

Appendix 2: Town Centre Manager draft JD

GLPC Job Description

Manager

 Brent	Job Title	Town Centre Manager
	Department	Regeneration and Environment
	Section	Employment, Skills and Enterprise
	Grade	PO4
	Reports to	Economic Growth Senior Manager
	Staffing Responsibility	N/A
	Organisation	<i>See organisation structure chart attached</i>

Job Purpose:

Their principal functions will be to:

1. To coordinate and lead the capital investment plans for the town centres to deliver a range of improvements that meet the council's vision for diverse and thriving town centres.

This will require significant engagement with key communities, including but not limited to businesses, residents, and Members as well as working in partnership with a range of internal services, particularly the council's planning, property and regeneration teams.

2. To take forward town centre management action plans, responding to key local town centre issues that impact upon their success, such as developing strong business and community relationships, and providing quick response to key issues that are affecting their town centre experience, including but not limited to, anti-social behaviour, fly-tipping, and financial challenges such as business rates, rents and access to finance.
3. Be the champion for their allocated high street / town centre including in collaboration with businesses and residents their promotion, marketing and new project development.
4. To lead the town centre management Operational Working Group for the specified priority centre, to take forward a coordinated one-council approach, building support with a range of services.

Principal Accountabilities and Responsibilities:

1. Coordinate and project manage the investment plans to deliver the council's, community and business aspirations.
2. Identify opportunities for investment in the centres that will contribute to a more vibrant and thriving place as well as meeting council objectives.
3. Lead the engagement activity with businesses, residents, Members and other stakeholders to ensure they contribute to the approach to town centre investment and management,
4. To lead a coordinated approach to town centre management, delivering action plans for the centre in partnership with a range of services and external agencies.
5. To lead the development of high street business networks, to inform the future vision, management and development of Brent's high streets. To oversee feasibility work for Business Improvement Districts for the town centres.
6. Ensure that the council's overall vision, values and ethos are central to the requirements of the service.
7. Keep up to date with developments in service delivery and best practice to ensure the service performs effectively and to the highest standards.
8. Gather and maintain up-to-date information / intelligence on the health of the town centre.
9. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well-being of children and vulnerable adults.
10. Carry out duties with due regard to the council's customer care, equal opportunities, information governance, data protection and health and safety policies and procedures.
11. Undertake any other duties commensurate with the general level of responsibility of this post.

Job Context:

Strategic:

- The role supports a range of aspirations of the Brent Borough Plan, namely to reach Brent's full potential as "an exciting, dynamic and vibrant place to live and work".
- Brent 2020 Vision: to enable regeneration with both social and environmental benefits; stimulating economic growth to generate jobs for a growing population and to increase Brent's vibrancy; and responding to housing growth pressures.
- Brent's Employment, Skills and Enterprise Strategy 2015-20: focussed on generating jobs for Brent residents at income levels that are sustainable, and equipping them with the skills needed to succeed.
- Regeneration Strategy 2010-30: focus on growth areas for development, and the need to improve indices of deprivation in Brent's priority neighbourhoods.
- Local Plan: Highlights the role of the town, district and high street centre and their importance for local businesses and communities.
- Supporting the West London Alliance Vision for Growth.

Operational:

- Operates within a framework set by Corporate and Departmental Management Teams, but with freedom to influence the shape of services.

- Service development leadership and significant responsibility for delivery and implementation.
- Contributes and shapes funding bids and introduces new ways of working to meet wider objectives.
- Wide range of internal and external contacts and partnership working.
- Management / leadership of a high performance team.

Note: Employment contracts for these posts will include a requirement for the post holder to work at least on 25 weekends and 75 evenings.

DBS Status	No check required
Politically Restricted	No

Job Knowledge, Skills and Experience:

Knowledge and Qualifications:

- An appropriate qualification in urban regeneration, town centre development, economic development or any related discipline.
- Knowledge of regeneration, economic development and business support strategies, policies and practice.
- Knowledge and understanding of business culture, practices and needs
- Knowledge and understanding of national, regional and local government policy, regulation, and funding.
- Knowledge of sustainable business network models
- Knowledge and understanding of issues affecting town centres, including specific knowledge of the context for local businesses and organisations in and around the town centre.
- Knowledge of monitoring, auditing and performance management
- Understanding of local authority roles and functions in relation to business.
- Detailed knowledge of business needs and drivers
- Knowledge of how technology can be used to support business growth.

Experience:

- Experience of working directly with businesses and business groups in a similar role
- Project management experience including the development and implementation of projects involving several partners.
- Experience of fundraising and bid writing for partnership projects.
- Experience of managing or coordinating programmes or projects and successfully delivering outcomes.
- Experience of managing project budgets
- Experience of commissioning including developing service specifications, tendering, selection and monitoring of external providers.
- Experience of working collaboratively across the public, private and voluntary sectors to deliver improved outcomes

Skills and Abilities:

- Active and energetic motivated by seeing tangible results from own action.
- Strong management and people skills, with the ability to motivate and lead others to achieve successful outcomes and deal with under-performance.
- Ability to work with a diverse range of internal and external stakeholders within the council and in the community, resolving complex and/or conflicting issues.
- Excellent written and oral communication skills, with the ability to influence a wide

range of stakeholders and potential funders.

- Persuasive and engaging approach; able to present complex information clearly.
- Ability to plan strategically, identify opportunities for development of the service and promote innovation in delivery
- Ability to work proactively, creatively and flexibly, responding to business evidence and needs and lobbying funders and other agencies
- Ability to manage sensitive relationships and influence partners to deliver new/shared priorities.
- Ability to manage a varied workload and balance priorities within the time frame available.
- High level of analytical capability and able to take a strategic approach
- Political sensitivity and judgment to work with businesses and politicians

Appendix 3: Outcomes – Objectives, measures of success and KPIs

Outcomes	Measures of success	KPIs/ metrics
Baseline data	Updated baseline data for the 9 prioritised town centres (including place audits). Updated town centre health check indicators (towards 2017)	Baseline from which measures of success can be tracked and benchmarked.
Retail and consumer offer	Reduced vacancy rates and improved offer.	<ul style="list-style-type: none"> - Vacancy rates. - Survey of community & visitors opinion.
Economic growth	Workspace opportunities developed and balance of floorspace (including Meanwhile use)	<ul style="list-style-type: none"> - Workspace sq.m created. - Increase in avg. sq.m rents (indicator of demand). - Usage of workspace. - Survey local workforce re usage of local centres.
	Business growth	<ul style="list-style-type: none"> - Increased turnover. - Increased business rates income. - Improved broadband speed and accessibility. - Increased business online presence.
	Increase number of jobs and apprenticeships created.	<ul style="list-style-type: none"> - Number of jobs (by sector) and apprenticeships created.
Accessible and attractive	<p>Improved public realm – clean, safe and green</p> <p>Improved transport connectivity</p> <p>Shopfront and building upper improvements</p>	<ul style="list-style-type: none"> - ASB, clean and quality public spaces, pavement & surfaces, street furniture, decluttering, landscaping, tree planting improvements, lighting, toilets) - PTAL - Bus stop improvements; pedestrian and cycling improvement; disabled access; wayfinding and signage

		<ul style="list-style-type: none"> - Survey of community and visitor opinion.
Community uses (leisure and community facilities)	New cultural attractions or uses developed (including Meanwhile use)	<ul style="list-style-type: none"> - Re-occupation of vacant floorspace sq metres and number of community uses. - Community opinion captured.
Housing growth	Housing development in town centres. Greater balance of floorspace use.	<ul style="list-style-type: none"> - Number of homes built in the town centre areas. - Survey residents to understand level of town centre usage.
Vibrancy of the town centres	Improved vibrancy of the high street with increased usage by residents and visitors.	<ul style="list-style-type: none"> - Increased footfall and local spend (mix and balance of uses e.g. retail, leisure, markets, events etc. to enhance the shopping experience for residents and visitors).

BUSINESS IMPROVEMENT DISTRICTS

BIDs are:

- a legally and geographically defined partnership for area improvement and service delivery
- funded by the levy-paying businesses within an agreed boundary
- managed and operated by a BID Company

BID Types:

- Commercial focus – inner London
- Retail focus – outer London
- Industrial Bids
- Tourism BIDs or TBIDs
- Property owner BIDs – legislation awaited

Paid for through:

- Hereditament Rate Payer
- BID levy & multiplier - usually 1% & 2% of rateable value
- BID threshold
- Upper threshold or cap
- Levy discounts
- Voluntary contributions

Steps to Set up a BID:

Takes 2 years – minimum 14 months

1. Identifying the area and the issues
2. BID Proposal
3. Baseline Services Agreement
4. Postal Ballot
5. Dual Key Majority
6. Mandatory Levy
7. Renewal Ballot

Role of the LA:

- Statutory consultee
- Provide stipulated information
- Approve the Bid Proposal
- Arranging and paying for the ballot
- Collecting the levy and making a collection charge
- Providing many of the services in the baseline agreement
- Ensuring the BID proposal is aligned with local authority policies

Broad Stages:

1. BID proposer consulting with stakeholders to assess and secure support and to agree local needs and priorities
2. Establishing governance, control and leadership arrangements
3. Scoping the area, assessing feasibility, defining the levy payers and how the levy will be calculated
4. Developing a prospectus and business plan and canvassing support
5. Balloting potential levy payers
6. Delivering the programme, reviewing and developing the BID

