

HASTINGS
URBAN CONSERVATION
PROJECT
1986-89



MANAGEMENT DOCUMENT

JULY 1 1986

HASTINGS BOROUGH COUNCIL EAST SUSSEX COUNTY COUNCIL

JOINT COMMITTEE/ CONSTITUTION

1. This Constitution having been approved by resolutions of the two appointing authorities may be amended, added to or suspended only with the agreement of each of them.

2. The Interpretation Act 1889 shall apply for the interpretation of this Constitution as it applies for an Act of Parliament.

3. In this Constitution unless the context otherwise

"the appointing authorities" means the East Sussex County Council and the Hastings Borough Council

"the Committee" means the Hastings Urban Conservation Project Joint Committee

"the Secretary" means the Borough Secretary of the Hastings Borough Council

4. (a) The Committee shall consist of eight members, four of whom shall be appointed by the East Sussex County Council from among its members and four of whom shall be appointed by the Hastings Borough Council from among its members.

(b) The Committee shall also co-opt onto its Membership one person nominated by English Heritage and have power to co-opt up to three other persons.

5. The term of office of a member appointed under 4(a) above or co-opted under 4(b) above shall be determined by the authority which appointed or nominated him as the case may be.

6. (a) If a member of the Committee appointed under 4(a) above ceases to be a member of the authority which appointed him, he shall also cease to be a member of the Committee, but for the purpose of this paragraph a member of an appointing authority shall not be deemed to have ceased to be a member thereof by reason of retirement if he has been re-elected a member thereof not later than the day of his retirement.

(b) Any member or co-opted member of the Committee shall cease to hold office upon his becoming disqualified for membership or upon someone being appointed in his place.

7. Vacancies in the membership of the Committee shall be promptly reported to the Committee and to the authority responsible for filling the vacancy, who shall as soon as practicable appoint one of their members to fill the vacancy.

8. Each appointing authority may from time to time appoint from among its members up to the same number of persons to act as substitutes for the purposes of this paragraph as it may appoint members of the Committee and shall promptly report the names of those persons to the Secretary.

9. In the absence from the meeting of a member of the Committee appointed by an authority, a substitute appointed by that authority shall be entitled to attend and be a member of the Committee in place of the absent member for the duration of the meeting.

10. Each appointing authority appointing more than one substitute shall make arrangements for determining the circumstances in which each of their substitutes shall be entitled to attend and shall promptly report these arrangements to the Secretary.

11. Except as provided in paragraph 9, a substitute shall not be a member of the Committee nor be treated as one for any purpose.

12. The geographical area in respect of which the functions of the Committee shall be exercisable shall be the Borough of Hastings.

13. Subject to the provisions of any enactment and of this Constitution and any arrangements between the appointing authorities in pursuance thereof or otherwise in relation to the Committee, the Committee is authorised

(a) To raise standards of maintenance, appearance and preservation of buildings and their surroundings in Hastings.

(b) To work with the townspeople, involving them in the processes of conservation.

(c) To bring together all those concerned about urban conservation in Hastings with those with the will, ability and skill to achieve results.

(d) To convince the people of Hastings of the quality and potential of their town.

(e) To do anything and incur (within the sums allocated by the appointing authorities and English Heritage together with any other funds obtained) any expenditure which is calculated to facilitate or is conducive or incidental to the matter set out in (a) - (d) of this paragraph including (without prejudice to the generality of the foregoing) the employment of such staff as the Committee consider necessary.

14. The Committee may from time to time appoint one or more Sub-Committees to advise the Committee on matters within the Committee's terms of reference or to discharge functions delegated to the Committee.

15. The members of a Sub-Committee may include persons who are not members of the Committee.

16. Action taken by a Sub-Committee shall be reported to the Committee at its next meeting.

17. The Chairman and Vice-Chairman of the Committee shall be ex-officio members of every Sub-Committee.

18. Additional members of the Committee appointed under paragraph 4(b) and of a Sub-Committee appointed under paragraph 8(2) shall have the same powers and duties as other members.

19. No business shall be transacted at a meeting of the Committee unless four members are present or at a meeting of a Sub-Committee unless one fourth of the whole number of members or three members (whichever shall be the greater) are present.

20. A meeting shall begin as soon after the appointed time as a quorum is present. If at the expiration of 30 minutes from the appointed time, a quorum is not present no meeting shall take place.

21. Subject to the provisions of any enactment all questions coming or arising before the Committee or a Sub-Committee shall be decided by a majority of the members present and voting thereon.

22. The person presiding at a meeting of the Committee or a Sub-Committee shall have a second or casting vote.

23. Voting shall be by show of hands. An individual's personal dissent shall be recorded only if he so request.

24. If a member fails throughout a period of four meetings of the Committee or six consecutive months (whichever shall represent the longer period) from the date of his last attendance to attend any meetings of the Committee or a Sub-Committee he shall, unless the failure was due to some reason they approved before expiry of the period, cease to be a member of the Committee.

25. A member of the Committee or of a Sub-Committee may resign his office by written notice delivered to the Secretary of the Committee and his resignation shall become effective upon receipt by the Secretary.

AIMS OF PROJECT

1. To raise standards of maintenance, appearance and preservation of buildings and their surroundings in Hastings.
2. To work with the townspeople, involving them in the processes of conservation.
3. To bring together all those concerned about urban conservation in Hastings with those with the will, ability and skill to achieve results.
4. To convince the people of Hastings of the quality and potential of their town.
5. To secure additional resources so that all these aims can be realised.

WORK PROGRAMME/1

Items of equal and immediate priority:

- * Set up a 'Town Scheme' for George Street. Define the boundaries of the area of the town covered, publicise the availability and form of assistance to the owners and occupiers of eligible properties, administer the operation of the scheme, offering aid where repair programmes meet the scheme's criteria, monitor works in progress and pay grants when repairs are satisfactorily completed.
- * Carry out the pedestrianisation of George Street. The preparatory design and legal work and funding of this project is the Borough's contribution for the first year of the project. Work will begin in Autumn 1986 with the preliminary closure of the street to traffic.
- * Find and encourage new uses for under-used or disused properties so that repair and subsequent regular maintenance can be funded from revenue generated by usage. A pilot project might be the finding and fitting-up of premises to be occupied by the project itself.
- * Set up schemes jointly with private or corporate investors, for example, Building Societys or Housing Associations, to rehabilitate run-down properties.
- * Secure resources additional to the contributions of the sponsoring authorities, as cash, assistance in kind or voluntary labour. Such 'topping up' will be essential if the aims of the project are to be achieved. A medium for the raising of complementary funding would be a 'Hastings Heritage Trust' set up as an adjunct to the project. At its centre would be a revolving fund devoted to the rescue, repair and resale of problem buildings. Re-orientated the Trust could become the means by which the project's aims be continued beyond the initial 3 year period.

- * Work closely with 'Hastings Business Ventures' and other agencies to identify and exploit business opportunities having relevance to the occupation of under-used properties.
- * Upgrade key tourist attractions and their settings, for example, Hastings Castle and the West Cliff Railway, The Shipwreck Heritage Centre.
- * Set up a 'Building Advisory Service' either managing it directly or commissioning it from others. What is envisaged is a means of giving informal and impartial advice directly to private owners and occupiers or referring enquiries to outside sources of advice and practical assistance as appropriate.

WORK PROGRAMME/2

Items of secondary priority.

- * Following the operation of the George Street 'Town Scheme', set up 'Town Schemes' in other areas of the town, for example, Pelham Crescent. Wellington Square, the nucleus of St. Leonards, Warrior Square.
- * Attack intransigent eye-sores and small-scale dereliction. Action will be required co-ordinating various authorities, statutory undertakers, owners, if improvements are to be achieved. Examples include the clearance or less obtrusive replacement of overhead wires, signs, street furniture, fences, advertising, etc., and the repair and extension or replacement with more sympathetic materials of pavements, public spaces and gardens.
- * Develop a repairs campaign with local builders so as to simplify the process of getting repairs carried out from the point of view of owner or occupier, to ensure that quotations are properly prepared and adhered to and old buildings are suitably treated. Jobs can be matched to builders and expertise in dealing with the peculiarities of historic buildings be built up.
- * Publicise the project through the press, local radio and television and by producing handbills, pamphlets and regular newsletters. Produce or inspire publications of greater substance: project information and guides promoting historic buildings and areas of Hastings.
- * Found a volunteer service to provide information and advice to visitors and to residents on a door-to-door basis. To help with tidying, minor maintenance and decoration works.
- * Mobilise and help local businesses, community and conservation groups to tackle and solve local problems.

OUTLINE TIMETABLE OF EVENTS

<u>EVENT</u>	<u>TIME</u>	<u>ACTION</u>
1. <u>FORMAL APPROVAL OF JOINT COMMITTEE</u>		
By Borough Council	17 March	BC
Policy & Finance Committee		
Full Council	26 March	BC
By County Council	19 March	CC
Environment Committee		
By English Heritage	Already approved	EH
2. <u>JOINT COMMITTEE</u>		
Inaugural meeting	27 March	BC/CC
To approve Hastings Urban Conservation project 1986-89 Management document, specifically :		
(a) Aims of Project		
(b) Draft Work Programme		
(c) Timetable		
(d) Job Description - Director and advertising of post		
and to consider :		
(e) The role of the joint Committee e.g. Charitable status, wider representation.		
(f) The promotion and timing of a logo competition.		

3. PROJECT DIRECTOR

- | | | |
|--|---|----------------------|
| (i) * Post advertised nationally | Week beginning
7 April
closing date
(say) 25 April | CPO |
| (ii) * Interviews & Appointment
(in Hastings) | Week beginning
12 May | Jt.Cttee/
BPO/CPO |
| (iii) Director in Post | Mid June-mid July
(depending on
period of notice
required by former
employer) | |
- * Costs shared by BC & CC

4. INCEPTION OF PROJECT

- | | | |
|---|-------|-----------------------------------|
| (i) Temporary 'minimum accommodation'
required and serviced. | June | Jt.Cttee/
BPO |
| (ii) Identification of professional
and administrative backup | June | Jt.Cttee/
Director/
BPO/CPO |
| (iii) Draft work programme agreed
for implementation. | June | Jt.Cttee/
Director |
| (iv) Publicity and Public Relations
policy agreed for implementation | June | Jt.Cttee/
Director |
| (v) Tasks for immediate action
by Director | June | Jt.Cttee/
Director |
| (vi) 'Major accommodation' acquired
(and if necessary rehabilitated) | Sept. | Jt.Cttee/
Director/
BPO/CPO |

5. DRAFT PUBLICITY & PUBLIC RELATIONS PROGRAMME

- | | | | |
|-------|---|-------|-----------------------|
| (i) | Logo and Stationery | April | Jt.Cttee/
CPO |
| (ii) | 'Go Public' to inform and
gain support/Press releases | June | Jt.Cttee/
Director |
| (iii) | Launch Prospectus | July | Jt.Cttee/
Director |
| (iv) | Assemble display material
for exhibitions, etc. | | Director |
| (v) | Assemble archive material /
photographs | | Director |
| (vi) | Publish first edition of
newsletter, then at (say)
two-monthly intervals. | July | Director |

PROJECT DIRECTOR

Michael Middleton, the Director of the Civic Trust, writing the 'Afterword' to the report on the Wirksworth Project, said:

"The personality of the Project Leader is all important. He, or she, must believe totally in what he is doing; be prepared to work all hours; must be as knowledgeable as the professionals and officials and community leaders with whom he will have to deal. Above all he - or she - must be responsive to human beings - patient with Mrs. Buggins while helping her to fill out her grant application; sensitive to political nuances when mediating between two local authorities; good humoured when the owner of the fish and chip shop changes his mind and pulls out of the operation half way through; enthusiastic and encouraging at all times. He or she must, quite simply, like people."

The Director, like the Joint Committee, must be recognised as being, as far as possible, independant of the local authorities. Essentially what is required is a 'go-between' acting impartially for both the local authorities on the one hand, and for the townspeople and local organisations on the other.

A sense of humour and the ability to get on with people, to speak in public and to 'sell' ideas are all-important. The Director will need to persuade a lot of people to do things they would never have dreamt of doing.

The success of the post will depend greatly on the ability of the Director to demonstrate beyond question his, or her, identification with the problems of the town being, as accessible in the evenings and weekend as during the weekday.

The Director must possess a working knowledge of historic architecture and building construction, planning and building controls. He or she ought ideally to be able personally to carry out the professional work involved in

conceiving, specifying, estimating and supervising building work or at least to have sufficient knowledge and experience to oversee and supervise the work of others in this field. The Director must control the spending of the project's funding, achieving value for money and be able to organise all kinds of technical support from the participating authorities.

These qualities and capacities, allied to 'weight' and charisma are more likely to be found in a person over 35 years of age.

The first task will be to saturate his, or her, bloodstream with Hastings, getting to know its good parts, its problem areas, places where the potential for enhancement is obvious but not easily achievable. Similarly with the buildings themselves.

At the same time a relationship must be built up with all those individuals and organisations with a part to play. The Director may have to persuade a group of local townspeople to found a new organisation, for example a Heritage Education group, in order to bring schools and colleges into the project.

The Director will find and set up the base from which the project will operate. He or she will be required to live in Hastings.

LOGO/CORPORATE IDENTITY

The project must attain a high profile. Many of its activities and achievements will be highly visible, scaffolding covering facades, streets closed to traffic. The public must be enabled to recognise that these works in progress are attributable to the project. A striking logo allied to a comprehensible title bound up with a powerful colour scheme will play an essential part in this, becoming immediately recognisable by familiarity.

This imagery will appear on letter headings, premises, publications, project vehicles, buildings being worked on through the project. Staff and supporters can wear appropriately coloured garments with badges displaying the logo. Buildings once repaired and refurbished by the project can have a tasteful and discreet example of the logo in the form of a small plaque attached to them, cumulatively demonstrating the breadth and impact of the project.

The first appearance of the logo should ideally be on the advertisement seeking a Project Director.

As a way of involving the public and perhaps schools and colleges at the earliest stage of the project a competition seeking ideas for the logo could be promoted.

The County Planning Officer through his Media Presentation Unit is happy to assist in the polishing of the best suggestion and the final creation of a corporate identity.

PROMOTION/PUBLICITY

It will be essential to make the existence of the project known and to publicise its aims, activities and successes at every stage. Targets for this effort will be the people of Hastings, encouraging participants, sources of assistance, general goodwill and additional funding. An attractively presented 'Prospectus' will be the medium for this.

Experience at Wirksworth confirms the need also for a regular, newsletter published no less frequently than at two-monthly intervals, ideally to be paid for by sponsorship or friendly organisations. Its preparation, presentation and distribution could well be the task of a Community Programme team working to the Project Director.

The personality of the Director and his or her capacity as a communicator will be a central element in the promotional campaign. Appearances on TV and in the press and particularly on local radio will make an important contribution.

PREMISES

The project must use every means to publicise and communicate its aims.

The choice and location of premises have an important part to play. The project base must be conspicuous and easily accessible to visitors who must be encouraged and made welcome.

The Director will need an office with a desk and perhaps a drawing board for him or herself and space for visitors. An office area will also be required for any supporting technical and professional staff and for secretarial assistance, phone answering, photo-copying. There should be a 'shop window' and a room for meetings, exhibitions, etc. which can be blacked out for slide shows, videos and films. It is important that the minimum of project funds be spent on all these facilities. If the base can demonstrate in practice the bringing back to life of a problem building so much the better.

It will probably be necessary to secure minimum accommodation at the inception of the project subsequently expanding into premises as described above when the project gets into its stride.

It may well be desirable to relocate the base to be near the centre of current operations during the course of the project as it develops.

A CHARITABLE TRUST

Fund raising in addition to what has already been allocated to the Joint Committee by the appointing authorities will be necessary, if the aims of the project are to be achieved. Experience elsewhere indicates that the formation of a Charitable Trust is one of the most promising ways of going about this. Legal advice will be necessary in creating such a Trust so that maximum advantage is gained. Although separate from the Joint Committee the Trust would share its aims with particular emphasis on raising and operating a revolving fund to acquire, repair and resell problem buildings under the general direction of the Project Director.

An advantage of the independence of such a Trust is that it can have one or several patrons, well-known people whose involvement would stand the project in good stead when applying for funds. It has been reported that HM The Queen Mother has made a donation to the restoration of the Church of St. Mary-in-the Castle. She is already Lord Warden of the Cinque Ports and a member of the Winkle Club, and might well respond sympathetically if formally approached. Judging by the enlightened interest shown by HRH The Prince of Wales in urban regeneration the possibilities of getting Royal Patronage appear favourable. The benefits would be immense.

RESOURCES/COSTS

It is vital that the Joint Committee's funding is available for spending on buildings and the things around them and is not swallowed up by the costs of setting up and servicing the project. This means looking now for support from many different people and organisations by way of time, money and help in kind. The list below is an indication of the needs and possibilities.

CORE FUNDING TO SET UP PROJECT

	<u>TO BE FOUND BY</u>	<u>COST</u> £
i) SERVICING OF JOINT CTTEE. (accommodation, secretarial legal, financial, planning)	Hastings BC/ESCC	
ii) PROJECT DIRECTOR (salary + on-costs)	Joint Cttee	c.20,000
iii) ACCOMMODATION (office, meetings, exhibitions, public, works base)		*
iv) ADMINISTRATIVE SUPPORT (secretarial +)		*

FUNDING FOR ACTION

v) PROFESSIONAL & TECHNICAL (architectural, building, legal, financial, planning)		*
vi) PROMOTION & PUBLICITY (a. materials, plus b. designers, researchers, promoters)		*

vii) WORKS PROGRAMME

*

* Support in cash, time or kind to be sought from:

Local Authorities
English Heritage and other Government departments
Business interests
Local voluntary organisations and individuals
Conservation and Amenity Societies
Charitable Trusts
Manpower Services Commission
National Conservation bodies
Others

APPENDIX

1. JOB DESCRIPTION

JOB DESCRIPTION: Director - Project Hastings

TITLE: Director

PERIOD OF CONTRACT: Three years (4 month probationary period, 3 months notice on each side)

STARTING SALARY: £14,000 - £16,000

ACCOUNTABLE TO: The Joint Committee

RESPONSIBLE FOR: Professional and administrative staff appointed or seconded to the project; Community Programme team(s); volunteers.

LIAISON WITH: Local authorities, Central government, charitable bodies and other grant-making organisations, local business organisations, local voluntary groups. MSC., etc.

PURPOSE OF JOB: To be responsible for the promotion, development and administration of the project. To stimulate initiatives. To achieve the aims of the project which are:

- (1) To raise standards of maintenance, appearance and preservation of buildings and their surroundings in Hastings.
- (2) To work with the townspeople, involving them in the processes of conservation.
- (3) To bring together all those concerned about urban conservation in Hastings with those with the will, ability and skill to achieve results.

MAIN DUTIES:

- (4) To convince the people of Hastings of the quality and potential of their town.
- (5) To secure additional resources so that all these aims can be realised.
- (1) To found and staff a 'project base' forming a public contact point.
- (2) If required, to advise on the setting up of a Conservation Trust with revolving fund to acquire, refurbish and sell problem properties.
- (3) To supervise and manage the work programme of the project to ensure optimum use of the resources available.
- (4) To undertake personally, conservation initiatives essential to the success of the project.
- (5) To advise the Joint Committee on all matters relating to the project.
- (6) To publicise the work of the project and produce advisory and interpretive material for property owners, contractors and the general public (including visitors).
- (7) To prepare and commission reports, feasibility studies etc. and to initiate research.

- (8) To initiate, organise and participate in public and private meetings.
- (9) To liaise with and make full use of professional and administrative expertise in the Local Authorities and other organisations concerned with the project.
- (10) To organise and supervise other project staff, including Community Programme teams and volunteers.
- (11) Any other duties as required.

ESSENTIAL QUALIFICATIONS: NONE

DESIRABLE QUALIFICATIONS: RIBA., RICS., RTPI.

THE SUCCESSFUL
CANDIDATE:

- (1) Can demonstrate proven leadership and managerial skills and experience of a high order.
- (2) Will have the initiative to develop the project from scratch.
- (3) Must hold a current driving licence and have use of a car. Mileage Allowance is payable.
- (4) Must be resident in Hastings.
- (5) Will be subject to the conditions of service applying to Hastings Borough Council staff.

