections and accessibility whilst promoting the potential of White Rock. During this time, feasibility studies will be undertaken to progress the first key projects:

1C  WHITE ROCK PERFORMING ARTS CENTRE
3A/3B  SPORTS PARK AND SPORTS CENTRE.
4A/4B  THE CONVENT/MAGDALEN ROAD
6A  HASTINGS MUSEUM AND HERITAGE QUARTER

Key priorities during this first phase of activity will be to:

→ Determine the future of the White Rock Theatre and potential for multi-functional arts space in context of a venues review.
→ Identify early opportunities to generate income and release development value utilising existing infrastructure.
→ Establish a Cultural Steering Group and develop a three year cultural programme.
→ Engage a project manager to coordinate all aspects.
→ Establish testbeds for new activities within the parks, woods, buildings & public spaces.
→ Make approaches to cultural companies and venue providers – with brief for arts space to include production and presentation of work and the opportunity for other work to be brought in.
→ Continue the development of facilities and the extended programme of activities on the Pier.
→ Improve connections and accessibility, including public realm enhancements and improved pedestrian crossing points on the seafront, improved pedestrian access to Summerfields Wood and enhanced signage to and within the White Rock area.
→ Early engagement of Friends of White Rock Gardens and Summerfields Woods and other community groups.
STAGE 2: FOCUS, FOCUS, FOCUS

ESTABLISH THE THREE CULTURAL HUBS

During this phase the focus will be on the implementation of projects to strengthen three strategic cultural hubs:

1C. WHITE ROCK THEATRE AND PIER (PERFORMANCE AND PRODUCTION)
4A. THE CONVENT (EDUCATION AND ARTS) AND ASSOCIATED HOUSING.
6A. THE MUSEUM (HERITAGE AND TOWN ARCHIVE).

By concentrating efforts at these three points, on the edges of White Rock, the area is opened up for new uses and connections. Uses will be pioneered in each location including the establishment of new public space and pedestrian connections to link the cultural hubs with the wider area.

Key priorities during this phase will be:

→ Closure of Schwerte Way and White Rock Road. This forms a critical link between the Pier and White Rock.
→ Extension of Theatre as place of production and performance and other uses.
→ New uses within the Convent and a new east-west route between St Leonards and Hastings Town Centre through the park.
→ Enabling development to finance investment in cultural buildings.
→ Explore potential for new hotel development close to the seafront.
STAGE 3: ESTABLISH CORE DESTINATIONS

WHITE ROCK SPORTS PARK

The existing Leisure Centre is relocated to a central location, establishing the Sports Park. The existing site is redeveloped for residential and mixed uses to part facilitate development of the new leisure attractions and also to consolidate the Museum Quarter.

Development of the new Sports Park, Sports Centre and associated residential development allows for the extension of St. Johns Road through the park, connecting St. Leonards and the town centre. Distances will be perceived as shorter with multiple destinations on route. Detailed studies are required to establish if basement parking is achievable within this phase of development, or whether later phases can share some of the visitor parking requirements.

ST JOHNS ROAD

WHITE ROCK SPORTS PARK
STAGE 4: ESTABLISH THE COMMUNITY

LIVING IN WHITE ROCK & BOHEMIA
Residential development will start in earlier phases subject to the relocation of sports facilities from Horntye Park and development of the Convent site but it is in the later phases that the new community is consolidated.

ST MARY’S, PARK LIVING, SUMMERFIELDS, HORNTYE
At this stage, the areas of White Rock and Bohemia are firmly established as a new neighbourhood within Hastings. It is a destination for residents and visitors throughout the year with a rich and varied cultural and recreational programme.

A series of interconnected green living rooms are developed within the predominantly residential development which ensure that the dense, green parkland character extend through the area.

In the longer term, the civic uses will be consolidated with the possible relocation of the SECAMB Ambulance Station to the Civic Quarter (as part of a One Public Estate Initiative) allowing for the development of Summerfields to be completed.

Residential development will establish Bohemia Road as an elegant street with frontage properties. Bohemia will also be home to a new community which enjoy the fantastic views, access to high quality parks and open space, and walkable links to neighbouring areas as well as public transport.
THE SPECTACLE OF DIVERSITY

Now that White Rock and Bohemia have been established as an energetic new addition to Hastings, things can keep moving. The flexible and robust urban structure allows change over time, new exciting uses and adaption of the public open spaces for positive use. This is a neighbourhood within its own identity which has had the time to develop unique and authentic qualities which will benefit the whole town and region. It can complement the Town Centre, the Old Town and St Leonards, all of which will also have evolved, offering a rich mix of cultural and sporting activities within healthy urban green streets and spaces.
"Artists have long been a useful tool for developers; since the 80s the conventional way of ‘waking up’ destitute urban areas has been to rent out cheap studio space to art students and watch the creativity and the café culture follow, before the apartments are sold on to the bonus-rich with authentic artisanal grit priced in. What if you said culture was the end point? Then you might get what the city planners are always talking about: the spectacle of diversity. That’s the part that gets me super-excited.”

14. ACTION PLAN

ACTION PLAN

The Action Plan sets out an indicative programme for implementation, the delivery body/partners, possible funding sources and the actions required. The Action Plan will be subject to regular monitoring and review. Implementation of the projects will be subject to funding availability but the process of transformation of the White Rock area can start immediately through the coordination of actions and interventions.

The projects need to be developed through a series of immediate, short, medium and longer term actions. Due to funding constraints and the need to develop the reputation of White Rock this will be a dynamic process whereby in the early stages many initiatives may be temporary or indeed experimental, for instance a series of events or temporary facilities or installations which enable White Rock to be recognised as a visitor destination.

Actions are set out for the immediate and short, medium and long term in the following Action Plan.

EARLY ACTIONS

A number of practical steps will need to be taken to initiate delivery of the masterplan. A flexible approach will be required but there are a number of key catalytic projects which will act as drivers for further projects and wider economic benefits. The focus will be on working with existing businesses and landowners and the local community to be subject to funding availability but the process of transformation of the seafront can start immediately through the coordination of actions and interventions.

Early priority actions will include:

- Production of prospectus to communicate aspirations and credibility to potential partners – consider a cultural focused prospectus
- Establishment of a White Rock Area Partnership to ensure coordination of initiatives
- Appointment of overall Project Manager/White Rock Champion
- Review of options to determine future of White Rock Theatre – active pursuit of partnerships
- Discussion with art studio providers to test feasibility and development
- Discussion with National Museums re art storage facilities and active pursuit of partnerships
- Review of options for Summerfields Leisure Centre including potential for consolidation of uses and delivery of Hastings Leisure Strategy
- Work with the Hastings Pier Charity to bring forward proposals to enhance the attractions on the Pier
- Review proposals for Travelodge site with leaseholders in context of overall Masterplan
- Work with Horntye Park Trust to develop sustainable proposals for the future of Horntye Park
- Work with owners of convent site and key stakeholders to establish business case and bring forward proposals for the restoration and appropriate reuse of the listed buildings
- Review funding opportunities including Parks for People bid for White Rock Gardens (working with Friends of White Rock Gardens and other community groups)
- Programme of events to promote area and understanding of cultural heritage and speculate on future
- Short term/temporary uses including pop up facilities on sea front and in White Rock Gardens
- Improved signage and wayfinding

The focus in the short term should be on the seafront and the area around White Rock Theatre and the Pier – resolving the future of the White Rock Theatre and extending the visitor offer and capacity of the Pier to create a stronger destination and draw at the western end of the seafront.

SHORT-MEDIUM TERM ACTIONS

- Development of business plan and proposals to secure long term future of White Rock Theatre
- Development of business plan for new Leisure Centre to include consolidation of leisure uses in new campus
- Bring forward proposals for Horntye Park
- Improvements to seafront public realm
- Creation of cultural heritage area around museum and Summerfields Wood
- Development of business case for refurbishment and reuse of listed convent buildings
- Café/restaurant and gallery space in Falaise Hall
- Release of land north of Bohemia Road for residential development

MEDIUM-LONG TERM ACTIONS

- Refurbishment/redevelopment and extension of White Rock theatre to create multi-functional arts performance and production venue
- Consolidation of leisure facilities in new Sports Park including new Sports Centre
- Development of convent site to deliver restored listed buildings and cultural uses
- Further enhancements to White Rock Gardens with relocation of existing leisure uses
- New leisure attractions in White Rock Gardens

LONGER TERM ACTIONS

- Consolidation of public services north of Bohemia Road to enable further phase of residential development
- New leisure attractions in White Rock Gardens
## STRATEGIC PROJECTS: ACTION PLAN

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>IMMEDIATE</th>
<th>SHORT TERM</th>
<th>MEDIUM TERM</th>
<th>LONG TERM</th>
<th>DELIVERY PARTNERS</th>
<th>FUNDING OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A Hastings Pier</td>
<td>Review masterplan</td>
<td>Continue the development of facilities and extended programme of activities.</td>
<td>Strategic highways improvements</td>
<td>Hastings Pier Charity Venue operators</td>
<td>Hastings Borough Council Venue operators</td>
<td>Private sector Coastal Communities Fund</td>
</tr>
<tr>
<td>1C The White Rock Arts Centre</td>
<td>Feasibility Study into the potential for multi-functional arts space</td>
<td>Appointment of new venue operators</td>
<td>Extension of White Rock Theatre to include extended performance and hospitality areas incorporating new pedestrian lift access to White Rock Gardens.</td>
<td>Hastings Borough Council Arts Council England Cultural companies and venue operators</td>
<td>Hastings Borough Council Arts Council England Cultural companies and venue operators</td>
<td>Hastings Borough Council Private sector Arts Council England SELEP Coastal Communities Fund</td>
</tr>
<tr>
<td>2D Sea View Hotel</td>
<td>Review potential sites.</td>
<td></td>
<td></td>
<td>Hastings Borough Council Hotel operators and developers</td>
<td>Hastings Borough Council Hotel operators and developers</td>
<td>Private sector</td>
</tr>
<tr>
<td>PROJECT</td>
<td>IMMEDIATE</td>
<td>SHORT TERM</td>
<td>MEDIUM TERM</td>
<td>LONG TERM</td>
<td>DELIVERY PARTNERS</td>
<td>FUNDING OPPORTUNITIES</td>
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<tr>
<td>3C Bohemia Farm</td>
<td>Feasibility study. Engagement with existing sports clubs and providers.</td>
<td>Improve woodland and pedestrian connections.</td>
<td>Integrate woodland as part of network of parks and open spaces.</td>
<td>Hastings Borough Council Friends of White Rock Gardens</td>
<td>Capital / revenue programme</td>
<td></td>
</tr>
<tr>
<td>3D Park Living</td>
<td>Feasibility study. Engagement with existing sports clubs and providers.</td>
<td>Seek developer partner Preparation of development proposals.</td>
<td>Implementation of development proposals as part of Sports park.</td>
<td>Hastings Borough Council Developer partner</td>
<td>Private sector S106</td>
<td></td>
</tr>
<tr>
<td>4A The Convent Buildings</td>
<td>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 case for International School for Arts and possible education use.</td>
<td>Preparation of development proposals. Essential works to listed buildings Programme of events. Public access to convent park.</td>
<td>Restoration and reuse of buildings</td>
<td>Extension of St Johns Road and pedestrian links to White Rock Park</td>
<td>Land owners Hastings Borough Council Hastings Creative Ltd Cultural groups and organisations Education providers Heritage Lottery Enabling development S106 Fundraising Education providers</td>
<td></td>
</tr>
<tr>
<td>4B Magdalen Road</td>
<td>Hastings Borough Council to work with landowners and stakeholders to secure sustainable future for listed buildings including enabling development.</td>
<td>Preparation of development proposals.</td>
<td>Development of land to north of convent buildings</td>
<td>Extension of St Johns Road and pedestrian links to White Rock Park</td>
<td>Land owners Developers</td>
<td>Private sector S106</td>
</tr>
<tr>
<td>PROJECT</td>
<td>IMMEDIATE</td>
<td>SHORT TERM</td>
<td>MEDIUM TERM</td>
<td>LONG TERM</td>
<td>DELIVERY PARTNERS</td>
<td>FUNDING OPPORTUNITIES</td>
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<tr>
<td>5A Summerfields</td>
<td>Feasibility study of Leisure Centre relocation</td>
<td>Preparation of development brief for existing Leisure Centre site</td>
<td>Redevelopment of site following relocation of leisure uses to new Sports Centre and Sports Park</td>
<td>Hastings Borough Council Leaseholders</td>
<td>Private sector S106</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review proposals for Travelodge site with leaseholders</td>
<td>Seek development partner</td>
<td></td>
<td>Developer partner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5B– Horntye Park</td>
<td>Decision on proposals for relocation of existing sports facilities to new sports village</td>
<td>Preparation of proposals for redevelopment of existing site</td>
<td>Relocation of sports facilities</td>
<td>Horntye Trust</td>
<td>Private sector S106</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Development of new sports village</td>
<td>Redevelopment of site</td>
<td>Developer partner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5C– Civic Quarter</td>
<td>Review opportunities for consolidation of civic uses</td>
<td></td>
<td>Consolidation of existing uses</td>
<td>Hastings Borough Council</td>
<td>One Public Estate</td>
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<td></td>
<td></td>
<td></td>
<td>YMCA</td>
<td></td>
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<tr>
<td>6A– Hastings Museum</td>
<td>Review feasibility study in reference to the masterplan and review of funding opportunities. Approach key national cultural institutions to test Art Storage market.</td>
<td></td>
<td></td>
<td>Hastings Borough Council Cultural organisations</td>
<td>Heritage Lottery Sponsorship</td>
<td></td>
</tr>
<tr>
<td>6B– Summerfields Wood</td>
<td>Work with Bohemia Walled Garden Society and Friends of Summerfields Wood to develop existing initiatives.</td>
<td>Improved access to Summerfields</td>
<td>Woodland school</td>
<td>Hastings Borough Council Bohemia Walled Garden Society</td>
<td>Heritage Lottery Fundraising</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wood</td>
<td>Treetop walk</td>
<td>Friends of Summerfields Wood Local community</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>New footpaths</td>
<td>Interpretation facilities</td>
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<td></td>
<td></td>
<td>Biodiversity enhancement</td>
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APPENDIX A.  
EXISTING OCCUPIERS AND USES
<table>
<thead>
<tr>
<th>USE</th>
<th>EXISTING POSITION</th>
<th>OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hastings Pier</td>
<td>An important attraction with potential for further enhancement of facilities subject to funding.</td>
<td>Extend activities and revenue generation and strengthen linkages with White Rock Theatre and other visitor attractions in the area.</td>
</tr>
<tr>
<td>3. Hastings Museum</td>
<td>Museum has benefited from Heritage Lottery funding but is not well connected to rest of town and this affects visitor numbers.</td>
<td>Potential to improve visibility and connections and to create better links to other heritage attractions.</td>
</tr>
<tr>
<td>4. Summerfields Leisure Centre</td>
<td>Hastings’ main Leisure Centre and swimming pool but aging building with maintenance issues. A well-used facility run by Freedom Leisure which has been improved in recent years. Current contract ends in 2018.</td>
<td>Need to secure future provision of leisure facilities- options include refurbishment/extension of existing centre or replacement by new leisure centre on alternative site with potential for reconfiguration and rationalisation.</td>
</tr>
<tr>
<td>5. Falaise Fitness Centre</td>
<td>Located within Falaise Hall. Well used fitness facilities but constraints presented by split site leisure operation. Current contract ends in 2018.</td>
<td>Operational benefits would be achieved by combining uses with other leisure centre facilities.</td>
</tr>
<tr>
<td>6. Horntye Park</td>
<td>Sports Centre and all weather pitches providing facilities for county &amp; club Cricket, Indoor Cricket, Hockey, Football and other sports. Pavilion provides space for conferences, seminars, and meetings.</td>
<td>Current proposals to relocate facilities to new site to create a sustainable sports hub and to promote redevelopment of existing site.</td>
</tr>
<tr>
<td>7. Bowling Greens and Pavilions</td>
<td>Historic association of bowls with White Rock. Four outdoor bowls greens open from the final full weekend in April through to the final full weekend in September.</td>
<td>Potential to rationalise existing provision and explore co-location with indoor bowls provision.</td>
</tr>
<tr>
<td>10. Skateboard park and multi-use games area</td>
<td>First phase of ‘new’ concrete park built in 2010, second phase built in 2015 with aspirations for a 3rd phase. Facility has been designed with significant input from users. Flood lit Multi-use Games Area built in 2006.</td>
<td>Potential to incorporate in new integrated leisure facility.</td>
</tr>
<tr>
<td>11. Tennis Courts</td>
<td>Currently not in use with alternative provision in Alexandra Park.</td>
<td>No requirement to re-provide in White Rock-requirements could be met in Alexandra Park.</td>
</tr>
<tr>
<td>12. YMCA</td>
<td>Community sports centre providing indoor sports, community kitchen and nursery. In need of enhancement.</td>
<td>Consider future provision in context of proposals for Horntye Park.</td>
</tr>
<tr>
<td>13. Travelodge Hotel</td>
<td>50 bed hotel.</td>
<td>Current proposals for redevelopment of site to provide new 75 bed hotel and associated residential development. Potential to consider suitable alternative sites for hotel provision.</td>
</tr>
<tr>
<td>15. Clammers Indoor Pay Centre and Battle Zone</td>
<td>Indoor play centre and party venue. A key site at entrance to White Rock Gardens.</td>
<td>Potential for improvement of existing facilities.</td>
</tr>
<tr>
<td>16. Medical Centre &amp; Pharmacy</td>
<td>A temporary use located on a former bowls green.</td>
<td>Relocation.</td>
</tr>
<tr>
<td>17. SECAMB Ambulance Service</td>
<td>Make Ready Centre and Response Post.</td>
<td>Potential for relocation subject to alternative provision. Response post needs to be retained in central Hastings area.</td>
</tr>
<tr>
<td>18. ESFRs</td>
<td>Full time facility with some underutilised space.</td>
<td>Potential for site to be shared with other public service subject to maintenance of appropriate facilities and possible site extension.</td>
</tr>
<tr>
<td>19. Magistrates Courts &amp; East Sussex Police HQ</td>
<td>Built in 1070s following demolition of Bohemia House.</td>
<td>Existing uses are well established and occupiers have no plans to relocate. Masterplan framework should take into account possible future availability of site.</td>
</tr>
<tr>
<td>20. Residential dwellings</td>
<td>Privately owned and occupied.</td>
<td></td>
</tr>
<tr>
<td>22. White Rock Gardens</td>
<td>Designated as Historic Parks and Gardens. Located to west and east of Falaise Road. Mix of leisure and commercial leisure uses with limited landscaping and informal visitor facilities.</td>
<td>Potential for enhancement of landscaping, facilities and pedestrian linkages.</td>
</tr>
<tr>
<td>23. Summerfields Wood</td>
<td>Designated as Local Nature Reserve 1999. Hastings Borough Council maintains area with assistance of volunteers. The two ponds in the lower part of the woods were constructed during Victorian times and are fed by a stream which runs down the central part of the woods. The woods are an important habitat for both migratory and nesting indigenous birds and other wildlife.</td>
<td>Potential for improved public access, management and interpretation facilities.</td>
</tr>
<tr>
<td>24. The Oval</td>
<td>Underutilised open space used for temporary events including Circus and Steam Fair. Woodland area to north is well used for walking.</td>
<td>Potential to review current uses and consider alternatives.</td>
</tr>
<tr>
<td>25. Bohemia Walled Garden</td>
<td>Heritage lottery funding secured to restore and develop the Victorian walled garden for heritage, learning and enjoyment including rebuiling of eastern garden wall.</td>
<td>Plans to improve access and add interpretation boards in 2017.</td>
</tr>
<tr>
<td>26. Ice house and Roman Bath</td>
<td>Grade II listed structures within Summerfields Wood</td>
<td>Restore and improve interpretation.</td>
</tr>
<tr>
<td>27. Convent of Holy Child Jesus, Magdalen Road</td>
<td>The site includes a number of listed buildings including the Grade II* listed Chapel, many of which are in need of repair.</td>
<td>The buildings offer potential for refurbishment and reuse subject to funding and viability.</td>
</tr>
</tbody>
</table>
APPENDIX B.
PHOTOGRAPHIC SURVEY

White Rock Gardens

The Pier & White Rock Theatre

Bohemia Walled Garden
Roman Baths, Summerfields Wood

Summerfields Wood

White Rock Gardens
Sea View from White Rock Gardens

The White Rock bowl

Falaise Indoor Bowls Club
APPENDIX C.
PROJECT TEAM

MASTERPLAN DESIGN TEAM
Jake Ford, White Arkitekter
Joanna Chambers, White Arkitekter
Geoff Denton, White Arkitekter
Hanna Johansson, White Arkitekter
Clare Cumberlidge, Thirteen Ways
Atam Verdi, Aspinell Verdi
Stephen Pickles, Gardiner & Theobald
Stephen O’Malley, Civic Engineers
Photographic Survey, Elliot Sheppard

HBC WORKING GROUP
Monica Adams-Acton
Assistant Director, Regeneration and Culture
Kevin Boorman
Marketing and Major Projects Manager
Kerry Culbert
Planning Policy Manager
Sujeet Sharma
Senior Planner
Keith Duly
Leisure Development Manager
Polly Gifford
Cultural Strategic Development Specialist
Pranesh Datta
Regeneration Manager

MEETINGS, WORKSHOPS & CONVERSATIONS

INDIVIDUAL CONSULTATIONS, CLARE CUMBERLIDGE
Polly Gifford, Strategic Cultural Development Specialist, HBC
Liz Gilmore, Director, Jerwood Gallery
Matthew Burrows, Advisor to Independent Art School initiative
Sally Staples, Cultural Strategy Manager, East Sussex County Council
Alvin Hargreaves, HQ Theatres
Sarah Kowritz, Fairlight Art Trust

CULTURAL LEADERS GROUP. 8-12-2016
Paul Barnett - Cultural Change Company (Chair)
Sarah Kowritz - Fairlight Arts Trust
Jo Stead Burgess - White Rock Theatre
Matt Jordan - White Rock Theatre
Kevin Boorman - Hastings Borough Council
Brenda Mason - Rother District Council
Cathy Walling - Curator, Hastings Museum and Art Gallery
Lisa Finch - Project Artworks
Sean Berkeley - St Mary in the Castle
Karen Trimmings - Hastings Pier Charity
Adam Daly - Fat Tuesday
Michael Hambridge - Hastings Borough Council
Polly Gifford - Hastings Borough Council
Clare Cumberlidge - Thirteen Ways
Liz Gilmore - Jerwood Gallery

TRANSPORT STRATEGY, ESCC. 29-11-2016
Jon Wheeler, Team Leader for Strategic Economic Infrastructure
Lisa Simmonds
Chris Flavin
Kal Pegler
Stephen O’Malley, Civic Engineers

INDIVIDUAL CONSULTATIONS, JOANNA CHAMBERS
Angela Bogie, Main Bowls Pavilion
Dominic Horner, Freedom Leisure
Jane Fletcher, Freedom Leisure
James Wright, Ritecrown Ltd
Keith Cheetham, Falaise Bowls Association Ltd
Jennie Jeffries, Hastings YMCA
Julian Salmon, East Sussex Fire and Rescue Service
Mary Warrington, Hastings and St Leonards ladies Miniature Golf
Susan Thompson, Summerfields walled Garden
Mary Dawson, Summerfields walled Garden
Steve Elliott, South East Coast Ambulance Service
Peter Finch, Hornsby Trust
David Nessling
Peter Sherlock, Planning Agent for Hornsby Trust
Sue Cland, Friends of White Rock Gardens
Oliver Dyer (Agent) and owner of the convent site, Dyer & Hobbs
Clive Warmold, Hastings Pier Charity
Karen Trimmings, Hastings Pier Charity
John Lovering, Hastings Pier Charity
John Barker, Hastings Creative Ltd
Robin Holtham, Hastings Creative Ltd
Emile Tambah, Hastings Borough Council
Keith Duly, Leisure Development Manager, Hastings Borough Council
Amy Terry, Estates Manager, Hastings Borough Council
Peter Grace, Assistant Director Finance & Revenues, Hastings Borough Council
WHITE ROCK AREA MASTERPLAN

30-11-2016 STAKEHOLDER WORKSHOP

COUNCILLORS
Cllr Dawn Poole, Portfolio Holder Regeneration & Culture
Cllr Kim Forward, Portfolio Holder Housing
Cllr Trevor Webb
Cllr Godfrey Daniel
Cllr Judy Rogers

DELIVERY PARTNERS/HBC TENANTS
John Williams, Sea Change Sussex
Kevin Tomlin, Hastings & St Leonards Tourism Association
Helene Savva, Senlac Tours
Michael Francis, Bowls Pavilion East Hastings Bowls Club
Paul Rielly, Travelodge/ Ritecrown Ltd
Jane Fletcher, Summerfields Leisure Centre / Falaise Fitness
John Lightfoot, Indoor Bowls Centre / Falaise Bowls Association Ltd
Liz Tott, Putting Pavilion (part) / Hastings & St Leonards Ladies Miniature Golf
Alvin Hargreaves, HQ Theatres and Hospitality
Lorna Strawson, White Rock Theatre
Susan Thompson, Summerfields Walled Garden
Mary Dawson, Summerfields Walled Garden
David Nessling, Hornsey Trust
Graham Luxton, Keepmoat
Clive Wormald, Hastings Pier Charity
Steve Elliott, Ambulance Service (SECAMB)
Steve Stimson, ESFRS
Gareth Jenkins, Rock House
Dan Shelly, Sussex Coast College Hastings
Laurence Bell, White Rock Hotel
Catherine Parr, White Rock Hotel
Carby Walling, Hastings Museum and Art Gallery
Liz Gilmore, Jerwood Gallery
Sean Dennis, Hastings Area Chamber of Commerce
Vera Gajic, East Sussex County Council
Kal Pegler, East Sussex County Council
Jon Wheeler, East Sussex County Council
Lisa Simmonds, East Sussex County Council
Chris Flavin, East Sussex County Council

CIVIC GROUPS
Susan Cleland, Friends of White Rock Gardens
André Palfrey-Martin, Save Our Heritage Group
Virginia Chinze, Sussex Gardens Trust
Jennie Stagg, Sussex Gardens Trust
Christopher Lewcock, Hastings Urban Design Group
Nicole Collomb, Hastings Urban Design Group
Lain Exley, Hastings Urban Design Group
Nick Watts, Hastings Urban Design Group
Timothy Jenkinson, Hastings Greenway Group
Rodney Buse, Heart of Hastings Community Land Trust
Jess Steele, Heart of Hastings Community Land Trust
Judith Monck, YMCA
John Barker, Hastings Arts Forum
Frank Rallings, University of Brighton

HBC OFFICERS
Monica Adams-Acton, Assistant Director Culture and Regeneration
Kevin Boorman, Marketing and Major Projects Manager
Sarah Marshall, Principal Estates Surveyor
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Polly Gifford, Cultural Strategic Development Specialist
Kerry Culbert, Planning Policy Manager
Katy Wiseman, Senior Planner
Sujeet Sharma, Senior Planner

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