

# Looking for your next challenge in pastures new?

Salary I.T.R.O. £45,000

3-year fixed term contract

## **100 years on, Letchworth Garden City is poised for a new beginning through a major c. £60m property investment in its town centre.**

Combining the aspirations of the town's strong speciality and independent sectors with the need to attract more national multiple retailers, the success of these major developments is vital.

So the time is now right to attract a consummate **Town Centre Manager [TCM]** to join our expert team, to help deliver these latest enhancements and take the Garden City, and its Town Centre Partnership, forward.

This post offers an exciting opportunity for someone to make a real impact. Could this be you?

We seek a leader with strong strategic, financial, organisational and marketing skills. Do you have the vision and passion to create award-winning business support services to underpin the regeneration?

We are looking for candidates with a proven track record of personal success achieved elsewhere. Ideally, you will have been employed as TCM in your current location for at least three years.

If you are interested in applying for this position, please send in a copy of your CV. This should include the following details:

- Your personal contact information
- Current job title, salary, main tasks and achievements, reason for leaving
- Statement indicating why you are interested in the position and how you feel your expertise and experience to date will enable you to succeed in, and benefit, Letchworth Garden City Town Centre
- Full employment history
- Professional and vocational qualifications
- Names and contact addresses for two referees *[NB – These will only be taken up post-interview in the event you are offered the position.]*

**The closing date for the receipt of applications is 17 November 2006. Interviews will be held on 22 November 2006 at The Spirella Building, Bridge Road, Letchworth Garden City, Hertfordshire SG6 4ET.**



**If you would like further information or to hear more about this opportunity please contact:**

**Alan Howard, Director of Marketing & PR  
Letchworth Garden City Heritage Foundation, Suite 401,  
The Spirella Building, Bridge Road, Letchworth Garden City,  
Hertfordshire SG6 4ET  
Telephone: 01462 476056 Email: alanhoward@letchworth.com**

# Wanted! A new Town Centre Manager for the world's first Garden City

## 1 Introduction

Town Centre Managers! Looking for your next challenge in pastures new?

100 years on, Letchworth Garden City is poised to enter a new beginning through a major circa £60m property investment in its town centre.

Combining the aspirations of the town's strong speciality and independent sectors with the need to attract more national multiple retailers, the success of these developments is vital.

The time is now right to attract a consummate Town Centre Manager [TCM] to join our expert team, to help deliver these latest enhancements and take the Garden City, and its emerging Town Centre Partnership, forward.

This document sets out the background to this exciting new chapter and, moreover, the challenges and rewards you can expect to find here!

## 2 A new TCM for Letchworth Garden City

**Job title:**

Letchworth Garden City Town Centre Manager

**Salary:**

In the region of £45,000

**Term:**

This position is offered on a three-year fixed term contract and subject to review at the end of year two.

**Hours:**

37 hours per week. There will be a requirement for evening and weekend working, from time to time, to attend meetings and deliver events and other initiatives, as commensurate with the post of a TCM.

**Holidays:**

25 days per annum

**Location:**

Based at the Town Centre Partnership's offices at Garden Square Shopping Centre, 33 Commerce Way, SG6 3DN

**Reports to:**

The Chairman of the Town Centre Partnership

**Works with:**

Town Centre Partnership Executive Committee

**Purpose:**

To create and market a first-class "town centre" which meets the needs and aspirations of shoppers and businesses alike.

Other terms and conditions to be discussed.



## Main duties and responsibilities:

### 2.1 ORGANISATION

**A** To create and maintain a robust and visionary Business Plan for the TC Partnership.

**B** To review the merits of membership of the Partnership and substantially increase the number of those businesses who are members.

**C** To establish a process of monitoring, reviewing and reporting back to members on key initiatives.

**D** To continue to meet the terms and conditions of 'Service Level Agreements' signed with 'core funders' such as North Hertfordshire District Council.

**E** To secure sustainable 'core' funding and build a viable financial plan for the future.

**F** To secure new income generating services provided these are both profitable and capable of making a significant contribution to the Partnership's 'core' costs and to its overall aims in respect of the town centre.

**G** To establish a company limited by guarantee for the TC Partnership within three years and plan for the appointment and succession management of Directors.

### 2.2 REGENERATION

**A** To work proactively alongside the project team delivering LGC Heritage Foundation's proposed circa £60m investment in Letchworth town centre.

**B** To play a significant role in communicating with, and responding to the needs of, town centre businesses before and during the various construction phases of the regeneration.

**C** To work closely with the Foundation and those businesses likely to be displaced and or relocated by the regeneration schemes, to help meet their business needs throughout the process.

**D** To attract targeted retailers to invest in these new developments working in partnership with the Town Centre Partnership, LGC Heritage Foundation's agency, and in-house, teams.

### 2.3 CLEAN, GREEN AND SAFE

**A** To work with businesses, local statutory agencies and the public to ensure a high quality environment is closely monitored and maintained at all times.

**B** To work with businesses, local statutory agencies and the public to develop practical, cost-effective 'green' / 'eco-friendly' service solutions for member businesses.

**C** To maintain and increase public perception of Letchworth town centre as a 'safe and secure' destination and agree action with partner agencies to further reduce crime and anti social behaviour.

**D** To work with partner agencies to improve signage into and around the town centre.



## 2.4 MARKETING & PROMOTION

**A** To invest in suitable, regular market research targeted to better inform future business planning for the Partnership.

**B** To assist retailers and leisure operators to recruit, train and motivate staff in order to improve customer service levels, maximise opening hours and increase footfall.

**C** To regularly communicate with members of the Partnership via email, newsletters, meetings and other means.

**D** To improve communications amongst all those working to promote the town centre, including county, district and town Councils, and encourage more collaborative working.

**E** To ensure all promotional activity has clearly stated objectives and that these are subsequently measured and evaluated.

**F** To foster good relations with the local media and develop a frequently updated website for the Partnership.

**G** To attract new shoppers to Letchworth town centre and reach out to those Letchworth residents who have long since stopped shopping here.

**H** To build a vibrant, incremental events programme targeted to increase footfall in the town centre throughout the year.

**I** To promote Letchworth Town Centre as a vibrant location in which to shop, socialise, work and invest.

## 3 Key stakeholders

### LETCHWORTH GARDEN CITY TOWN CENTRE PARTNERSHIP

#### 3.1

The Partnership exists to create and promote a vibrant and attractive town centre and brings together the interests of all those who live, work or visit the heart of the world's first Garden City.

#### 3.2

The Partnership is the Garden City's primary forum for TCM. It has 70 members [approximately 30% of TC businesses] and is steered by an Executive Committee, which meets on a monthly basis, with representation from TC retailers and businesses, local councils and the Foundation.

#### 3.3

It has no legal status. Chairman, Hugh Harper, leads the Partnership. Hugh is also Chairman of Letchworth Chamber of Trade and the former proprietor of a successful retail florist business based in the town centre.

#### 3.4

Letchworth Chamber of Trade currently administers its finances, albeit Partnership funds are ring-fenced in separate bank accounts. Its Treasurer, David Williams, sits on the Partnership's Executive Committee. To date, the TCM's salary has been administered by North Hertfordshire District Council.



### 3.5

Joining Hugh Harper and Treasurer, David Williams [1] on the Partnership's Executive Board, are:

#### **Representing TC businesses:**

Chris Gerard, owner of the TC's main hotel, The Broadway Hotel  
Rob Cantwell, Manager, Wilkinsons  
Melvin Willis, Burrs [shoes and toys shop]  
David Williams [2], The Goldsmiths Centre

#### **Representing Garden Square Shopping Centre [Helical Bar plc]:**

Colin Bell, Cushman Wakefield

#### **Representing North Hertfordshire District Council:**

Cllr Michael Paterson, Chairman Letchworth Area Committee  
Cllr Lorna Kercher [also a Board member and Governor of the Heritage Foundation]  
Economic Development officer from NHDC

#### **Representing Letchworth Town Council:**

Cllr Tony Wickham, Chairman

#### **Representing the Heritage Foundation:**

Alan Howard, Director of Marketing & PR  
Glen Dawson, Marketing Manager  
Adrian Brace, Head of Commercial Property

### 3.6

The Foundation and North Hertfordshire District Council provide the core funding needed to employ the TCM. Income generated from retailers is used to fund activities.

### 3.7

One of the Partnership's most recent initiatives has been the introduction of monthly Farmers' markets. It also produces regular member newsletters, conducts regular footfall and shopper surveys, holds monthly breakfast meetings and promotes the town centre through its website [www.shopleetchworth.com](http://www.shopleetchworth.com).

### 3.8

To date, LGC has had three TCMs.

## LETCHWORTH GARDEN CITY HERITAGE FOUNDATION

### 3.9

Town centre revitalisation is the Foundation's number one strategic priority.

### 3.10

The Foundation owns the Garden City Estate - a large and mixed property portfolio held throughout the town including factories, offices, shops, houses, farms, leisure and community amenities and land.

### 3.11

Its town centre portfolio consists of small retail properties [up to 3,000 sq ft] on Broadway, Arena Parade, Eastcheap, Leys Avenue, Station Road, The Arcade and The Wynd.

### 3.12

It has also regenerated town centre office accommodation, notably the 35,000 sq ft Nexus and the 86,000 sq ft Spirella buildings, both of which are virtually fully let.

### 3.13

It works collaboratively with other property owners and organisations in the Garden City. A good example of this is Letchworth Arts Centre, where it has invested over £400,000 since 1999 and is now undertaking a £200,000 capital works scheme at its town centre premises at 2 The Arcade. The Centre has recently recruited an Arts Development Manager. The Heritage Foundation and North Hertfordshire District Council jointly fund this post.



## NORTH HERTFORDSHIRE DISTRICT COUNCIL

### 3.14

The Council is responsible for the towns of Royston, Baldock, Letchworth Garden City, Hitchin and neighbouring villages, including 34 parishes. The Council is itself located in a number of buildings in the town centre.

### 3.15

Its recent achievements in the Garden City include the delivery of a stunning £1.24m environmental scheme at Broadway Gardens, a civic open space next to the Town Hall.

### 3.16

It has also regenerated the much-loved Howard Hall, the Garden City's first public building. This is due to re-open in October 2006 as the home of the Letchworth Garden City Community Group. A wider regeneration scheme for the park and gardens in which it sits, located at the foot of the town centre, is now being prepared for HLF submission.

### 3.17

The Council does not own any retail properties in Letchworth town centre. However, it part-enabled the attraction and location of the Morrisons store by surrendering one of its TC car parks. It currently operates seven other car parks in the town centre, of varying sizes.

### 3.18

The Foundation's circa £60m redevelopment schemes will require planning permissions and support for CPOs from the District Council.

## GARDEN SQUARE SHOPPING CENTRE

### 3.19

This is the town centre's main pedestrianised shopping area and is home to national multiple retailers such as M&S Simply Food, Boots, Dorothy Perkins, Woolworths, Iceland and Peacocks.

### 3.20

The development is owned by Helical Bar plc as an investment and managed by Cushman Wakefield. Helical has generously provided complimentary office and meeting room space for the TCM and the Partnership at GSSC.

### 3.21

It is due to start a 35-week refurbishment works programme at GSSC in September. This will deliver new retail and residential space.

### 3.22

"Further growth was secured at our shopping centre in Letchworth with five new lettings setting rentals at double the level pertaining at the time of our purchase in 2003." [Extract from Helical Bar plc, Report & Accounts 2006]



## LETCHWORTH GARDEN CITY TOWN COUNCIL

### 3.23

A recent addition to the local government of Letchworth Garden City, the new Council is keen to work with other partners to improve

the Garden City and, in particular, its town centre.

## 4 Letchworth Garden City is a special place

### 4.1

Created from the vision of Ebenezer Howard [1850-1928] as spelt out in his inspirational text "Tomorrow: A Peaceful Path to Real Reform", first published in 1898 [republished in 2003 by Routledge], the world's first Garden City 'experiment' began in North Hertfordshire in 1903.

### 4.2

First Garden City Ltd, Howard's delivery vehicle to construct and manage the town, was hugely successful in bringing many businesses to locate, invest and create jobs in the town and attracting thousands of people to live in its tree-lined residential streets.

### 4.3

By the late 1950s, First Garden City Ltd's success had caught the eye of property speculators. Concern that shares in the company were being bought up to enable a hostile take-over and subsequent asset stripping of its asset mobilised a local campaign. The outcome, through a 1962 Act of Parliament, was the creation of a public sector organisation, Letchworth Garden City Corporation, which assumed the assets and role of FGC Ltd.

### 4.4

In 1995 the Corporation was wound up. Its assets and responsibilities were transferred to Letchworth Garden City Heritage Foundation, an Industrial and Provident Society [Reg. No. 28211R] with charitable status, through another Act of Parliament.

### 4.5

From the outset, Director General, Stuart Kenny, led the Foundation. In its first ten years of operation, the Foundation increased the value of the Garden City Estate from £66m to £140m, generating charitable distributions of £15.5m and increasing annual income from £6m to £10m.

### 4.6

A £50m town centre revitalisation [first phase] was also delivered during the period 1996-1999. Several landmark buildings were regenerated and a major supermarket [Morrisons] was attracted back into the town centre.

### 4.7

Today, Letchworth Garden City has a population of 35,000 residents. Only 25 minutes from Kings Cross by rail, it has become a popular commuter town and is part of the wider, fairly affluent North Hertfordshire area. Unemployment is low, car ownership is high, just two barometers of contentment among Letchworthians!



## 5 About the Town Centre

### 5.1

There are approximately 240 businesses based in the town centre. The majority of these are small, independent retailers.

### 5.2

There are approximately 35 eateries from independently-owned cafes to national multiple pub restaurant chains, Hogshead and JD Wetherspoon. [Licensed premises were not allowed to operate in the town centre until 1962].

### 5.3

44% of local people do their main weekly food shopping in Morrisons [Source: Town Centre Partnership "Shoppers survey - November 2004"]

### 5.4

Having made a recovery from its lowest point in September 2000, footfall is currently below that achieved before the opening of Morrisons. The highest footfall is achieved in the Garden Square Shopping Centre, home to some national multiple retailers. [Source: Town Centre Partnership "Footfall Survey – Sept 2004]

### 5.5

The Town Centre offers little by way of evening attractions. The 90%-Heritage Foundation-owned 'Broadway', a marvellous three-screen art deco cinema, shows top movies each week albeit it faces stiff opposition from 15-screen Cineworld on Stevenage Leisure Park.

### 5.6

Letchworth Garden City railway station is situated in the town centre. Trains, operated by First Capital Connect, travel to London Kings Cross, Cambridge, Peterborough and beyond.



## 6 About the c. £60m investment

### 6.1

Letchworth town centre's existing retail offer does not meet the needs of its residents.

### 6.2

Research has shown that the town has been losing ground to competing centres such as Hitchin, Stevenage, Welwyn Garden City and Milton Keynes, with many residents travelling to these and other neighbouring centres, particularly for non-food purchases.

### 6.3

To help stem the tide of lost footfall, the Foundation has developed ambitious proposals to create the retail and leisure space needed to retain and attract shoppers and also to significantly improve the centre's overall visual and environmental amenity.

### 6.4

Stuart Kenny and Director of Property, Marilyn Hands continue to provide the drive and imagination needed to bring these proposals forward, assisted by a 'expert' team which includes Drivers Jonas, LDA, Cottee Transport and The Retail Group.

### 6.5

The three schemes are set out in the enclosed A5 leaflet 'LGC: the next steps for the town centre', a summary public consultation document published in December 2005.

### 6.6

An extensive £29,000 public consultation programme generated over 700 specific items of feedback from 438 local shoppers and shopkeepers during the period Nov 2005 – February 2006.

### 6.7

The outputs of this exercise have been closely scrutinised. The Foundation is currently revising some elements of its schemes with the view to submitting planning applications to the local authority, North Herts District Council, in late 2006.

### 6.8

It is hoped that Scheme One – a major programme of traffic and street-scene improvements – will be on site by summer 2007 for approximately nine months. Scheme Two or Three will then follow in 2009. A decision as to which will come first has yet to be determined.

### 6.9

Schemes Two and Three will also require Compulsory Purchase Orders. So there is much work to do to see through what will be a challenging yet invigorating period of transition. For further information visit [www.thenextsteps.co.uk](http://www.thenextsteps.co.uk)



## 7 Meet the panel!

### 7.1

Interviews will be held on 22 November with the view to making an appointment. If successful, it is hoped that the process will enable the selected candidate to take up the post in early 2007, subject to notice periods.

### 7.2

A short-list of candidates for interview will be drawn up after the closing date for applications [17 November]. Short listed candidates will be notified no later than close of play on Monday, 20 November. Candidates will be interviewed by a panel of four people, as follows on 22 November:

#### **Hugh Harper**

Chairman, LGC Town Centre Partnership

#### **Simon Quin**

Chief Executive, ATCM

#### **Cllr Michael Paterson**

North Hertfordshire District Council

#### **Marilyn Hands**

Director of Property,  
Letchworth Garden City Heritage Foundation

### 7.3

If you are interested in applying for this position, please send in a copy of your CV. This should include the following details:

- Your personal contact information
- Current job title, salary, main tasks and achievements, reason for leaving
- Statement indicating why you are interested in the position and how you feel your expertise and experience to date will enable you to succeed in, and benefit, Letchworth Garden City Town Centre
- Full employment history
- Professional and vocational qualifications
- Names and contact addresses for two referees [NB. These will only be taken up post-interview in the event you are offered the position.]

### 7.4

**Please address your application to**

**Alan Howard,**

**Director of Marketing & PR,**

**Letchworth Garden City Heritage**

**Foundation, Suite 401,**

**The Spirella Building, Bridge Road,**

**Letchworth Garden City,**

**Hertfordshire SG6 4ET.**

**Telephone: 01462 476056**

**Email: alanhoward@letchworth.com**

