



ENGLISH HERITAGE

urban
practitioners

UP

An Asset and a Challenge; Heritage and Regeneration in Coastal Towns in England

Final report, October 2007



Contents

1. Introduction	1
2. Key challenges	2
3. National policy perspectives	6
4. Case studies	10
5. Coastal regeneration: drivers for success	60
6. Heritage: a dynamic resource for regeneration	64



Margate Beach

I. Introduction

There are a whole range of complex issues affecting coastal towns in England but the picture of these towns in 2007 is by no means bleak. This report sets out a number of good practice examples of heritage-led regeneration currently underway in English coastal towns.

The Communities and Local Government Select Committee undertook an inquiry into Coastal Towns in 2006-2007. The Committee's report, which was published in March 2007, highlighted the complex range of issues facing coastal towns, which include:

- changes in tourism trends;
- the seasonality of the seaside economy;
- frequent high levels of deprivation;
- a range of housing issues, including a lack of affordable housing due to high levels of second-home ownership and disproportionate levels of unsuitable accommodation;
- issues concerning coastal erosion;
- physical isolation which is often a barrier to economic growth; and
- high levels of in-migration of older people, and out-migration of younger people, placing pressure on social and community services.

Whilst focusing principally on the economic, social and geographic issues facing coastal towns, the report also commented on the heritage of coastal towns, stating:

"The heritage of coastal towns, particularly seaside resorts, can be seen as both an asset and a challenge... [English Heritage noted that] the extreme climate and large number of public and listed buildings in seaside resorts can lead to higher maintenance costs. It could equally be argued, however, that high numbers of listed buildings are also an asset for these towns." Communities and Local Government Committee, Second Report of the Session 2006-07.

The picture of English coastal towns in 2007 is by no means bleak, and there are many examples of successful regeneration and economic diversification. There are also many examples of historic buildings and public spaces providing the flexibility to adapt to accommodate new uses and helping to draw in new visitors and residents.

This report documents examples of good practice in the heritage-led regeneration of English coastal towns. It examines a number of case-studies to gather lessons which may be applied to other coastal towns across the country. By sharing challenges and solutions, the current coastal renaissance can be supported and given further impetus.

2

2. Key Challenges

Coastal settlements are extremely diverse, ranging from industrial cities to fishing ports to former mining communities and their fortunes are just as diverse. Despite this, there are a number of common challenges which England's coastal towns share.

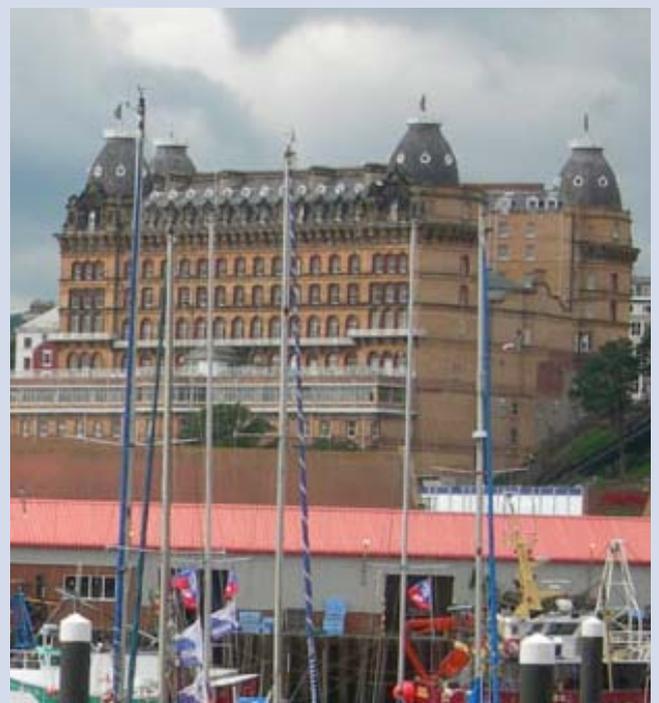
2.1 Key challenges

Coastal settlements are extremely diverse. They include industrial cities such as Hartlepool, fishing ports such as Whitstable and Great Yarmouth, 'set piece' resorts such as Margate, Morecambe and Weymouth, and former mining communities such as Hayle and Seaham. In addition to this diversity of heritage and settlement-type, there is huge diversity of fortune, with places such as Aldeburgh and Whitstable thriving, whilst others continue to struggle. The CLG Committee report noted that despite their diversity, there are a number of issues which tend to be shared by coastal towns, and which often combine to create a critical mass to be addressed. These can be summarised as follows:

1. Decline in visitor numbers

Coastal Towns have been particularly hard-hit by changes in tourism patterns. The availability of affordable flights, which began in the 1970s, put domestic resorts in direct competition with overseas destinations which were perceived to be more exotic and benefited from more reliable weather. This trend resulted in a significant decline in visitor numbers to traditional English seaside resorts. The English Tourism Council's 2001 report *Sea Changes* notes that during the last 25 years, the number of domestic trips to coastal towns has fallen from 32 million to 22 million per year. In addition to competition from comparable destinations overseas, Coastal towns also compete with an increasing range of types of holidays; in 1968 seaside holidays comprised 75% of all holidays, compared with only 44% in 1999 (CABE, *Shifting Sands*, 2003). As the

CLG Select Committee report on Coastal Towns notes, 'Although tourism is only one of the employment sectors in coastal towns, for many traditional seaside resorts tourism is of significant economic importance', and that tourism related jobs still account for 11.7% of all employment in coastal towns, compared with only 8.2% in in-land towns (NOMIS in DCLG, 2007). One of the challenges for English seaside resorts is to define a new visitor offer, which diversifies into areas such as culinary tourism and adventure tourism, and which competes on quality as well as price.



The Four Seasons Hotel, Scarborough

2. The 180 degree Catchment Area

Positioned at the edge of the land, coastal towns are often geographically remote from regional commercial centres, and may sit at the end of transport routes, unable to capture spontaneous visits from through-traffic. This physical feature common to all coastal towns can translate into economic disparity with inland towns; and often means that coastal towns cannot rely solely on retail for economic health. Poor access can make investment seem less viable, increasing financial risk and making borrowing more difficult and expensive.

3. An out-dated market

Towns which have historically served the needs of visitors face a complex and competitive market. In order to sell their product, local authorities and local businesses need to understand the unique appeal of their assets and strategically align their offer to particular sectors of the market, whether it be students, young professionals, families or older people. The rounded visitor experience depends on the right combination of accommodation, food, activities and ambience, and demands a targeted approach. Investment in services and facilities together with high quality, carefully targeted marketing and communication are essential.

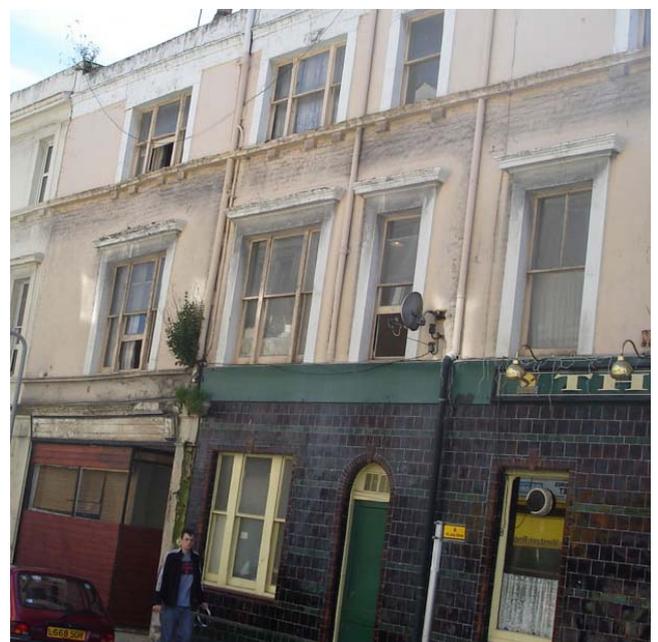
4. The accommodation lag

While renovated historic exteriors can appeal to the modern consumer as much as they did when they were first built, the accommodation they provide in coastal towns can sometimes be inappropriate to modern needs: large boarding houses built to accommodate Victorian families on week-long trips

are less attractive to modern families looking for the intimacy and informality of small apartments and self-catered accommodation, nor to young professionals looking for up-to-the-minute interiors. Accommodation typologies need to match the particular tourist offer of each coastal town, and with careful thought and design, historic buildings can very often be renovated to meet modern needs.

5. Higher maintenance requirements

Weathering is often more pronounced in coastal towns where buildings face salt-laden winds. The cycle of maintenance has to be quicker and is therefore more expensive. When balanced against other local authority budgetary priorities, dereliction can quickly take hold. In areas such as Hastings, where the housing market is not strong, large quantities of Georgian and Victorian housing stock



Kings Road, St Leonards

ageing at the same rate can leave local authorities with a backlog of urgent repairs to fund and deliver.

6. Centres of multiple deprivation

High levels of multiple deprivation in coastal towns can make regeneration harder to deliver. Private freeholders cannot afford to match funding when offered restoration packages, and low house prices remove the incentive to invest. Difficulties in selling large properties on for re-use can leave large boarding houses vulnerable to adaptation as houses of multiple occupation (HMO). Such dwellings often become home to residents with complex needs who

require considerable support and funding to become stable, economically active members of the local community. Heritage assets can also be greater risk from vandalism and arson associated with unemployment and higher crime rates, and publicly-funded restoration is less likely to be sustained by private investment.

7. Ageing population

Outward migration of younger people and in-migration of older groups in some coastal areas can result in low levels of the population being economically active, whilst at the same time placing greater burdens on health and social services.

8. Negative perceptions

Long-term decline in some areas has created negative images of many coastal towns which are deeply entrenched in public perception and can be challenging to reverse. Poor upkeep can leave the built heritage unappreciated by visitors, undervalued by investors, and potentially seen as a burden by local authorities.

9. Urban design conflicts

Often built to attract the luxury market of the eighteenth and nineteenth centuries, coastal towns are home to some of Britain's finest pieces of Georgian, Victorian and Inter-war architecture, as well as the finest planned townscapes and excellent examples of local vernacular materials and styles. Local authorities have to make difficult judgements about developments which may compromise the townscape, or may be too conservative to contribute to its long-term evolution. There are, however, some extremely successful examples of contemporary interventions within historic coastal settings.



Marine Drive, Margate



Terrace, Westbrook Promenade, Margate

3. National policy perspectives

There is no dedicated national policy statement relating to coastal towns. However, a number of policy agendas help to support the regeneration of coastal towns.

3.1 Heritage-led regeneration

Many coastal towns have significant potential to benefit from heritage-led regeneration. The restoration of historic buildings to accommodate new uses can stimulate new economic sectors, such as arts and cultural industries. In addition, investment in the historic environment will strengthen a town's character, provide a strong sense of identity, and contribute to a sense of optimism which can act as a catalyst for regeneration. The positive impacts of heritage-led regeneration are well documented in the Heritage Dividend series (English Heritage, 1999, 2002 and 2003), which analyses the impact of investment in the historic environment and reveals many benefits in terms of job creation, private sector investment, improved public realm, improved commercial floorspace and improved dwellings. The coastal towns which are featured as case studies in this document are experiencing the powerful effects of heritage-led regeneration, discovering that the historic environment can be a valuable asset in addressing the challenge of defining a new competitive role within the modern economy.

3.2 Sustainability and climate change

Public awareness of the sustainability agenda has grown hugely within the last two years; this is slowly translating into greater levels of personal responsibility towards individual carbon footprints, and altered holiday choices based on ecological, rather than purely financial priorities. Low holiday miles, and reduced security risks and delays give English tourist destinations a fresh advantage over their foreign competitors, and an opportunity to capture new markets. Between July and September 2006, for



Seafood Stall, Whitstable

example, Eurostar carried a record number of passengers, and an increase of 9.9% on the year before, attributed to airport delays and ecological concerns among customers (Eurostar press release, 16/10/06).

The coastal holiday experience can also satisfy sustainable lifestyle aspirations, offering locally and organically produced food, and health benefits associated with out-door activities in the local natural environment. Historic buildings make an excellent contribution to the delivery of sustainability objectives, conserving embodied energy and resources. For example, in Margate and Great Yarmouth, historic buildings are being used to provide new housing and visitor attractions.

Sea level rises resulting from increased global temperatures threaten the very existence of some coastal towns. This is a national and a long-term issue, which is already creating local uncertainty and anxiety. In the medium-term, a symptom of climate change will be faster coastal erosion and increased natural hazards. Flooding, for example, poses a serious threat to heritage assets along the coast, and raises local insurance costs. According to the Intergovernmental Panel on Climate Change, maintenance of the UK's 4,300 km of coastal defences already costs around £243m (US\$500m) per annum. The issue of coastal erosion will increasingly present a risk to the historic environment in some areas, and careful planning will be necessary.

3.3 Creative industries and contemporary tourism

The natural and heritage assets found in coastal towns give them an advantage in the generation of creative industries, the fastest growing sector of the UK economy. Set in stunning natural environments, and with some of the finest built heritage in the country, coastal towns can offer a low cost, high quality of life to an increasingly mobile workforce, providing the supply-side conditions in which cultural and creative industries thrive. They can also provide a ready source of inspiration to artists and designer-makers. In turn, the presence of a community of artists or designer-makers can help to encourage new visitors to an area, with knock-on benefits for hotels and restaurants. For example, in Whitstable, the presence of a strong artistic community has been a key tenet in the town's regeneration.

Similarly, the development of a high quality hotel and leisure sector can itself help to stimulate a modern

visitor economy. Customers are increasingly demanding quality of service and facilities, and coastal towns are well placed to meet this demand, in part because of their high quality historic fabric. For example, we found that in Seaham, investment by a single entrepreneur in restoring Seaham Hall to a five star hotel has stimulated investment in the wider Seaham economy.

In addition, the current trend for well-being related activities can find fulfilment in the natural coastal environment through watersports, walking and nature conservation, and through the increasing number of luxury spas, which reinvent the Victorian seaside ideal for the modern age.



Restored residential property, Poulton Road, Morecambe



The Time & Tide Museum, Great Yarmouth

3.4 Centres of Multiple Deprivation

Coastal towns contain disproportionately high levels of multiple deprivation among the national IMD rankings, and therefore deserve high levels of publicly backed financial and administrative support. According to the Communities and local government Committee Report, 21 of the 88 most deprived local authorities are in coastal towns. While employment levels in coastal towns are similar to those of inland towns (74.6% in coastal towns, compared with a 75.1% average across England), there is a large discrepancy between coastal and in-land towns regarding benefits claims. In 2006, 15.2% of the working age population in coastal towns were claiming benefits compared to 12.65% across Great Britain. More significantly, there was a 2.2% increase in the number claiming incapacity benefits, special disability allowance or income support for disability claims since 1997, compared with a 12.3% rise in similar claims in coastal towns. As the CLG Committee report notes, while these characteristics are not unique to coastal towns, in conjunction with coastal environmental challenges, they warrant 'focussed, specific Government attention'. (CLG Select Committee Report, March 2007)

3.5 Coastal Action Zones

In December 2004, Britain's first Coastal Action Zone was set up as a national pilot scheme to target the coastal zone of East Lindsey. It has established a partnership and created an Action Plan aimed specifically at coastal problems and coastal regeneration in order to create holistic solutions and ensure rapid delivery. If successful, the scheme will be applied to other parts of the country, and strengthen the rationale for a national coastal strategy.

3.6 Additional research

A growing body of literature now documents coastal success stories, raising the profile of coastal issues, and providing a wealth of analysis regarding coastal challenges.

Shifting Sands (English Heritage, CABE, 2003) publicised a range of examples where iconic new structures and the imaginative re-use of historic buildings have restored confidence among residents and investors. Examples include the successful restoration of the De La Warr Pavilion in Bexhill-on-Sea, the development of Tate St Ives, Bournemouth Square, the Whitby Abbey Heritage Centre and the Tern project in Morecambe. *Shifting Sands* is helping to raise design standards within the development industry, highlighting the power of local distinctiveness in the built environment, and laying important ground work for the further promotion of heritage assets.

Sea Changes (English Tourism Council, 2001) examined the decline of seaside resorts since the 1970s, presenting their problems in economic terms, as 'a failure to reinvest in their product. As a consequence, they have decaying infrastructure, designed for one era and not evolving, or not physically able to evolve, to accommodate the demands of another' (Moore, Locum review, 2001). The study identified new tourist demands as short breaks and day trips, business tourism and heritage visits, and called for local and national agencies to provide support and funding for infrastructural upgrades.

4. Case studies

This section presents a number of good practice examples of heritage-led regeneration with in-depth case studies and vignettes across England. The examples are set out by geographical location.

4.1 Introduction

Heritage and regeneration issues have been investigated through ten in-depth case studies from across the country and 'vignettes' which provide snapshot views of five further coastal towns. The spread of case studies in this section has been chosen to reveal a variety of regional dimensions to the challenges facing the regeneration of coastal towns. Key lessons learnt from each case study have also been identified.

4.2 The case studies and vignettes

North West England

1. Whitehaven, Cumbria
2. Morecambe and Heysham, Lancashire
3. St Anne's on Sea, Lancashire

North East England

4. Seaham and Hartlepool, Durham

Yorkshire and the Humber

5. Whitby & Scarborough, North Yorkshire

East of England

6. Great Yarmouth, Norfolk
7. Lowestoft, Suffolk

South East England

8. Southend-on-Sea
9. Whitstable, Kent
10. Margate, Kent
11. Folkestone, Kent
12. Hastings, East Sussex

South West England

13. Weymouth, Dorset
14. Falmouth, Cornwall
15. Hayle, Cornwall



I. Whitehaven: changing use of the harbour

Developed as a coal mining town and port of export, Whitehaven's harbour has been converted into a successful marina, and its industrial heritage transformed into a regional cultural heritage attraction.

A historic Georgian town and harbour

Whitehaven has an historic harbour overlooking the Irish Sea and is a rare example of a relatively intact, planned Georgian grid settlement with many of its streets still lined with original buildings. The core of the town and the harbour were originally developed by several generations of the Lowther family, beginning in the early seventeenth century during a period of great expansion in international sea trade and coal mining. By the eighteenth century, Whitehaven had become one of the most prosperous ports in the country with a large-scale harbour to reflect its status.

During the nineteenth century, the town continued to grow but the effects of the American War of Independence and the Napoleonic Wars in Europe began to take their toll on Whitehaven's golden era through the loss of many ships and broken trading links. The town also experienced increasing competition from other ports on the west coast such as Bristol and Liverpool and as well as from inland towns growing as a result of the industrial revolution.

The end of the golden era

Whitehaven's golden era continued to decline as the competition from other docks and industrial towns gathered strength and the last functioning coal mine closed in the 1980s. During this period, many of the fine Georgian buildings were derelict and the focus for industry shifted from the coal mines and the harbour toward the chemical, detergent and energy industries, with many of the town's residents employed at the Marchon Works or the nearby Sellafield plant.



Whitehaven harbour street furniture

Maximising its assets: from a working harbour to a marina

A major report was prepared by consultants W.J. Cairns in 1990 which highlighted the harbour as Whitehaven's unique selling point, as well as the need for joint sector working to deliver regeneration. The report triggered the establishment of the Whitehaven Development Corporation whose first major project was to construct harbour gates to enable the installation of jetties and pontoons. The harbour work was aided by Objective 2 funding and was considered central to the regeneration of Whitehaven, as well as necessary in providing additional flood defences and safeguarding for the local fishing industry. The new Sea Lock and marina opened in 1999 and today, the harbour is thriving once again with a full marina and an exceptionally high quality public realm with



Whitehaven harbour and marina

contemporary public art and historically sensitive materials and surfacing.

Whitehaven has also benefited from many years of conservation-led regeneration schemes from the Town Scheme set up in the mid-1970s to the Heritage Economic Regeneration Scheme which came to an end in 2005, bringing together both private and public sector funding to renew its historic fabric and regenerate its economic life and community. Today, there are few derelict buildings and Whitehaven's streets are lined with colourfully painted buildings with a number of restored residential properties and shops, all within close proximity of the rejuvenated harbour.

The Maritime Festival

In addition to its built heritage, Whitehaven has successfully capitalised upon its maritime heritage through the bi-annual International Maritime Festival which was first held in 1999 and attracted 80,000 visitors, far more than the 8,000 than originally anticipated by the group of local volunteers who first developed the idea in 1998. In 2007, the festival was attended by 300,000 visitors, 50,000 more than the previous event.

Looking ahead to the future: the Town Centre Development Framework

In 2006, Copeland Borough Council and West Lakes Renaissance commissioned consultants Broadway Malyan, working with designer Wayne Hemingway, to prepare a Town Centre Development Framework for Whitehaven. This identified the need for greater links between the harbour and the town centre as a key priority, focusing on enhanced pedestrian links, effective traffic management and a new high quality hotel on the harbour front. With the end of HERS funding in 2005, the focus is shifting back towards the private sector in the regeneration of Whitehaven town centre, particularly as a number of the key development sites are in private ownership and are currently being advanced for redevelopment.



The Rum Story museum, Lowther Street

Some challenges still to come

The local economy is facing a major obstacle with the imminent decommissioning of Sellafield and the projected loss of at least 8,000 jobs in the area over a ten-year period. As such, the pressure is on for Whitehaven to secure a more stable and diverse local economy to enable its future growth to be sustainable. In order to help achieve this, a new public transport interchange will be sought, as will improvements to the distinctiveness of Whitehaven and its historic core through a high quality public realm to help strengthen the attractiveness and overall offer of the town centre.

The Development Framework identifies opportunities to strengthen the tourism sector in the town centre by building upon the potential of the harbourside environment to attract visitors and enhance the quality of life for local residents. There are also separate plans underway for the Whitehaven Coast Project led by the National Trust, The Land Restoration Trust, English Partnerships, Copeland

Borough Council, Haig Colliery Mining Museum, Cleaner Safer Greener South Whitehaven, West Lakes Renaissance and Rhodia to enhance the quality and industrial heritage of the coastline so that it becomes a more attractive resource for visitors and local people. 16million people visit the Lake District every year but only a small proportion of this number visit Whitehaven on the west coast. By enhancing the public spaces and connections, as well as the retail, leisure and cultural offer, it is hoped that Whitehaven town centre will have a comprehensive 'package' of attractions which is worthy of its revitalised harbour.



Scotch Street houses

“The whole future of the town is tied up with the harbour. The proximity of the harbour to the town centre and its main shopping streets is a key to its attractiveness, as is the period-feel that has been retained in the town centre.

John Paul Jones (the founder of the American Navy who invaded Whitehaven in 1778) would still recognise it today because the grid pattern has been preserved and the connection with time and history is still there, that’s what makes Whitehaven special.”

Gerard Richardson, Chief Executive, Whitehaven International Maritime Festival Company, founder of the Maritime Festival and local businessman.

Key Lessons

- The potential of historic assets such as the harbour for contemporary leisure uses
- Recognising that securing structural economic change will take many years as well as significant investment and major cultural change
- The need for strong leadership from the public and private sectors
- Enhancing the overall offer of a town centre to attract residents, businesses and visitors to overcome negative perceptions
- Embracing the existing physical structure/layout of a town to attract niche retailers
- The importance of locally-grown events and festivals in putting a town ‘on the map’

2. Vignette: Morecambe



Lord Street

The 'Brighton of the North'

Morecambe has a strong history as a thriving Victorian seaside resort and was a major destination for holidaymakers from Lancashire and Yorkshire for much of the first half of twentieth century. During a period of expansion in the interwar period, the Art Deco style of architecture had a major influence on the resort and in 1933, the iconic Midland Hotel was built on the seafront as one of Morecambe's key landmarks, commanding splendid views of the sweeping bay. However, the decline in popularity of Morecambe as a holiday resort during the second half of the twentieth century has taken its toll on the area's historic fabric including the demolition of its two piers and the closure of the Midland Hotel in 1998. Today, Morecambe is on the threshold of a major transformation, symbolised by the scaffolding surrounding the Midland Hotel, currently being restored by developers Urban Splash and due to re-open for business in spring 2008.

The regeneration strategy for the town centre focuses on reinventing the seaside resort with a more diverse offer for residents, tourists and businesses, building upon its strong heritage. Morecambe has been hailed as potentially the 'Brighton of the North' for its exceptional views over the bay and value for money of

properties in the area. To become a vibrant and vital economy once again, Morecambe must play to these strengths and there are some indications that this is beginning to happen. The area is currently experiencing an increase in house prices with an 11% increase in the last 12 months compared to the national rate of 9% and confidence is such that a major new, high-profile, mixed-use scheme is planned for 10 acre site adjacent to the Midland Hotel on Morecambe's Central Promenade, again led by developers Urban Splash in conjunction with FLACQ architects who were selected in through an international design competition.

The Morecambe THI is a £10million scheme which began in 2003 and is grant aiding a number of key projects within the Morecambe Conservation Area such as the Midland Hotel, Housing Renewal and shop front improvement schemes, all of which are seeking to help make the area a more desirable place to live, work and visit. The enhancement of shop fronts such as the Shrimp Shop on Poulton Square, the former Petals florist on Marine Road Central and the creation of new retail units at the Winter Gardens, is beginning to help renew business confidence with rents around THI grant aided commercial properties rising slightly. In addition, the housing situation has been much improved by Lancaster City Council's renewal programme which has been coupled with THI funding to raise the standard of improvements to over 60 owner-occupied properties, with £400,000 of THI funding helping to lever in over £3million of investment into the residential stock. In addition, the Council is working closely with a local housing association to convert former boarding houses from HMOs back to single unit, affordable family homes. All of these projects are contributing towards the regeneration of Morecambe and will provide invaluable support to the long-term success of the Midland Hotel and the development of the adjacent Central Promenade site.

3. Vignette: St Anne's on Sea

Design-led heritage restoration

St Anne's on Sea in Lancashire was created as a high-class Victorian 'garden town by the sea' in 1875 and is a good example of a Victorian planned seaside resort with broad tree-lined roads and town centre properties with fine architectural detailing. St Anne's on Sea remained prosperous for much of the twentieth century until the 1970s when changing patterns of tourism began to undermine the traditional economic base of the town. By the mid-1990s, the town was displaying symptoms of decline with the historic fabric within the Conservation Area suffering from neglect and under-investment. In 1998, 60% of local businesses stated that they were not confident in the future and a quarter of retail units in the town centre were vacant and the future of St Anne's on Sea was looking bleak.

The St Anne's on Sea town centre regeneration strategy was officially launched in 1998 with the establishment of the Regeneration and Urban Design Unit within Fylde Borough Council and St Anne's on Sea Development Partnership to lead the programme. This strategy focused on high quality physical improvements to the public realm using a strong design-led approach, property refurbishments to recover the Victorian character of the resort, the improvement of business and housing opportunities, and work on re-branding, all in order to help generate renewed confidence in St Anne's on Sea. The renaissance focused on bringing out the Victorian heritage of the town and the importance of this heritage to local people and the role of heritage in the town's economy is very strong in this particular case study.

An English Heritage Heritage Economic Regeneration Scheme began in 2001 and ended in 2006, during which time the area benefited from grants of £450,000 which helped attract more than £1 million of private investment, mostly renovating shop fronts and recreating the classic Victorian style of St Anne's heyday. The HERS investment has helped to return some of St Anne's Victorian and Edwardian elegance and this has resulted in a boost to the town's business confidence with a recent survey showing that the vacancy rate of retail units in the town centre has fallen from 25% in 1998 to 4%. A good illustration of restored confidence is also seen in the creation of a 'café quarter' on Wood Street and the HERS-led investment has created new parking areas, pavilions for seating and retail uses, landscaping, public art, open seating areas and performing arts arenas.

St Anne's environmental regeneration has had significant economic impacts, including the creation of 50 jobs; 6 new business start-ups; 63 jobs safeguarded; 42 buildings improved; 41 homes improved; and nearly 5,000 square metres of commercial space improved. Overall, St Anne's on Sea has benefited since 2001 from a total of £4million from the Northwest Regional Development Agency (NWDA), English Heritage and Lancashire County Developments Ltd which in turn has attracted £20million of private investment. It is hoped that this inward investment will continue into the future and the Council is currently producing a masterplan for St Anne's on Sea which includes the restoration of Ashton Gardens and enhancement of the promenade and sea front area. Alongside this, NWDA has produced 'A New Vision for Northwest Coastal Resorts' which identifies St Anne's on Sea as a town which should aspire to being a 'Classic Resort' with exceptional standards of service quality and environmental excellence.

4. Seaham & Hartlepool: capitalising on industrial heritage

Both Seaham and Hartlepool were once thriving, busy ports with suffered from the decline of heavy industry. Both towns are beginning to experience the return of investment and confidence with major new regeneration proposals.

SEAHAM

An industrial port

The special character of Seaham lies in its layout, buildings and features which clearly reflect its original purpose as a planned port for the export of coal. Seaham is rather unusual in that historically, it had no visitor component to its economy. Instead, the coast has been harnessed and used as an extension to the mining industry. The new town and harbour were established in the early nineteenth century by the third Marquis of Londonderry who also began industrial mining in Seaham, and the town's underlying structure, which remains relatively intact, is of unique historical importance.

In the nineteenth century and early twentieth century, Seaham's harbour and railway operations expanded greatly, as did the town itself through the determination of the Londonderry family who owned Seaham Hall and the Londonderry Offices on North Terrace. However, in the last half of the twentieth century, following coal nationalisation in 1947, the strong Londonderry influence disappeared and Seaham's decline began. Its three pits eventually closed in the late 1980s and early 1990s and the historic environment suffered as a result with many buildings, particularly in the town centre, requiring refurbishment.

Turning the tide

The last 10 to 12 years have seen approximately £400million of public and private sector investment to regenerate Seaham town centre through a number of initiatives. The 'Turning the Tide' project for the coastline of Durham, funded by the Millennium Commission, has made a significant difference to the



Former Londonderry offices, now residential flats, Seaham

sea front, cleaning up Seaham's coastline from remnants of coal dumping. In addition, a seafront promenade has been developed with new pathways, street lighting, street furniture and car parking and as a result, the coastline was rewarded with Heritage Coast designation in 2001.

Many other recent developments have been strongly led by the public sector including: the development of the £18million Byron Place Shopping Centre (currently under construction) which was facilitated by moving the dock company offices out of the town centre. The Byron Place development is disappointing in terms of architecture and urban design, occupying a very prominent seafront location. The new retail offer will, however, help to support the wider town centre offer. Other key projects include the conversion of the former Vane Tempest Colliery into a new residential development known as East Shore Village which will have over 650 new homes when complete; Enterprise

Zone development on the former Dawdon Colliery; and housing market renewal in the Dawdon and Parkside areas. In addition, work on enhancing local community access to the North Docks has been carried out with £500,000 from the Liveability Fund and the District of Easington Council.

Putting Seaham back on the map

Private sector investment in Seaham is also gathering momentum, reflecting a change in market conditions in the area. Two key examples of adaptation of historic buildings by private investors are the conversion of the former Londonderry Offices on North Terrace into luxury apartments by Wilcomm Homes and the £20million conversion of the former Londonderry family home, Seaham Hall, into a luxury five star hotel, spa and Michelin starred restaurant by local entrepreneur Tom Maxfield, a partner in the Sage Software Company. The hotel currently employs 150 people, many of whom are local. There are now plans to expand Seaham Hall as a result of its phenomenal success and this particular high-profile development is said to have brought a sense of optimism to the area by “putting Seaham back on the map” (Tony Forster, Principal Regeneration Officer at District of Easington Council). A new business park is being developed on a site just south of Seaham, and plans are being developed for a major new media village on a strategic reserve site.



North Docks, Seaham

Restoring North Docks

The ‘crowning jewel’ in the regeneration of Seaham is anticipated to be the North Dock redevelopment. £2.5million of funding has recently been secured from One NorthEast, (the Regional Development Agency) and the District of Easington Council to develop a small marina for commercial/leisure boats and construct a number of small workspace units to house new marine-related industries. The development is scheduled to begin in autumn 2007. Seaham’s heritage will be important for its future as the historical features of the North Dock are restored and the Council has commissioned a number of plans, with the assistance of Heritage Lottery funding, to ensure that the new development is in keeping with the historic environment. At present, 2,000 visitors come to the town every year (Durham Heritage Coast) but it is hoped that the new shopping centre and North Dock redevelopment will increase these figures. It is anticipated that the North Dock redevelopment will foster original coastal functions such as seaside tourism, water sports and fishing.



East Shore Village, on site of former Seaham Colliery

‘The investment in Seaham Hall has changed the perception of Seaham. East Shore Village wasn’t there two years ago, but now Seaham is regarded as a commuter town by people who work in Newcastle and Durham. The hotel was the start of it and we have also had very good support from One NorthEast.’ Linda Kerse, Operations Manager, Seaham Hall and the Serenity Spa

HARTLEPOOL

An historic peninsula settlement and industrial powerhouse

The Headland Conservation area forms the original settlement of Hartlepool, established during the seventh century as a religious centre and later becoming important as a port. Its unique character is derived from its peninsula location and from the Victorian domestic residential architecture, as well as the presence of the Grade I listed St Hilda's Church, said to date from 1185.

During the Middle Ages, Hartlepool was one of the busiest ports on the east coast and in the early nineteenth century, the arrival of the railway and the opening of the modern docks helped to support its growth. In the mid-nineteenth century, the west docks were opened and this was accompanied by the swift development of the new town of West Hartlepool. Taken together, the towns were extremely important and by 1900, their port was one of the four busiest in the country. The vast docks complex was also home to the shipbuilding industry, served by marine engine works and a local steelworks.

Long-term, targeted investment

The Headland in Hartlepool has been the subject of long-term public investment with an adopted regeneration strategy being pursued first through the Single Regeneration Budget and latterly through the North Hartlepool Partnership and complementary initiatives. The strategy is based on tourism development through the creation of visitor facilities that will celebrate the historical development, religious heritage, architecture and maritime heritage of the Headland. The process of regeneration has been started by public sector investment in environmental improvements to key areas of the Headland and grant



The new Town Square, Headland

investment in private residential properties and key prominent buildings.

The most significant current initiative is the Townscape Heritage Initiative, established in June 2001 with a budget of £7.4million to restore key prominent buildings such as the Carnegie Library Building, private housing restoration, railing restoration along the sea front and street environmental works. There is also a new £1.6million Town Square which was funded by One NorthEast, INTERREG European funding and Hartlepool Borough Council. Prior to the THI scheme, Hartlepool has also benefited from a £150,000 Heritage Economic Regeneration Scheme, £8.7million of Single Regeneration Budget funding between 1999 and 2000 (mostly for the Headland Conservation Area), and a £300,000 Conservation Area Partnership. Whilst much has been already achieved and a significant difference made to the Headland area with upgrades to the main access routes, enhancement of key visitor destinations,



Former Londonderry offices, now residential flats



HMS Trincomalee and the Wingfield Castle paddle steamer

remodelling of the upper and lower promenades and the creation of a new visitor facility at St Hilda's, there is more to do. Sourcing funding for public realm improvements and the environment remains a challenge for the area and its appearance still has an impact on public confidence in the area.

In 1993, the £100million Hartlepool marina development was completed by the Teeside Development Corporation with the centrepiece being the award-winning Historic Quay, a reproduction of an eighteenth century seaport, including the HMS Trincomalee, Europe's oldest floating warship, restored by local people. Between 1997 and 2005, tourist numbers have increase from 517,000 to 751,000 and the economic impact of visitors has increased from £22.8million to £43.6million (Scarborough Tourism Economic Activity Model, STEAM). Events have also brought an increase in visitors and visitor awareness through the Maritime Festival which is a biennial event and this has led to Hartlepool winning the opportunity to host the international Tall Ships Race in 2010.

Harnessing the potential for links to the sea

Under the ambitious Tees Valley Coastal Arc programme, Hartlepool Borough Council and Redcar & Cleveland Borough Council seek to draw upon the strengths of a very diverse area to enhance the economic performance of the Tees Valley Coast significantly through schemes to attract tourists or to provide facilities for local businesses to become established and to expand. A number of key projects funded through the Coastal Arc programme are currently in progress in addition to the Headland Revival programme which has been running since 2000:

- Victoria Harbour – a joint £500million flagship project between Hartlepool Borough Council, Tees Valley Regeneration and PD Ports Plc to open up a new stretch of waterfront to the north of the marina with a 200-acre scheme comprising high quality housing, leisure facilities and offices, a new school, open space and a coastal walkway; and
- Hartlepool Quays – the first phase will seek the integration, enhancement and rebranding of a cluster of attractions comprising the HMS Trincomalee, Museum of Hartlepool and the Wingfield Castle paddle steamer. This is expected to enhance the proposed £30million revamp which is set to transform the marina and to include redevelopment of Trincomalee Wharf, a prime marina site, for a luxury four star hotel, restaurants, shops, offices and waterside apartments.

Key Lessons

- **The importance of long-term investment from public and private sectors**
- **The role that industrial heritage can play in providing a sense of identity and a distinct visitor offer**
- **The effectiveness of many small funding programmes applied carefully over many years**
- **The significant role that local people can play in restoring the heritage, which fosters local ownership and pride**

5. Whitby & Scarborough: long-term investment in physical improvements

Whitby has been extremely successful in generating year-round tourism and new business confidence whilst Scarborough has sought to build upon its architectural heritage and cultural assets.

WHITBY

A well preserved fishing town

Whitby's sublime position on the slopes of the Esk estuary immediately establishes its special quality. It is an exceptionally well preserved fishing town, rich in historical associations with many old buildings lining its steep and winding streets. The many narrow passageways ('yards') that lead off the main thoroughfares are a memorable characteristic of the town.

Whitby's outstanding national significance is in the great Abbey church of St Hilda, on a site of prime importance in the early history of Christianity in Britain. The Abbey ruins are in a commanding position on the headland above the east cliff and with the town itself are amongst the region's prime visitor attractions.

The traditional economy was based on fishing, whaling and shipbuilding and by 1790 Whitby was the seventh largest port in England. These industries steadily declined and the town has long been tourism-dependent. Whitby's isolated location on the edge of the North York Moors has hindered greater diversification and by the 1970s the town was showing the effects of a short visitor season, low spend per head and a rather downmarket reputation. Expectations were low and the historic fabric was under threat.

Reversing the decline

Through a long running programme of public investment in physical improvements over a prolonged period, Whitby's run-down image has been reversed and it has recovered its economic form. There is a new business confidence and once again the town is busy and prosperous throughout the year. Scarborough Borough Council's Area Planning Manager David Green attributes the success to the perseverance of the public bodies, especially the Yorkshire and Humberside Tourist Board, English Heritage and the Borough and County Councils, who saw that Whitby's problems would not be solved overnight.

"Since 1976, hundreds of listed buildings have benefited from grant aid and more than 45 buildings at risk have been rescued. These have been supported by environmental improvements; the main streets have been paved in sandstone and over twenty yards have also been repaved. The headland is greatly improved, with English Heritage's new visitor centre and a much better setting for the Abbey."

Visitor numbers have increased markedly; from 980,000 visitor days in 1996 to more than 1.5 million in 2005.

David Green notes:

"Whitby's hotels are now busy round the year and, we are now having to address the problems of success; congestion at peak holiday periods, and a shortage of affordable housing."



View down Church Street steps, Whitby

SCARBOROUGH

A maritime centre

Scarborough has an unforgettable form, dominated by the ancient castle that stretches across the promontory and commands the wide sweep of the sandy bay. The early town was a planned settlement built outside the castle walls, which prospered with its markets and annual fair. Despite the ravages of time and war, the medieval grid plan can still be traced in the streets of the old town.

By the eighteenth century Scarborough had reinvented itself as a maritime centre with shipbuilding and ship owning to the fore. It also became a resort for the wealthy; sea bathing was in fashion, and the Scarborough is believed to be the first seaside resort in the country. The town grew rapidly in the nineteenth century, with a railway bringing visitors from the burgeoning West Riding conurbation. Many of Scarborough's grandest set pieces such as its hotels, squares and crescents, as well as its fine parks and gardens, were created over this period.

Investing in architectural heritage and cultural assets

In common with many seaside towns Scarborough's popularity as a resort waned in the latter half of the twentieth century and its rather remote location made it difficult to attract new enterprise. In recent years there has been a sustained effort to invest in Scarborough's architectural heritage and its cultural assets.

Grant schemes by English Heritage in the 1980s were followed up by Heritage Lottery Fund awards and SRB funding for the Castle Pride initiative. Combined with the Council's resources and European (ERDF) monies, these programmes have made a significant

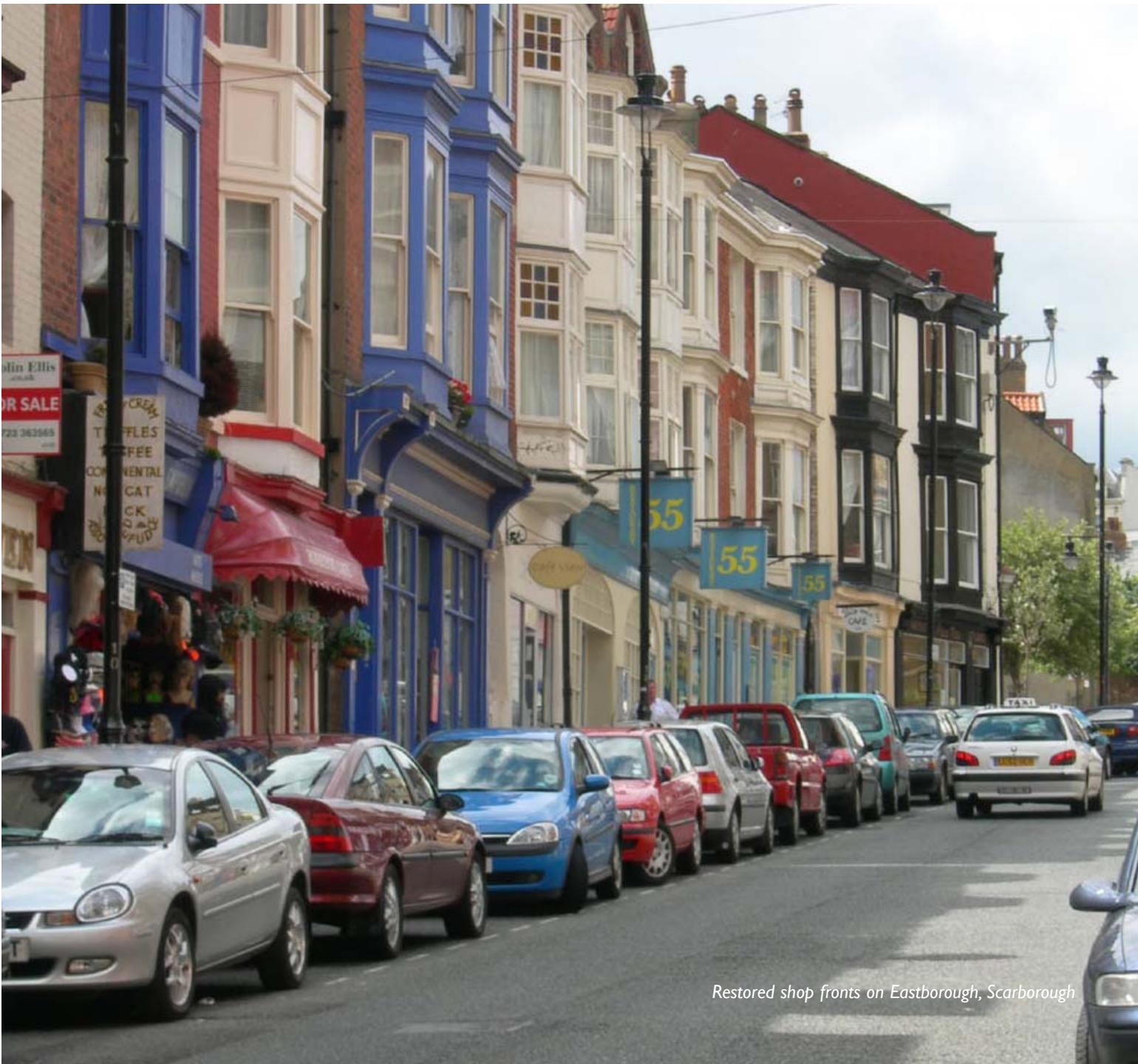
contribution to tackling problems of urban deprivation and building decay. The image of the town, at one time neglected and outmoded, is being transformed.

Most recently, the Regional Development Agency, Yorkshire Forward, has invested substantially through the Scarborough Urban Renaissance initiative. Strategies include the strengthening of Scarborough's cultural quarter through the restoration and re-use of the Rotunda Museum, and the creation of new studio and workshop space at Wood End. Upgrading the nearby Art Gallery is also on the agenda. These works have been complemented by sustained investment in the public realm around the old harbour.

Chris Hall, the Council's Conservation Officer, notes the importance of high quality restoration and the value of targeted, high profile works in changing perceptions. He cites the example of the pontoons newly installed in the fishing harbour for the mooring of yachts: *"The fishing fleet is still there, but the sight and sound of the yachts have brought a new quality and vibrancy to the Sandside area."*

Key Lessons

- **Partnership working, through a Town Team that draws together key individuals and interest groups**
- **Setting clear priorities for action**
- **Using the media and internet to sustain local interest and political commitment**
- **Investing in quality**
- **Demonstrating value for money; £2.7m for the upgrading of the historic Spa complex in Scarborough has triggered around £6m of investment in nearby hotels.**



Restored shop fronts on Eastborough, Scarborough

6. Great Yarmouth: working in partnership to meet local and community needs

In Great Yarmouth, an entrepreneurial approach to conservation and restoration finance keeps several projects on-line at a time. Several buildings have been temporarily saved from dereliction, while others have been brought back into use to serve community needs.

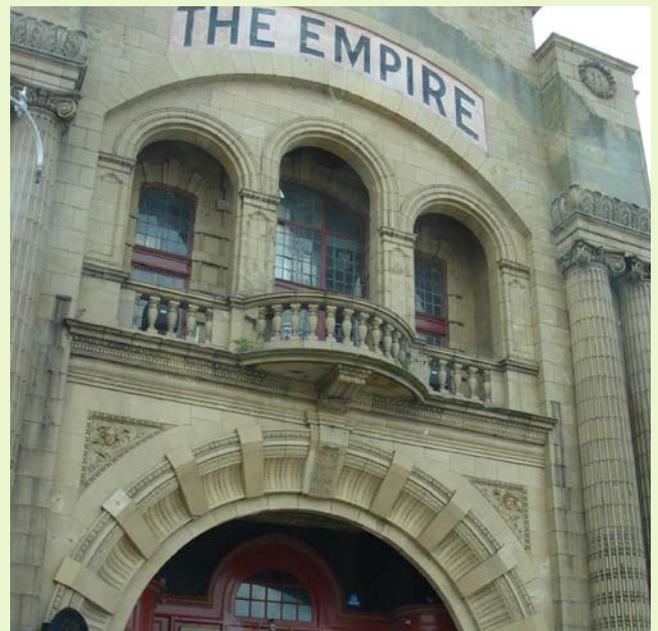
A Victorian seaside town

Great Yarmouth is a historic seaside resort with a fine beach and a medieval core with an intact town wall and narrow lanes, known as ‘the Rows’, as well as a number of beautifully restored merchants’ houses. Great Yarmouth originally began as a pre-Norman fishing settlement and grew to become one of the most important seventeenth century towns in England, based on its strength as a market town and fishing and naval port.

Great Yarmouth became one of the top seaside destinations on the east coast for Victorian and Edwardian holidaymakers and this is reflected in some of the key entertainment landmarks which have survived such as the former Empire cinema, the Hippodrome, the Windmill theatre and the Winter Gardens. However, the town experienced intense bomb damage during the Second World War and the 1950s saw the decline of first the herring industry, and then the tourist economy. This economic decline was reflected in the poor state of the town centre’s built heritage which suffered through neglect and poor levels of maintenance. Today, Great Yarmouth has some of the most deprived communities in the region with high levels of unemployment, drug use, domestic violence and teenage pregnancies.

Protecting and enhancing heritage

In 1990, prior to the introduction of the Town Scheme, a third of Great Yarmouth’s listed buildings were empty or neglected, and they became a symbol of the town’s socio-economic decline. The restoration of these redundant and neglected buildings was therefore vital in order to communicate a positive message of renewal, but the high levels of deprivation



The Empire, Great Yarmouth

and low levels of private sector confidence meant that grant assistance was considered essential to help regenerate the town’s historic fabric.

Of the 155 buildings listed under the Town Scheme, work on 50 buildings has since been completed through the Town Scheme and a Conservation Area Partnership Scheme. 54 further grants were awarded for 37 buildings under the Heritage Economic Regeneration Scheme, with £140,000 of funding leveraging over £3million of private investment. Under Stage 1 of the Townscape Heritage Initiative (THI), £4.6million has been awarded by the ERDF Objective 2, East of England Development Agency and Single Regeneration Budget and this in turn has generated £18million of new investment. The THI programme has also ensured that:

- Of the 232 listed buildings in the urban area, the number of 'at risk' buildings has been reduced from 77 to just 8 within the THI area;
- 80 new units have been created and 42 units brought back into use; and
- 16 buildings have been brought back into use.

One of the most important ways that Great Yarmouth Borough Council has been able to protect its built heritage is to use a technique that the principal conservation officer calls 'mothballing'. The Boultons scheme, numbers 55 and 56 North Quay, is a Grade II listed building in a prominent position within the conservation area and its condition is serious with severe, accelerated deterioration. It is on the Buildings at Risk register at risk level 1 and has been 'mothballed' for 17 years meaning that its structure has been protected at a basic level using a variety of measures including, at present, a temporary corrugated iron roof. This process has protected the historic asset whilst work was undertaken to secure funding for its comprehensive restoration. Over £700,000 of THI funding will now be used to help convert the building into 19 affordable housing units which have already been leased to a housing association with the support of the Housing Corporation.

Working in partnership to promote and save heritage

In 1995, a heritage strategy for Great Yarmouth was developed through a unique partnership between the Norfolk Museums Service, the National Trust, English Heritage, Great Yarmouth Borough Council and Norfolk County Council. This strategy has helped to regenerate the historic core of the seaport which was suffering from the decline of the fishing industry and has helped to change the perception of Great Yarmouth by informing local people and visitors about the town's historic environment. The partnership recognised the importance of reaching a critical mass of museums to thrive as a tourist destination and as a result, the numbers of visitors to South Quays has increased from 1,400 per year in 1990 to over 7,000 in 2005.

In 2003 the InteGREAT Partnership was established with funding from the European Regional Development Fund, Heritage Lottery Fund, EEDA and Great Yarmouth Borough Council, to bring forward the further regeneration of the town centre, seafront



Old Merchant's House and Middlegate Gardens, Great Yarmouth

and heritage areas. Membership of the InteGREAT Partnership comprises Great Yarmouth Tourist Authority, Great Yarmouth Heritage Partnership, Great Yarmouth Town Centre Partnership, Great Yarmouth Community Partnership, Seachange, Great Yarmouth Borough Council and Norfolk County Council. This partnership aims to create a safe, quality-led, integrated destination through a series of public realm and marketing improvements and has also provided substantial grants for the refurbishment of the built heritage including the refurbishment of Wellington Pier.

The Borough Council has an excellent track record of positive intervention through Repairs Notices, compulsory and negotiated purchase and back-to-back arrangements with the local Building Preservation Trust, of which the Council's Principal Conservation Officer is also chair. This dual role enables him to protect, enhance and save buildings at risk in the town, using the Trust as an 'entrepreneurial wing' to gain ownership of key sites. Three notable successes include:

- 32-33 Baker Street, Gorleston, the first example of a Building Trust working successfully with a housing association to deliver new affordable residential accommodation;

- Middlegate Gardens, a community garden on a former bomb site located between two English Heritage historic houses on South Quay which has been transformed through active community participation, including young offenders; and
- The Time & Tide Museum opened in 2004 in a restored historic kipper factory to celebrate Great Yarmouth's maritime and fishing heritage, following community consultation which revealed continued enthusiasm for the local heritage. The development of this museum was funded by grants totalling over £4.5million from the Heritage Lottery Fund (over £2million), East of England Development Agency, ERDF: Objective 2, Single Regeneration Budget, Great Yarmouth Borough Council and English Heritage. The museum now attracts approximately 40,000 visitors per year and helps make Great Yarmouth a year-round destination.

Re-using historic buildings to meet community needs

Great Yarmouth is exemplary in its pursuit of regeneration through conservation, but also in ensuring that regeneration directly addresses the needs of the local community. As with 32-33 Baker Street, there are a number of other projects where the conservation team has sought public sector funding for the structural repairs to buildings and turned to housing associations to fund the fit-out of the upper storeys in return for leasing them the units. Where possible, the Council, housing associations and the Housing Corporation have returned previously converted properties into traditional two or three storey family homes.

One key project under way is the Bretts scheme at 2 Howard Street North which is a Georgian, Grade II listed building in a prominent position within the

Conservation Area. This collection of buildings, which includes two derelict cottages to the rear of the courtyard, is currently being converted into a resource for young homeless people in the town centre with fourteen trainer flats, staff accommodation and offices for healthcare, welfare and child services as well as a café on the ground floor.

“Everyone has the right to live in a high quality environment”

Stephen Earl MBE, Principal Conservation Officer, Great Yarmouth Borough Council and Chairman, Great Yarmouth Preservation Trust

Key Lessons

- **Public sector leadership and passion is essential**
- **Partnership working between different public sector bodies, as well as between private and public sectors, can deliver impressive results**
- **The public sector sometimes needs to be empowered to take risks, particularly financial risks**
- **Ownership of sites is important – “the people who control the capital, control the policy”**
- **The historic environment can meet pressing local needs, as well as provide space to accommodate visitor attractions and facilities**
- **A critical mass of attractions is necessary to rejuvenate a visitor economy.**



Time and Tide Museum, Great Yarmouth

7. Vignette: Lowestoft

Making the connections

The town of Lowestoft was expanded in the nineteenth century by Sir Samuel Morton Peto to include a prosperous port with good rail and sea links and it soon became a flourishing seaside resort with large seaside houses and a growing retail core. The town continued to prosper until the First World War and was also later affected by flooding, the decline of fishing and closure of a number of the heavy industries between the 1950s and 1970s. There are now three distinct character areas, North, Central and South Lowestoft; each which have been the subjects of HERS, THI and CAPS schemes respectively and have benefited from continuous public sector investment over the last ten to twelve years.

All three schemes have produced a number of improvements to the town's historic built environment. In North Lowestoft, the oldest surviving part of the town with its historic High Street and steep lanes known as 'the Scores' has benefited from HERS funding. This has helped to reinforce the area's tourist potential whilst assisting small businesses by enhancing the visual quality of the buildings and spaces between them. Central Lowestoft's THI project encompasses commercial, industrial and tourism activities alongside other initiatives such as the South Quay development and Lowestoft town centre project. In South Lowestoft, CAPS funding has enabled Waveney District Council to work with private residential and commercial property owners to

enhance individual properties as well as upgrading public areas such as the Wellington Esplanade Gardens. The CAP scheme was supported by the Kirkley Single Regeneration Budget, European Union Regional Development fund Objective 5b, and delivered in partnership with Suffolk County Council and Waveney District Council and has had a substantial impact on the visual quality of the area with property owners in the area continuing the principles which were established under the scheme.

Until recently, the approach to heritage and regeneration across the three distinct areas has been somewhat disjointed but some positive changes are beginning to take place. In 2005, an Urban Regeneration Company for Lowestoft and Great Yarmouth, 1st East, was established. The company has undertaken extensive community consultation and produced two statutory planning documents (Area Action Plans) which set out visions and overarching development strategies for both towns. The proposals include reconnecting the town centre to the waterfront via the Scores and building upon the Lowestoft's historic connections with Europe via a new East of England Park on the coast. In addition to this, Waveney District Council has recently completed detailed Conservation Area Appraisals for North, Central and South Lowestoft which it hopes will help place historic buildings at the core of any future proposals for the area, as well as enhancing the dialogue between conservation and regeneration partners.

8. Vignette: Southend-on-Sea

Placing the historic environment

Southend-on-Sea provides an interesting example of how the historic environment can be celebrated and integrated within the Masterplanning process. Renaissance Southend Ltd is currently preparing a Masterplan for the Central Area of Southend-on-Sea. The overall objective is to support Southend as a sustainable sub-regional centre, realising its full potential as a hub for retail, culture and education. Emerging proposals have illustrated the potential for a range of physical interventions to create the conditions to achieve a step change, and a number of these proposals have placed historic environment at the heart of the design.

Southend is most famously associated with its iconic Pier, which at a mile and a quarter is the longest in the world. The Pier and Golden Mile are emblematic of both the rapid expansion of the East London working class day-tripper market in the mid to late Nineteenth Century, and the declining fortunes of the traditional English Seaside resort in the late Twentieth Century. However, the original catalyst for Southend's growth as a seaside destination and its wider transformation from fishing hamlet (Prittlewell South End) to town are rooted in a Royal visit at the turn of the Nineteenth Century to the Clifftown, an area situated in the south-western quadrant of the current town centre. In 1809, the Prince Regent (who later became George IV) encouraged his wife, Princess Caroline to visit Prittlewell to take advantage of the health benefits of the seaside environment. This visit incorporated a stay at the Grand Hotel on the Terrace and gave birth to 'The Royal Terrace' and 'Royal Hotel' which still exist at the top of Pier Hill. Clifftown continued expand in a series of phases and now plays a major role in defining a unique historic character to central Southend - a counterpoint to the more mainstream High Street and the brasher Golden Mile.



Royal Terrace, Southend-on-Sea

The parts of Clifftown closest to the High Street have experienced a process of organic renewal with the growth of a number of independent shops, bars and restaurants in the grid of streets focused on Alexandra Street. The Masterplan proposes to support the evolution of the Clifftown area as a Boutique Quarter with a strong food, drink and retail offer. The main focus for this will be infill development opportunities on the Council-owned Alexandra and Clarence car parks. This quarter will also have a strong cultural identity, capitalising on the fine grain historic street form, attractive historic character and links to Royal Terrace and Cliffs Gardens. Another example of the central role of the historic environment in the Masterplan is the proposal to create a major new mixed use quarter to the south east of the High Street. A new open space based around the historic St John's church forms the strategic hub of the new quarter, joining Tylers to the north to Seaways in the south-east.

9. Whitstable: historic industry, new tourism offer

Whitstable is a classic case of heritage-led regeneration. Once a run-down fishing port, Whitstable is now synonymous with oysters, and offers a vibrant local artistic scene set in a charming townscape.

A historic shell fishing industry

Whitstable functioned as a small coal port, fishing port and seaside resort from the mid 19th century until the 1970s, but has a much longer history of Oyster collection stretching back to Roman times. The current Whitstable Oyster Company can trace its origins back to a charter signed by Queen Elizabeth I in 1574. The town has an intimate High Street formed of a continuous frontage of narrow plots and varied facades providing an east-west spine set back from the beach. Vernacular styles and local materials such as flat-topped gables and weatherboarding create a distinctive local character and a strong sense of place.

Decline of fishing and coal industries

During the 1970s and 1980s the decline of the fishing and coal industries left Whitstable without an economic base and saw the gradual deterioration of its historic fabric. By 1990, when Whitstable was identified by Kent County Council as an area of deprivation, the unemployment rate was 9.6%. Much of the seafront was in a poor state of repair, and several buildings were at serious risk from fire.

Restoration of the historic streetscape

Between 1990 and 2005 Whitstable received a number of grants: Whitstable Town Scheme (1989 – 1996), Whitstable Building Enhancement Scheme (1989 – 1996), Conservation Area Partnership scheme (1996 – 1999), Heritage Grant Scheme (1996 – 2001) and Townscape Heritage Initiative (1999 – 2005). In all, Canterbury City Council estimates that total investment of around £907,500 has levered at least £4,356,000 of match funding from partner private and

public agencies (Canterbury City Council, 2005). Targeting Whitstable's historic streetscape, they have funded the restoration of 352 individual buildings, both major structural repairs and façade renovation.

Public realm initiatives have restored the seafront and created new links between the High Street and the beach. Of the various grants, the THI, which was set at 66%, had by far the largest uptake. This level of financial commitment by the public sector was crucial in restoring confidence in Whitstable for investors, residents and visitors alike.



Harbour Street, Whitstable



Royal Native Oyster Stores, Whitstable

'I was influenced by what I saw growing up as a teenager. We saw a lovely town, a lovely company – one of the oldest in the world, and saw potential there'

Richard Green, Whitstable Oyster Company

Local entrepreneurialism

Motivated by a desire to save its physical and cultural heritage, the Green family successfully re-started Oyster production from Whitstable using traditional techniques and converted the Royal Native Oyster Stores, which had fallen into considerable disrepair, into a fish restaurant in the late 1980s. As freeholders, they were able to put heritage first, rather than take a strictly commercial approach, prioritising sensitive restoration and authenticity. The Greens subsequently renovated the Hotel Continental a high quality hotel on the seafront, converted a group of Fishermen's huts along the beach into self-catering accommodation, and set up a micro-brewery and bar. A single family who were able to take initial risks in Whitstable have contributed hugely to the town's regeneration, and now operate some of the key powerhouses of the local economy. The Greens have been particularly influential, through the Royal Oyster Stores restaurant, in fostering a market of high-spending visitors from London, who come to eat at the restaurant and then enjoy the shops, galleries and seafront in the rest of the town.

A local artistic scene

Local artists, drawn to Whitstable in the 1970s partly as a result of its attractive townscape, have stayed on in Whitstable and form a key component of the local community. Fisherman's huts have been converted into artists studios, and local artists have found outlets in a number of galleries around the town. The culmination of this was the construction of the Horsebridge Centre in 2004, a brand new arts and community space. This was built on a brownfield site, and made financially viable by THI gap funding of £200,000.

An all-round experience

Specialist retail – clothes shops, cafes and delicatessens, have thrived and the Whitstable yacht club is now oversubscribed. Whitstable's proximity to London offers a large market for its new gastro and artistic offer, and enables the town to capture weekend tourism, as well as acting as a base for one-day trips around the southeast. A new leisure offer has grown off the back of this, capitalising on the prevailing off-shore wind which creates stable and reliable sailing and windsurfing conditions. The recently diversified local economy brings all-year round tourism, ensuring a more stable economy and better job security for local residents. Looking to the future, there are plans for further diversification - a mixed-use redevelopment of the South Quay, which has attracted medium – large retailers, complementing the specialist retail offer along the High Street.



The Sailing Club, Whitstable

Heritage-led regeneration

Whitstable offers the visitor an all-round experience extending to arts and culture, retail, out-door activities, high quality food and sustainable lifestyle aspirations, all in an attractive historic environment. The restoration of Whitstable's historic environment has been integral to its regeneration, providing flexible buildings, an inherently appealing environment, and the infrastructure of Oyster fishing, which is the central tenet of the local economy once again. Whitstable's restaurants offer sustainably farmed, fresh, local produce, the quality of which is reflected and advocated in Whitstable's fine architecture and townscape. The use of original dredgers and traditional farming techniques creates a direct and visible link with Whitstable's past, reinforcing its sense of unique identity, and projecting sustainable ideals to consumers.



Harbour Street, Whitstable

'Heritage investment has laid the groundwork and the town's economy has taken off as a result. Whitstable is now capable of self-regeneration. There is enough vitality in the local economy – leisure, retail and food, to ensure a thriving town'

David Kincaid, Conservation Officer, Canterbury City Council

Key Lessons

- **People need big reasons to go to a place – local traditional food can have significant appeal**
- **It is important to understand the visitor market, and ensure that they are catered for**
- **Support and encourage local entrepreneurs who are prepared to take a risk to deliver results**
- **Key successes can be achieved where public and private sectors work together, to invest in public realm and the built environment**
- **People value high quality and character, which can often be delivered through the restoration of historic buildings**



10. Margate: contemporary art in a seaside resort

In Margate long-term socio-economic problems are being tackled with an ambitious regeneration scheme incorporating a high profile art gallery, the Turner Contemporary, and an arts hub utilising the fine historic fabric of the Old Town. Improved rail links to London and entrepreneurial restoration of the Royal Sea Bathing Hospital and Lido add impetus to the overall vision.

Seaside Pioneer

Margate was one of the earliest seaside resorts, and until the 1960s, sat at the cutting edge of the seaside leisure industry. During the 18th century it attracted the aristocracy from London by boat as a place to enjoy the perceived health benefits associated with sea water and sea air, particularly as a cure for tuberculosis. The Royal Sea Bathing Hospital was built for this purpose in 1791, so that patients could be conveyed down a ramp into the sea within their bathing machines. Margate's Georgian town centre contains two formal residential squares surrounded by a network of winding streets.

The accumulation of sand in front of the harbour pier in the 1820s and the construction of the railway prompted Margate's further expansion as Victorian seaside resort, including the development of the seafront. Critical to this development, and occupying a large site in the centre of Margate was Dreamland, an amusement park which originated as a site occupied by travelling showpeople in the 1850s. Margate was the first resort to offer donkey rides, in 1890, and to provide deckchairs, in 1898. During the inter-war years, no fewer than three large cinemas were built here, along with a large lido, and, on the Dreamland site, a large wooden rollercoaster, the Scenic Railway, the oldest surviving rollercoaster which is now Grade II listed.

Margate has been the home and inspiration to a number of literary and artistic figures. T S Eliot spent time here before writing *The Wasteland* and JMW Turner, who was a regular visitor in the 1830s, is said to have remarked to the writer John Ruskin 'the skies over Thanet are the loveliest in all Europe'. Tracy Emin grew up in Margate, and has produced two films set there.



Dreamland Cinema, Margate

Decay and decline

Despite record visitor numbers after the Second World War, economic decline set in from the 1960s onwards. Margate Central is currently the 357th most deprived 'super output area' in the United Kingdom (out of 32,482). It has a high level of transience among its resident population, both as a destination for seasonal tourists, and as a place which accommodates high numbers of refugees and asylum seekers. According to the 2004 Indices of Multiple Deprivation, Margate Central is the most deprived Super Output Area of 1047 in Kent, and 357th of 32,482 in England. There are high levels of decay and dereliction among seafront properties. The Lido has been closed for 20 years, the pool filled with concrete and the lower floors used as a rubbish dump.

Disrepair and dereliction

Depressed house prices and low incomes translate into disrepair and dereliction. Poor trade in Margate town centre is exacerbated by a recently built out-of-town shopping centre and flood risk, which precludes residential uses at ground floor level in some parts of town. As a result, restoration isn't financially viable for freeholders, and gap funding requirements cannot be met in many cases. There is no culture of maintenance, or reinstatement of historic materials. Multiple occupancy is very widespread, with its corresponding loss of layout, fabric and detail.

In the absence of local stone, the use of stucco in Georgian structures has left Margate's historic fabric particularly susceptible to the local salt-laden air. This is also true of later ferro-concrete structures such as the Lido and Winter Gardens.

Repair and restoration

A Thanet Grant Scheme (1972), Conservation Area Partnership Scheme (CAPS) (ended 1997) and Townscape Heritage Initiative (THI) (2002) have enabled major structural repairs and renovation among properties within the Old Town and along the parade. The CAPS targeted the transformation of a car park into a public space, and successfully established a healthy café culture along the seafront. House prices in the area have doubled over the last 3 years,



The Old Town, Margate



The Parade, Margate

encouraging freeholders to invest in their properties. Part of the THI funding has been allocated to estate agent reorientation programmes which demonstrate the value of regular maintenance and use of appropriate materials.

Cultural heritage – the Turner Contemporary

Despite initial problems with the architectural design of the building, proposals have been put forward for a new permanent gallery in Margate, the Turner Contemporary, designed by David Chipperfield Architects, and due for completion in 2010. Funded largely by Kent County Council, The Arts Council England and SEEDA, the gallery will exhibit works by Turner alongside contemporary pieces, celebrating Turner's association with Margate, and continuing his work as a pro-active supporter of young artists.

'We aim to draw parallels with Turner's life – he wasn't accepted as a contemporary artist and was very supportive of young artists at the time. The Turner Prize aims to do this, and similarly, we are sustaining Turner's approach to art.' John Haywood – Marketing Director, Turner Contemporary

The Turner Contemporary aims to be of national and international significance, modelled on examples such as the Tate St Ives and the Baltic. It will be marketed to the region in partnership with Tourism South East



Margate Beach

'People are attracted to Margate because of the seaside holiday – so long as the access is good, there's less hassle, particularly if you have a family, airfares are going up and if there's nice weather here, so there's no need to go anywhere else. Margate's got the seafront, the golden beach, fish n' chips, deckchairs, punch and Judy, pot of tea, bread and butter – everything you can remember from your holidays as a kid.'

Jane De Blik, Managing Director, Paige Properties



The Royal Sea Bathing Hospital, Margate

and the Kent Tourism Alliance. It is expected to attract an additional 135,000 visitors per annum, and to broaden the range of visitors to Margate, with significant increases in spend and overnight stays, which will have a knock-on effect on retail and restaurants in the area.

Margate's new offer will add to the existing mix of coastal and in-land attractions across the wide locality and region to create a stronger visitor package which appeals to the weekenders as well as the day-tripper.

A new quarter in the Old Town

The Turner Contemporary will be the centre-piece of a new cultural and artistic hub located in the Old Town. This architecturally distinct quarter of Margate will give a high quality physical character and unique ambience to a new economic sector. The fine historic fabric will attract and accommodate specialist retail along with creative and cultural businesses, showcasing

the work of the artistic community within a stunning setting. The Old Town creative economy and Turner Contemporary will have a symbiotic relationship, being reliant on each other for customers.

Transport improvements

The improved rail link to Ashford, planned for 2009, is a key regeneration driver and provides a unique regeneration opportunity for Margate. It will reduce journey times between Margate and London from 101 to just 65 minutes, making Margate immediately more attractive to visitors and to commuters looking to relocate out of London for a better quality of life.

Entrepreneurial regeneration

Local entrepreneur Jane de Blik bought the derelict Royal Sea Bathing Hospital in March 2005, intending to convert the hospital into luxury apartments. Motivated largely by the desire to save a beautiful building, she began with the restoration of the hospital, rather than the construction of new flats on a site nearby which would meet the restoration costs. The renovation process is near completion and many of the 250 flats have already been sold.

De Blik's confidence in Margate is embedded in her appreciation of its natural and historic assets, and a firm belief in the recovery of the seaside market. As David Seaton of Paige Properties notes, *"The newly restored façade of the hospital has given Margate a psychological leg-up and created a mood of optimism in the town".*

De Blik now has ambitious new plans for further development in Margate, including the restoration and redevelopment of the Lido and Winter Gardens into 492 flats, a 200 bedroom hotel and swimming pool. She has ambitions to re-establish the old tramway to link the development with the town centre.

'We're trying to create a visitor destination for people – using the fantastic set of natural resources, and restoring the town's exquisite architecture to its original condition. The package will include the opportunity to buy art from local artists'

John Haywood, Marketing Director, Turner Contemporary



The Scenic Railway and Dreamland Site, Margate

The restoration of the Royal Sea Bathing Hospital has restored investor confidence in Margate for residents, investors and regeneration professionals.

The developer has been supported by Thanet District Council's Conservation Department who have worked with her to ensure minimal loss to the historic fabric, helping to find solutions to planning and conservation restrictions.

The Dreamland site

A fire on the Dreamland site in 2003 has left a large space at the heart of Margate, with direct access to the seafront. This presents an excellent opportunity to provide new uses which support Margate's other regeneration projects. The project is being guided by the Margate Renewal Partnership, set up in 2006 and funded by SEEDA. It draws together the various projects going on in Margate in order to integrate their strategic aims. It is currently producing a parking

and movement plan to improve connectivity within the town. As Derek Harding, Programme Director, Margate Renewal Partnership David Seaton, Paigle Properties notes *"The [Dreamland] site is critical to the future of the town, its function and economic success. Its importance can't be underestimated. It is synonymous with Margate, and when it closed, it ripped the heart and soul out of Margate."*

Development of the Dreamland site is being guided by a planning brief due for publication in August 2007. The Scenic railway and Dreamland Cinema will be at the heart of the new development, which will offer a leisure attraction which celebrates Margate's heritage, but appeals to contemporary visitors.

Key Lessons

- **The idea of Turner Contemporary was born locally has been taken up regionally and nationally. Tate were very receptive to the idea, and the project fills a regional gap in visual arts provision to the benefit of the locality**
- **In recognising and addressing its problems, Margate has a head start on other coastal towns seeking to regenerate even the proposals themselves have raised Margate's profile nationally, and broadened the horizons within Margate**
- **The historic environment has proved to be a flexible resource, able to respond to contemporary needs**
- **Investment in the historic environment can reap disproportionate benefits in presenting a positive new image**

11. Vignette: Folkestone

Regenerating the historic Old Town as a creative quarter

Folkestone became a fashionable seaside resort in the late Victorian and Edwardian period at a time when much of its infrastructure was built such as the elegant cliff top promenade known as the Leas and the monumental Metropole and Grand hotels. In the second half of the twentieth century, Folkestone, like many other coastal towns, experienced decline due to increased competition from cheaper package holidays abroad, poor rail connections to London and the collapse of coal mining and fishing in East Kent as a whole. It was dealt a further blow in the 1990s when the Channel Tunnel opened, eventually leading to the closure of the ferry industry. Low property values and some of the most deprived wards in the country have dominated the town in recent decades but recently, a number of regeneration initiatives have begun to inject confidence back into Folkestone.

Folkestone originated as a small fishing village before it became part of the Cinque Ports in the Middle Ages. Its oldest buildings are situated close to the harbour and this area is now known as the historic Old Town with the cobbled Old High Street and Tontine Street, once the town's main shopping street, both running from the harbour. This area of empty and dilapidated properties has been identified as having the potential

to become a diverse and exciting area, providing artists' studios, high quality offices for a range of creative businesses, shops, galleries, cafés, restaurants, visitor attractions and homes in a new Creative Quarter. The driving force behind this project is The Creative Foundation, a registered charity supported by local philanthropist Roger de Haan (former Saga chairman), the Channel Corridor AIF, Kent County Council and Arts Council England, and which controls in excess of 60 properties in the Old Town. The organisation focuses on purchasing, refurbishing and managing property in the Creative Quarter and by the end of 2008, 1,000 jobs in the creative industries and ancillary services will have been created and sustained, directly through the Creative Quarter.

Whilst the establishment of the Creative Quarter is an integral part of the overall strategy to regenerate Folkestone, there are a number of other key development projects in the pipeline which will also have a positive impact on the town, including the arrival of the high speed rail services by 2009 which will link Folkestone Central to St Pancras in under an hour; the completion of a new 200,000 sq ft shopping centre at Bouverie Place (currently under construction); and a £40million state-of-the-art school, the Folkestone Academy sponsored by Roger de Haan and Kings School Canterbury, due to open in September 2007.

12. Hastings: addressing structural economic change

In response to the long-term decline of its tourist industry, Hastings aims to expand its health, further education and business sectors. Employers, employees and students are to be attracted by the town's key assets: stunning architectural set pieces, historic residential neighbourhoods and an exceptional townscape.

Three historic neighbourhoods

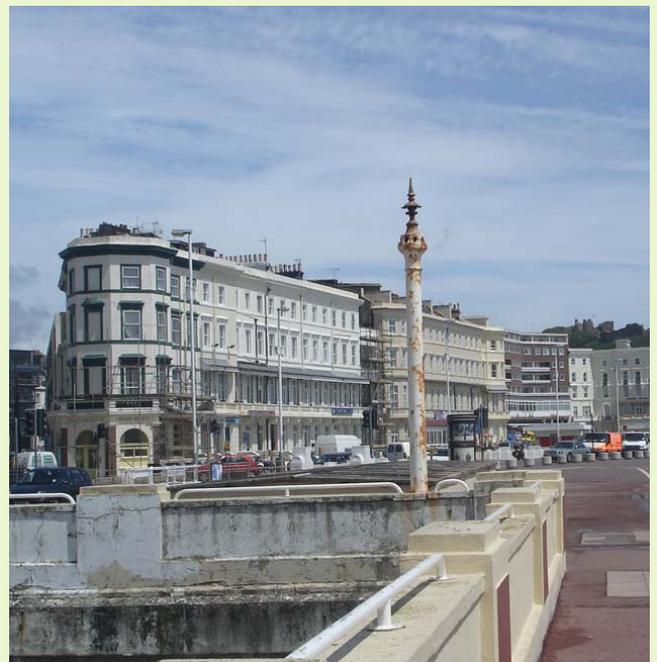
Hastings is unique in being internationally famous for its association with the most well-known date in English History, 1066. Hastings has three distinct historic neighbourhoods: the Old Town, the Georgian planned resort of St Leonards and the Victorian seafront and town centre.

Nestled in between two cliffs, the Old Town grew as a medieval fishing settlement, and was the Senior Cinque Port during the middle ages and early-modern period. It has a nationally important medieval townscape which retains the character of an isolated fishing village, and a surviving traditional beach-launched inshore fishing fleet and associated historic net shops.

St Leonards was the product of the post-Napoleonic building boom, built to accommodate long-stay visits among the upper-classes. It contains Joseph Kaye's Pelham Crescent and formal squares and terraces by James Burton. The town centre and seafront developed from the 1840s with the arrival of the railway via two rail routes, bringing visitors from London and the southeast for weekend and week-long stays. Until the First World War Hastings was one of the most important seaside resorts in the country, with a resident population of 60,000 in 1914. Its popularity continued into the 1930s, when the reinforced concrete two-tier promenade, the Art Deco Marine Court and Marina Pavilion were built by local engineer Sydney Little. The town centre and Old Town are overlooked by the landmark ruins of Hastings Castle, William the Conqueror's first castle in England.

Decline

The collapse of seaside tourism in the 1970s hit Hastings particularly hard because of the town's single reliance on the tourist industry. This was compounded by a lack of retail or public realm investment since the 1930s, a problem which was not addressed until the 1990s. Hastings continues to be a centre of multiple deprivation: the Castle (Town Centre) and Central St Leonards wards both lie within the worst 10% nationally, earnings are 68% of the south east average and 31.7% of residents between 16 and 74 have no qualifications. Benefit dependency is a particular issue, with £14 million passing through the Council's books every year in the form of DSS-originating housing benefit payments to residential landlords.



The Seafront, Hastings



Hastings Old Town

The regeneration of Hastings is focusing on diversifying the local economy and ensuring that new visitor offers are created, jobs are provided for local residents, and the physical environment is preserved and enhanced. Funding from English Heritage and the Heritage Lottery Fund has played a key role in Hastings in addressing market failure to deliver restoration and redevelopment, and in pump-priming areas for further public and private sector funding.

Heritage-led regeneration

Hastings has benefited from a number of funding programmes, which are beginning to address a long-term lack of investment. The Old Town has received an English Heritage Conservation Area Partnership Scheme and a Heritage Economic Regeneration Scheme and Heritage Lottery Fund Townscape Heritage Initiative, with additional Single Regeneration Budget and EU Objective 2 contributions. These have targeted the Old Town, Hastings town centre, the seafront and St Leonards, financing building repairs, reinstatement of original materials and features, and some public realm improvements.

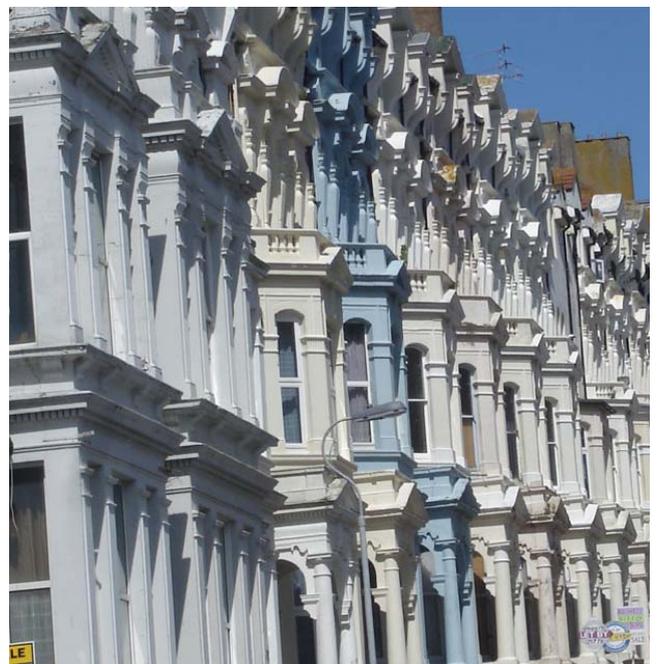
The Old Town has seen substantial physical regeneration as a result of these programmes, and there are now signs of market-led regeneration. In

'The town centre now accompanies the Old Town as a restaurant location in Hastings.' Paul Adams, Seaspace

particular, the historic net shops, which contribute significantly to the character of the Old Town, have successfully been retained.

The Conservation Area Partnership scheme, which ran from 1995 to 2001, funded public realm improvements and façade restoration around the Trinity Triangle, the retail core of the town centre, kick-starting the development of a café and restaurant economy. A successful café culture has grown up, complementing a 1997 retail-led regeneration project, the Meadow Priory which brought new retailers to Hastings and integrated a new public space with the town centre. The town centre now has a more robust economy, and a retail offer which helps to attract additional visitors to Hastings.

A number of hotels have been brought back into use as residences. The Queens Hotel in Hastings town centre, which has been empty since 1987, has been converted into leasehold apartments; the derelict Regent Court Hotel on the seafront has been converted into residential flats with private investment



Warrior Gardens, St Leonards

'The Seafront is Hastings' key asset and is un-welcoming and under utilised. There is scope for new opportunities, so we have divided it into character zones, and are looking at where it would be appropriate to look for public or private sector led development. We are trying to maximise the economic benefit of the seafront, to make it a more animated, vibrant place to go.'

Helena Magelhoj, Destination Development Manager, Seaspace

and a historic buildings grant. The Marlborough Hotel at Warrior Square, St Leonards, has been redeveloped by a leading housing association with additional SRB funding.

St Leonards received SRB6 and AIF funding in the 1990s, which targeted housing renewal and building repairs. This work is being continued through a Housing Renewal Area, which commenced in 2003. The project has received £4m for housing renovation, THI worth £2.8m, and a number of individual packages aimed at specific sites such as St Leonards Gardens (£1m, funded by HLF), and the Marina Pavilion (£1.9m). The project will address a 26% retail vacancy rate, tackle substandard housing and implement crime reduction measures throughout the area. Guided by the Burton St Leonards Society, the restoration of St Leonards Gardens will bring them back into public use, and the South Lodge will provide a new exhibition and community space at the heart of the neighbourhood. The Greenway Project will create new links between St Leonards and the seafront.

A niche tourism sector

Hastings' proximity to the Channel Tunnel makes it easily accessible to school trips from Europe. The town also attracts visitors from further afield to learn English and second homes are a significant factor in both the local tourism economy and the housing market, particularly in the Old Town. Yet Hastings is looking to attract a broader range of visitors, by offering a higher quality of cultural tourism. A large proportion of visitors remain day visitors, who tend to be low spenders. Provision of high quality accommodation will be crucial in expanding the number of weekend visits - there is a lack of bed spaces and no major hotels have survived. Last summer saw a very successful seafood festival which attracted a lot of weekenders and could become an annual event.



Hastings Pier

Further education and employment

The local authority recognises that cultural tourism will not be sufficient to regenerate Hastings. A regeneration strategy was prepared in 2002, which sees heritage as a driver for growth in education, office-based businesses and the health sector. To this end, Hastings has had priority funding in 2002/03 through SEEDA and central government, including an £80m package for further education which is financing the creation of the University Centre, a further education facility where students can study for qualifications awarded by partner institutions including the Universities of Brighton, Greenwich, Sussex or Chichester.

A regeneration delivery agency, Seaspace, has also created a business plan to address the employment shortfall (unemployment at 3.7% in April 2007, compared with 2.5% nationally, according to East Sussex County Council) and lack of commercial office

employment in Hastings. It has commissioned a Masterplan for the area around the station, including a large new public space.

Enhancing key assets with good quality design

Seaspace aims to market Hastings' built and natural assets as a package which includes history, entertainment, landscape, access to the wider region and high quality housing. Hastings' elegant Georgian and Victorian residential neighbourhoods, once equipped to modern standards, can offer a high quality of life. Other historic buildings will offer high quality leisure facilities: the Marina Pavilion, for example, will provide a multi-functional community space, a restaurant and a nightclub, acting as a catalyst for regeneration of the wider area. As Paul Adams, Seaspace, says: *"Built in the 1930s it hasn't been used to full capacity for a long time. It will provide vibrancy to the seafront and a public facility, and act as a beacon for the St Leonards Area. Central St Leonards has a transient population – the project is about revitalising the district."*

It is recognised that new buildings for Hastings' future further education and business functions will need to enhance, rather than damage Hastings' special townscape.

The Creative Media Centre in the town centre, which opened in September 2005, was built by BBM sustainable design to a contemporary design, and was shortlisted for a RIBA award in 2006. An innovative EU-wide INTERREG project called Coastal Treasures has established an architectural audit of Hastings and St Leonards, which aims to use architecture to encourage cultural tourism and to act as a tool for planners, conservation officers and local amenity societies when considering new development.

In order to enhance another of Hastings' key assets, the seafront, a seafront strategy and design guide is being produced by Hastings Borough Council,

Seaspace and Tourism South East in partnership with CABE to identify opportunities for development. In addition, the Greenway project will seek to address the marginal position of businesses in St Leonards by creating an attractive link between St Leonards and the town centre, increasing pedestrian footfall in the area.

Conservation issues

There are two main conservation issues which Hastings is currently facing. Firstly, the sheer scale of the problem is a major concern with its large Victorian housing stock which is widely un-listed and experiences little continuity of tenure. In addition, 36% of houses in Hastings have been converted into flats compared with 20% nationally. Secondly, the promenade by the seafront is a major heritage challenge; the lower tier of this two-tier building is not covered by CCTV, and conversion for re-use presents significant design challenges. As James Risbridger, project manager of the Hastings Greenway projects says, *"The challenge is how to ensure that a structure which worked in the 1930s can work in the twentieth century."*

Key Lessons

- **Where major structural economic decline has taken place, a strategy of economic diversification will be required**
- **The revival of a visitor economy will require multiple visitor offers to be developed, including retail and cultural offers, as well as the traditional seaside**
- **A strategic approach to heritage assets can identify both their historic and economic value and ensure that they are sensitively managed for a sustainable future.**

13. Weymouth: marine leisure in a Georgian resort

Historically a military port and Georgian seaside resort, Weymouth is preparing itself for the 2012 Olympic sailing events by investing into its historic built environment and leisure facilities, transforming the town into a regional centre of marine leisure activities.

Military port and Georgian resort

For nearly 500 years, Weymouth has been one of Britain's most important commercial and military ports and an emigration gateway to the Americas. Captain Cook's voyage to Newfoundland left from Weymouth in 1583, and during the 18th century, Weymouth was the departure point for those heading to Weymouth, Massachusetts, and Weymouth, Nova Scotia. The Spanish Armada was defeated by a fleet launched from Weymouth in 1588, and in 1944, Weymouth staged part of the Allied D-Day assault on Normandy.

Weymouth town centre is formed of a Georgian seaside resort, and features an impressive esplanade of Georgian and early Victorian terraces stretching along Weymouth Bay, built largely of locally quarried Portland Stone. From 1789 to 1805 George III took his summer holidays in Weymouth, making the town very popular with the aristocracy who employed leading architects such as James Hamilton to construct their houses. The town centre has around 1300 listed buildings, more than 30 of which are listed Grade II* and is designated a Conservation Area.

Visitor numbers fell during the 1970s and 1980s as a result of changes in the wider tourism market. Weymouth's economy was further weakened by the decline of the port at the same time, and loss of the naval base from Portland to Winfrith in the mid 1990s, amounting to a loss of £40m per annum into the local economy.

Restoration

Between the 1980s and end of the 1990s, Weymouth and Portland Borough Council invested £1.5m in the properties it owns along the Esplanade, assisted by funding from English Heritage.

A partnership between the Council, Dorset County Council and English Heritage funded a Town Scheme Grant between 1984 and 1994, investing approximately £50,000 per annum within the Conservation Area. An English Heritage Conservation



The Clock Tower, The Esplanade, Weymouth



The Harbour Entrance, Weymouth

Area Partnership scheme which ran between 1994 and 1997 focussed on the Esplanade and the area immediately behind it. The grants financed repair of Bath Stone architrave and cornice detailing and wrought iron balustrading, both of which weather quickly in Weymouth's salt-laden air.

The Melcombe Regis Townscape Renewal Townscape Heritage Initiative has funded public realm improvements in the Conservation Area, and restored the Victorian shelters and important statues on the Esplanade. A character assessment has been prepared, identifying notable buildings, and those which detract from the character of the area.

A new leisure role

Weymouth is finding new leisure roles based around its traditional seaside functions, such as sailing, windsurfing, kite surfing, volleyball and handball. The seaside leisure offer is also supporting a wider outdoor activities offer, including in-land pursuits such as hiking and motocross. Weymouth's advantageous position on the Dorset coastline is being exploited as a base to explore the surrounding 'Jurassic coast', Britain's first World Heritage site, designated in 2001 for its internationally significant geological and archaeological features. Weymouth also has excellent diving facilities, and over 1000 charted wrecks within its waters.

A revival of retail and commerce

High-end restaurants are surviving in Weymouth, and new ones are moving in. The development of Weymouth's new retail heart, finished in 1999 and anchored by multiple retailer Debenhams, has prompted further investment by the private sector into the town centre, with buildings better maintained and repaired, including listed buildings. Weymouth has traditionally struggled to attract retail investment due to its 180 degree catchment area and Debenhams' decision to locate here was undoubtedly influenced by Weymouth's high quality historic built environment in relatively good condition which provides distinctive character that adds to the overall retail 'experience'.



The Esplanade, Weymouth

A partnership of the Devenish Weymouth Brewery, Dorset County Council and the Borough Council has seen the regeneration of the brewery area around Hope Square, following the closure of the brewery. This included semi-pedestrianisation of the area including Trinity Road, and the conversion of the brewery to leisure and retail street uses, including a new town museum. The listed malshouses around the brewery were converted to flats. All of this has provided an alternative visitor attraction south of Weymouth harbour in a previous deserted industrial area. A thriving pub, café and restaurant culture including outside seating areas has developed in Hope Square and Trinity Road, as a direct result of this investment.

Weymouth is also attracting companies associated with the leisure industry, such as yachting clothing designers Henri-Lloyd, the Laser Sailing School, and yacht builders. In addition, Reddyhoff are planning to build a new 570 berth marina in Portland.

The 2012 Olympics - a catalyst for change

The decision to hold the 2012 Olympic and Paralympic sailing events at Weymouth has added impetus to regeneration delivery. Weymouth was selected by the Olympic Delivery Authority (ODA) as

'We aim to increase spend in Weymouth. It has a first class beach and offers the classic seaside holiday, but we need accommodation which is geared up for our outdoor activities – we are looking at the wants and needs of that particular market. We need to offer high-end accommodation. We have evidence that people are willing to spend on quality.'

Jacqui Gisbourne, Communications Officer, Weymouth Borough Council

the location for sailing events as its waters are classed as the best in northern Europe by the Royal Yachting Association. The South West Regional Development Agency (SWRDA) is building a £7.85m state-of-the-art racing facility at former Royal Naval Air Station and upgrading existing facilities at the National Sailing Academy to accommodate the Olympic and Paralympic Games.

Prior to the Olympics, the 2011 sailing test events will be held in Weymouth, and the town will also host teams practising for these events. A series of cultural events are planned in Weymouth from 2008 to 2012, and during the events themselves, the SWRDA expects 10,000 additional visitors per day (*The 2012 Olympic and Paralympic Games: An Opportunity for Business*, SWRDA, 2006).

The announcement of Weymouth's selection for the 2012 events has already led to investment. The former Royal Naval accommodation blocks, which had previously proven unattractive to developers, received proposals within two months of the Olympic bid. Similarly, the Pavilion Peninsula received eight expressions of interest immediately after the announcement. The site, which features a theatre, ballroom and ferry terminal, will be converted to provide a 120 – 140 bed hotel, up to 345 residential apartments and a new 350 berth marina and is due for completion in 2011. The theatre will be stripped back to its footprint, and equipped as a modern theatre with accessible dressing rooms, a heritage centre, shops and underground parking.

In addition, a Masterplan for the esplanade will create a revitalised and pedestrian-friendly space along the sea front, and a World Heritage centre is planned to sit next to the ferry terminal.

Preparing for the leisure economy

Weymouth Borough Council is taking the opportunity presented by the 2012 Olympics to work towards structural change in Weymouth's tourism offer. High quality accommodation and facilities for those involved in outdoor activities are key priorities.

By increasing standards, it is hoped that Weymouth will attract a more skilled workforce, supporting growth in the marine leisure industry. This, in turn, will help to balance Weymouth's demographic profile. The Council has insisted that the new hotel at the Pavilion Peninsula has to be 4* or higher, and hopes that by bringing in higher spending visitors, increased profits will encourage investment in other seafront properties. Hotels which do invest and upgrade are meeting with success. The Portland Heights Hotel, which has been re-branded, refurbished with a new bar and restaurant, now has plans for further expansion. The successful Chandlers Hotel, refurbished in 2001, offers spa facilities and wireless internet facilities, but actively markets its 'intimate Victorian character'.

Key Lessons

- **Traditional seaside activities can provide a base to promote coastal leisure industries**
- **A proactive approach to the tourism sector is sometimes required in order to deliver appropriate visitor accommodation and facilities for new markets**
- **Heritage assets can be managed to meet changing tourist market needs**
- **Strong cross-departmental partnerships can work through conservation challenges, but a willingness to compromise is necessary**
- **Major investment through national and international events can be a catalyst for major economic change**

14. Falmouth: maritime leisure and tourism

Historically an important military and commercial port, Falmouth is capitalising on its strong maritime heritage and character to strengthen its retail offer and position itself as an attractive gateway to Cornwall, capturing a growing market in cruise-based tourism. A new further education campus is diversifying the local economy, increasing employment and vitality in the town.

Historic and working port

Falmouth town centre is structured around an elongated High street and parallel residential streets. Its townscape has a strong, historic character, mostly composed of nineteenth century buildings and some 18th and 17th century structures, but with few prominent additions from the later twentieth century. A large proportion of houses are rendered with pale colour-washed stucco, which comprises the 'dominant and defining feature of Falmouth's Architecture' (CSUS report, 2005, p.47). Falmouth has around 200 listed buildings and a large Conservation Area. The surrounding Cornish coastline provides a stunning natural setting for the town, and is a Special Area of Conservation.

As the third deepest natural harbour in the world, and protected from the prevailing wind by the Pendennis Promontory the Fal Estuary provided a sheltered deep water anchorage for Henry VIII and later expanded to become a military and commercial port. Pendennis Castle, built at the head of the promontory in 1540, continued to be strategically important in the defence of the port during the following centuries when it was duly expanded.

The Town of Falmouth itself was founded in 1613 by Sir John Killigrew to provide accommodation and food for ships and crews, and is reported as comprising about 50 – 70 houses by the 1630s (Cornwall and Scilly Urban Survey report, 2005, p.19). Falmouth developed as an important communications link, through the Falmouth packet service, which ran between Falmouth and London between 1689 and 1851 and was an important communication link between London and the rest of the British Empire, particularly the Americas. The arrival of the railway in

1863, which increased the speed and capacity of goods transport from the port, consolidated Falmouth's role as a Victorian port. The Falmouth Docks still contain a cargo port, and are becoming popular with cruise ships, which will benefit the town.

The decline of Falmouth's docks in the 1970s and 1980s saw 2,000 jobs lost to the local economy, leaving Falmouth one of the most deprived areas in the country; the historic town centre was not maintained, and levels of disrepair began to rise; Average income levels are still low in Falmouth, on average at 25% less than averages for England and Wales.

Renewal and restoration

A regeneration strategy for Falmouth Town Centre, produced by Carrick District Council in the mid-1990s, directed investment towards increasing the quality of Falmouth's retail offer. The strategy identified the opportunity to build on Falmouth's distinct and attractive maritime character, and one of its key elements was improved accessibility to the waterfront, and the creation of a high quality retail setting, as well as recommending the building of a National Maritime Museum.

The National Maritime Museum

Also capitalising on Falmouth's maritime heritage and character, the National Maritime Museum is a big draw to visitors. Opened in December 2002, this venture was the product of a national/local heritage collaboration between the National Maritime Museum, Greenwich, and the Cornish Maritime Museum, funded by SWRDA, the National Lottery and ERDF. Located on a former docks in a brand new building designed by architects Long and Kentish, the Museum combines



National Maritime Museum, Falmouth



High Street, Falmouth

a collection of 120 small crafts of historical significance from Britain and abroad, previously located at Greenwich, and a local collection highlighting Cornwall's historic and cultural evolution as a collection of coastal communities. The Museum hosts the Bartlett library containing reference books, periodicals and archives and over 13,000 volumes, a lecture theatre, and exhibitions showcasing maritime skills, from nineteenth century exploration to medal-winning Olympic racing. The museum demonstrates the importance of Maritime heritage to the nation and the locality.

Public realm grants

Between 2000 and 2005 an English Heritage 'Heritage Economic Regeneration Scheme' invested £930,405 from the public sector, with contributions coming from ERDF, English Heritage, SRB, Carrick District Council and Cornwall County Council. Including private sector input, a total of £1,475,213 has been spent, plus an additional £127,750 on concurrent private projects. 20 buildings have been repaired, 13 of which are listed. 10 partially/fully vacant buildings have been brought back into use as well as 8 buildings at risk.

The Gyllyngdune Gardens were restored in 2005, along with an Edwardian bandstand and Edwardian Pavilion, built in 1910, and a new link was built from



Pendennis Castle

the gardens to the seafront. The Pavilion has a 400 seat theatre, a new building is to provide improved catering facilities on the site. As Roger Radcliffe, Economic Regeneration Officer at Carrick District Council notes, "We are trying to improve the profile of the building; the Pavilion has a 400 seat theatre, and is gradually attracting a higher standard of entertainer."

Maritime leisure

Falmouth is positioning itself to capture a worldwide resurgence in cruise holidays. There are extensive proposals for the expansion of the Falmouth Docks, including a new dedicated cruise ship terminal. While Cruise ship visitors sleep on board their vessels, they use Falmouth as a doorstep for day trips into Cornwall, attracted by its beaches, natural landscape and large attractions such as the Eden Project and the National Maritime Museum. Falmouth's fine historic built environment makes it a very attractive gateway, and marketable embarkation port.

Maritime leisure also offers employment in the growing leisure-boat building and water sports industries. The owners of water sports facilities in Falmouth are working together to promote Falmouth as a training location during the Olympics, and in September 2008, Falmouth will be the rendez-vous point for the annual Tall Ships race.

The tourism sector

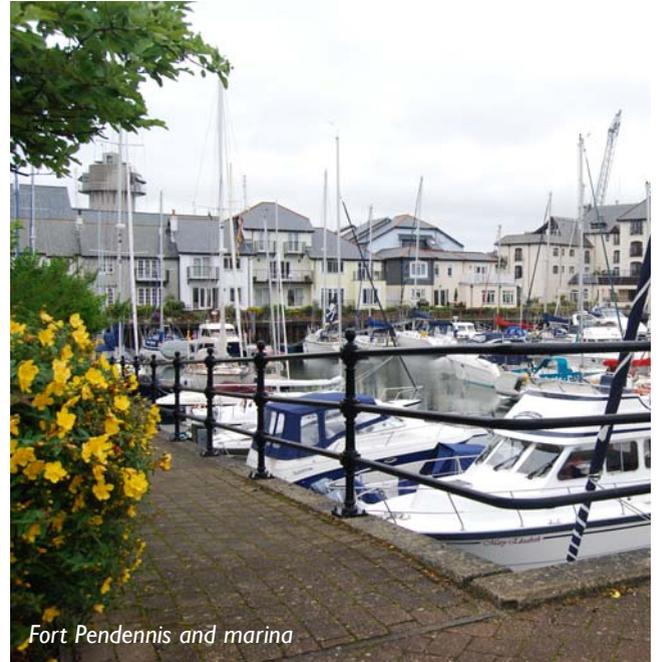
The tourist industry is very important to Falmouth. Employment in distribution, hotels and restaurants accounts for 40% of all employment in Falmouth and Penryn, and retailing is an important sub-sector of this. Carrick District Council is consolidating links between the town and the surrounding Area of Outstanding Natural Beauty with a new ferry service and it is using its built and cultural assets to target the short break market, publicising big events such as the Oyster Festival and Tall Ships race, and offering spa/cultural/weekend packages to couples. Heritage is very much part of a drive towards sustainable tourism in Falmouth and the new ferry service aims to relieve congestion between Falmouth and Truro, and visitors are encouraged to eat and buy local produce. This helps support Falmouth's specialist retail base, which provides a characterful shopping experience in the town centre. The quality of restaurants and cafes there is now improving.

Combined University

Falmouth's further Education sector is growing. A new campus is being created on the edge of Penryn, a £96.3m joint project led by the Universities of Exeter and Plymouth and combining Falmouth College of Art, Open University, College of St Mark and St John, Peninsula Medical School and Cornwall Further Education Colleges. Student numbers at the campus are expected to reach around 3000 and will provide a major boost to the local economy. The project will provide 1000 net jobs and add £32m to the national gross domestic product by 2010. This level of student and job numbers represents an important opportunity for Falmouth and is an immensely valuable boost to economic development which can further underpin the town's revival.

Specific conservation issues

Falmouth has an acute lack of affordable housing, which puts development pressure on the historic environment. Of 1,400 households on Carrick District's housing register, over 800 are identified as being in serious need, as well as an annual shortfall of 334 affordable homes identified by the previous needs survey (*Carrick Local Development Framework, Balancing Housing Markets Development Plan Document, Draft,*



Fort Pendennis and marina

April 2005, p.9) This demands sensitive management of housing design and location within the existing townscape, and efforts to resist HMOs, as in other coastal towns.

Key Lessons

- **Economic diversification into further education, retail and maritime leisure has reduced Falmouth's dependency on its traditional docks and naval industries**
- **Falmouth's maritime character has been recognised as an asset, and is protected and enhanced as a buttress of the town's retail strategy**
- **Good links between Falmouth and its surrounding natural environment makes it a strong 'gateway' into Cornwall**

15. Hayle: revealing a town at the heart of industrial innovation

Hayle has an internationally significant mining and copper heritage which the local community are keen to embrace and promote as part of its approach to sustainable economic regeneration.

An estuarine town with a rivalry

Hayle is a linear coastal town focused around the edge of an estuary. The mining of tin and copper in west Cornwall had a major influence on the town's development from 18th century. Hayle developed around two competitive companies – Harvey's Foundry and the Copper Company – which were located at either end of the town. Major and important engineering feats were achieved in Hayle such as introducing steam powered engines to exploit ever deeper mines and making the world's' largest pumps to drain the Dutch polders. It is this legacy which has resulted in the town receiving World Heritage status.

Hayle became one of the largest industrial ports of early Victorian England due to the significance of the local mining. This led to growth in the number of steam engines and increasingly sophisticated technological improvements, which inspired famous engineers such as Richard Trevithick working at Harvey's Foundry. This technology and expertise was exported all over the world and were principal drivers of the industrial revolution

Hayle's surviving network of formal quays around the estuary was started in the 1740s - much of it built with recycled Georgian smelter waste (scoria) cast into blocks. The intricate and impressive arrangement of quays, pools, sluices, canal and dock was developed to meet the needs of the port's mining hinterland in the 18th and 19th centuries.



Hayle Estuary

During 19th and early-mid 20th centuries Hayle attracted many residents and visitors. Its high quality beaches, estuarine environment and proximity to St. Ives was a major draw during summer months and many people descended on Hayle from the rest of the country for their annual holiday.



Harvey's Foundry, Hayle

“One of the strongest messages to come across during the consultation process for Hayle was the need for Hayle to gain a clear identity; to become a distinctive town, with a clear sense of identity and purpose. It became clear that Hayle’s history, Hayle’s geographic environment, and the relationship with the sea were very important to the community, and were seen as essential to the future regeneration of the area.”

Hayle Area Forum, taken from the Hayle Area Plan 2005-2025.

Today, Hayle is one of the most deprived areas in the South West. The collapse of the mining industries in the first half of the 20th century was compounded by the disappearance of much of the tourism trade in the latter half of the century with little recovery evident since. Poor economic performance and general deprivation has resulted in little inward investment beyond the purchase of second homes.

Community-led change

Amidst the dramatic change and planning happening elsewhere in Cornwall such as the Eden Project, National Maritime Museum at Falmouth, Rick Stein’s investment in Padstow and Tate St Ives across the estuary, the community of Hayle began to feel neglected. This resulted in a strong bottom-up drive for revival in the town. Over the past ten years local community groups have come together to plan and drive forward change in Hayle.

A significant period of intensive work during 2003 to 2006 emerged in the production of the Hayle Area Plan 2005 – 2025. This plan was the result of work undertaken by a team initiated by the Hayle Area Forum, known as *Revitalise! Hayle Coast and Country*, funded by the Market and Coastal Towns Initiative to undertake the research and consultations necessary to inform a community-led plan for the next twenty years. This Plan includes the identification of priority areas and goals under themes including “heritage, culture and environment”. Under this theme the following objectives are outlined:

- Preserve and enhance the unique water-front environment;
- Re-establish Hayle’s heritage;
- Preserve and protect the towans and the coastline; and
- Access to the harbour and beaches.



White Hart, Foundry Square, Hayle

Above all, the Plan seeks to give Hayle a clear identity, and a shared sense of purpose for the future that can be understood and owned by everyone.

Despite Hayle’s significant history of mining and innovation, it is not a history that is at all apparent to the general visitor. Appreciating Hayle’s historic environment requires significant information and interpretation as the surviving elements do not obviously communicate their importance. All those involved in Hayle’s regeneration appreciate that a significant awareness raising and educational task will be required to ensure visitors understand the town’s importance and its reason for World Heritage status.

Recent revival

The seeds of change and renaissance are evident in Hayle and the appetite for change is tangible. The Hayle Townscape Initiative is a heritage-led sustainable economic regeneration initiative set up in 2005. It is a three year project funded by Penwith District Council, Hayle Town Council and Cornwall County Council, English Heritage, the South West of England Regional Development Agency, European Regional Development Fund (Objective One) and the Heritage Lottery Fund, and is focused on bringing historic buildings back into commercial use. A principal aspiration is to create high-quality work space for long-term employment and the development of local skills and capacity in best conservation practice.

The primary example of achievement to date is that of Foundry Farm. Phase I of the project (totaling £1.98 million) is complete and has seen the successful repair of important historic and listed buildings associated with Harvey's Foundry, and their conversion into attractive and much sought-after workshops and live-work units. Current improvements are being undertaken in the public realm adjacent to Foundry Farm to enhance the existing Foundry Square (totaling £390,000).

The most exciting plans for Hayle focus around the historic harbour which has lain vacant for many years. The past 25 years have seen a series of proposals for redevelopment of the harbour but none have come to fruition. However, plans are now well in train for a significant £190 million mixed use development encompassing the entire harbour and adjacent land. The ING Real Estate plans include RDA funded employment space with a view to reestablishing the harbour as a focus for employment and new industries such as renewable technologies. Importantly the plans seek to revive the estuarine and harbour environment through the restoration of the original sluice gate system (implemented by the visionary engineers associated with the two mining firms).

It is fair to say that Hayle still suffers from an image problem, as reported by respondents to the 2006/07 Penwith District Council annual business survey, who feel that image is impeding their business growth. For example in certain parts of the town there are empty units and certain frontages to successful regeneration



Dowren House, Harvey's Foundry

such as Foundry Farm could benefit from short term landscaping or wrap around advertising hoardings to enable greater visible impact of schemes. Respondents also reported that the business environment of Hayle was one prevailing factor which would stop a business relocating to Hayle. In other parts of the town commercial premises are attracting higher value outlets, possibly in anticipation of the harbour development by ING Real Estate.

Key Lessons

- **Community-led action and planning has real strength in place shaping, but needs to be supported by action**
- **Refurbishment of historic industrial buildings for employment use can have an important impact in fostering local creative industries with attractive spin offs**
- **Large scale redevelopment projects in historic environments take a long time to nurture, but this is rewarded by high quality design facilitated through good dialogue and strong relationships**
- **Industrial heritage can play a powerful role in attracting visitors, but it sometimes needs careful, creative interpretation**

5. Coastal regeneration: drivers for success

A number of key drivers for the successful physical, social and economic regeneration of coastal towns have been identified through the identification of the case studies and vignettes covered in this document.

5.1 Drivers for success

The coastal towns reviewed in this document all demonstrate excellence in regeneration, some for the way in which the local economy has been diversified, and others because of a transformation in their image and identity which has helped to attract new investment. A key characteristic running through all of the case studies is the important role that the historic environment is playing in bringing about regeneration. They have either managed to re-invent themselves and diversify their economic bases, or are in the process of moving towards renewal in a variety of ways which build upon their tourist resort, industrial, maritime or cultural heritage and assets. A number of key drivers for success may be identified in the current regeneration strategies adopted by the coastal towns and which are set out below.

1. Improved transport links

Access is clearly vital if coastal towns are to compete with in-land towns for the emerging markets in weekend and short-break tourism. Domestic and sustainable travel choices require fast and direct links to major population centres, particularly rail links. In Margate, the prospect of an improved rail link has raised confidence and added momentum to regeneration initiatives which might otherwise have remained on the drawing board, and this is also beginning to be seen in Folkestone with its proposed high speed rail link to London St Pancras. The opportunities such enhanced transport links present may act as significant catalysts for large-scale change and future, sustainable growth of coastal towns.

2. Investment in a high quality public realm

The importance of a high quality, well maintained public realm is particularly important in coastal towns, where the corrosive environment can quickly result in a place looking down-at-heel. Public sector investment in the public realm has helped to encourage successful café cultures in Hastings and Margate, despite a wider context of significant deprivation. In Weymouth it has led to further private investment into the historic environment and improved the town's viability as a retail centre and in St Anne's-on-Sea, an urban design-led strategy has restored the retail vibrancy of the town centre.

3. Dynamic visitor offer

A high profile or niche tourist role has been the key to success in several places – for example, Whitstable's oysters and gastronomic food offer or for art at Tate St Ives. Margate is following this model with the Turner Contemporary and Seaham is building upon the success of Seaham Hall with its Michelin starred restaurant and luxury hotel and spa. However, all of these places are also acutely aware that over-dependency on one particular sector is a trap to avoid and as such, have tried to build upon these assets or attractions in conjunction with other approaches to economic and social regeneration.

4. Clear target markets

The identification of clear target markets and a strategic approach towards them is crucial for the regeneration of coastal towns. A good working relationship between tourism, economic regeneration and heritage departments can identify suitable markets, and establish how they can be better served in terms of accommodation, attractions, cafés and restaurants, shops and services,



The refurbished Shrimp Shop, Poulton Square, Morecambe

and the public realm. In Weymouth, the tourism and conservation departments work together to encourage hotel upgrades which will cater to the outdoor activities market, whilst in Morecambe, the conservation, forward planning and housing teams work closely together to identify opportunities for funding and restoring properties to affordable family homes.

5. Economic diversification

Many of the case study towns have recognised the need to attract new economic sectors, in order to reduce seasonality within the local economy and to supplement industrial and economic sectors. Falmouth and Hastings are both expanding their Further Education sectors, promoting their historic townscapes to students and businesses. Margate is looking to win creative businesses with a high profile art gallery and attractive historic townscape, as is Folkestone.

6. New coastal leisure activities

Traditional seaside activities provide a base from which to develop other coastal leisure activities. In Weymouth, the traditional bucket-and-spade holiday has been reinvented to incorporate a growing variety of seaside sports; the town now promotes itself as a centre of handball, volleyball, sailing, kite-surfing and surfboarding. If encouraged and publicised where local geographical conditions support them, these activities can provide a significant contribution to the local economy, attracting overnight stays. In Seaham, the Victorian Spa has been re-invented in the Seaham Hall, which attracts high profile guests to the area.

7. The surrounding natural environment

Many coastal towns are surrounded by some of the most outstanding natural environments Britain has to offer. For visitors who have who have come to enjoy the beauty of the coast, but need a base to stay overnight, a built environment which matches the quality of the natural environment is essential. Well publicised, well maintained and clearly routed links are vital to competition in this market. In Weymouth, the tourism and conservation departments are working together to promote the town as a base to explore the 'Jurassic Coast', while Carrick District Council are consolidating Falmouth's role as a gateway to Cornwall and in Whitehaven, there are plans to enhance the Whitehaven Coast. In addition, the regeneration of Hayle has been a significant factor in the designation of the surrounding mining landscape as a World Heritage Site in 2006, and outdoor tourism is growing in the area as a result.

8. High quality development

High quality facilities are vital to new functions, be they sports or health, retail, entertainment or improved residences. In successful retail centres, a high quality historic environment can accommodate an excellent range of shops, restaurants, cafés and bars. A high quality visitor experience is the key to maximising visitor spend, and attracting a skilled workforce to live and work in the area. The regeneration of Hastings is built on the premise that heritage means quality and in Morecambe, the restoration of the Midland Hotel by Urban Splash is expected to set new standards which will be met in the proposed mixed use development adjacent to it.

9. Leadership

Strong, visionary leadership, whether public or private, is crucial in turning around places where economic decline is entrenched. The role of local champions is vital, whether they are entrepreneurs such as Seaham Hall owner Tom Maxfield or the Green family in Whitstable; local philanthropists such as Roger de Haan in Folkestone; senior Council officers, members or dedicated officers working to deliver funding streams and initiatives, such as Great Yarmouth's conservation team.

Such leaders may be driven by a passion for a building or town, rather than purely financial motives, and be willing to prioritise conservation and community interests. They may bring considerable amounts of capital and business expertise to their projects, and often have a strong track record of delivery, aided by the freedom to take risks or make politically sensitive decisions quickly. The restoration of Seaham Hall and the creation of a new cultural quarter in Folkestone have been driven by private sector leaders, whilst in Great Yarmouth, the integration of the conservation and regeneration departments and the local building preservation trust has facilitated an entrepreneurial approach to conservation-led renewal.

10. Strategic direction

Re-invention and economic diversification demand a strategic vision in which existing assets are adapted to new roles and new development responds to the bigger picture. Masterplans and visioning documents demonstrate ambition, set high quality standards, keep local stakeholders informed, create confidence among private investors and ensure real community



Abbey visitor centre, Whitby

participation in the process. New development needs to be managed such that it complements and responds sensitively to the historic environment. In Margate, for example, development pressure resulting from improved transport connections is being guided to support the town's future as an arts hub and Area Action Plans have been produced to pull together otherwise disjointed restoration and regeneration initiatives into an overarching development strategy for the town. For Great Yarmouth and Lowestoft, the establishment of the Urban Regeneration Company, 1st East, has also enabled the production of Area Action Plans to help direct and co-ordinate the development of both towns.

6. Heritage: a dynamic resource for regeneration

This document has shown how heritage can be a dynamic resource for regenerating coastal towns and how it can contribute to many different aspects of these towns's identities, communities and economies. This section provides an overview of these aspects.

6.1 Flexible buildings

Historic buildings can meet contemporary market needs. In Whitstable, fishermen's huts have been converted into excellent self-catering chalets; in Great Yarmouth, a herring smoking house has provided a new museum and historic houses will provide resources for young homeless people, key community services and affordable housing for those who most need it; in Scarborough, the Rotunda and Wood End are being reused as a museum and studio/workshop spaces. Whilst the re-use of historic buildings can provide certain challenges, the effective adaptation of such buildings has proved extremely successful in places such as Morecambe, Whitby and Seaham.

6.2 Cultural tourism

In towns which have historically performed an industrial, rather than leisure function, the historic fabric has been used as the basis for developing cultural tourism. Whitehaven has made an attraction out of its coal mining and shipping industries, and created a marina out of an industrial harbour and the industrial town of Hartlepool has used its maritime heritage to develop a visitor economy.

6.3 'Heritage cool'

The historic environment can provide the quality demanded by the emerging short-break market and its affluent customers. Historic buildings are the ideal setting for boutique hotels and restaurants, and can promote sustainable ideals. In Weymouth, hotels are being upgraded to meet the requirements of the modern consumer with en-suite facilities and wireless internet facilities, whilst promoting their Victorian

interiors as a selling point and Seaham Hall is now a successful luxury spa complex attracting high profile celebrity guests. It is also anticipated that the re-opening of the restored Midland Hotel will also restore Morecambe's former glamour.

6.4 A home for the creative economy

There is a clear and distinct synergy between the historic environment and arts and cultural uses. The historic environment is attractive to the creative workforce and has become an asset in regeneration strategies which aim to promote the UK's fastest growing economic sector. The presence of a rich history and culture provides inspiration for artists and can convey a sense of quality to their work. Art studios and galleries are often more amenable to historic spaces which may be unsuited to other uses as is seen clearly in Folkestone's historic Old Town.

6.5 Architectural distinctiveness

Vernacular styles provide coastal towns with a unique appeal to visitors, residents and businesses. The historic environment in general can offer a depth of character and quality of townscape which can be difficult to replicate in modern developments, with streets full of character such as those lined with colourful Georgian buildings in Whitehaven or 'the Rows' in Great Yarmouth. Historic landmarks and townscapes have substantial marketing potential; the Midland Hotel in Morecambe, Margate's Scenic Railway and Whitby Abbey are all instantly memorable icons which can be used to publicise and re-brand towns. This is true of regionally and locally famous buildings, as well as at a national level.



Foreshore Road, Scarborough

6.6 Character and identity

Heritage can be at the heart of a new identity and a driver for re-invention. Margate's new identity as an artistic centre is founded on the town's link with JMW Turner and the natural qualities which inspired him. Brighton's historic rough edge and association with smuggling and gangsters seems to be visibly embodied in its narrow, winding streets. This ambience has attracted a vibrant alternative scene, supported by a young student population, and brings an element of excitement to a thriving evening economy. In Whitstable, by contrast, the charm of a small, peaceful and pretty fishing port seems synonymous with the delicate tastes of local seafood. In Hastings, it is hoped that the Marina Pavilion will bring vitality and vibrancy to a struggling residential area, and help communicate a new image of St Leonards to a younger age group.

6.7 Community regeneration

Heritage is an excellent medium for community regeneration and skills development. In Weymouth, restoration projects are publicised with educational leaflets which inform and educate local stakeholders, and partnerships with the local Conservation and Stone Masonry Course keeps local skills alive, and create pride in the public realm. In Whitehaven and in Seaham, there are plans to provide workspace for new boat-building or marine-related industries and in Morecambe, the conversion (and restoration) of St Lawrence's Church is being considered for a showroom for a recycling, re-use and training charity. In Great Yarmouth, the Bretts scheme currently underway will provide training flats for young homeless people and other schemes have provided, and will provide, affordable housing to meet local demand.

