

## **Camberley Town Centre Manager**

Many thanks for requesting an information pack about the Camberley Town Centre Manager job. This pack is designed to give you the information you need to decide whether the job is for you and to submit an application.

This is a very exciting time for Camberley. The new Atrium mixed-use development started last September, and has made very good progress to target. Whilst this has produced some challenges during development, it will add greatly to the scope and variety of the town centre in the future. The first retail units are planned to be fitted out at the end of this year, with the development to be completed in 2008.

The town has a thriving trading community with the Mall Corporation a recent arrival, managing the Main Square Mall, and also keen to invest in the town. There are a number of active independent traders as well giving the town an interesting and inviting retail mix.

The Camberley Town Centre Partnership first met last year, and has made excellent progress culminating in the formation of the Camberley Town Centre Community Interest Company in June 2007. Sufficient resources have been committed to enable the Company Directors to be confident that the company is on a sound financial footing for the initial three years of life.

Surrey Heath Borough Council is committed to keeping Camberley a thriving sustainable centre, and has been instrumental in the setting up of the partnership and the company. It is also a significant landowner in the town centre, and has developed excellent links with the local business community through twice yearly Business Breakfast events, and well as being actively involved in many ways with the business, residential and leisure communities.

We very much welcome your interest in this job, and should you wish to discuss any aspect in more detail please contact any of the Directors. We look forward to receiving your application shortly.

*Chas Bradfield, Glen Fulton, & Martin Mortimer  
Directors, Camberley Town Centre Community Interest Company  
June 2007*

Enclosures & contact details / see over

Enclosures:

1. Camberley Town Centre Manager Job Description
2. Camberley Town Centre Manager Person Specification
3. Camberley Town Centre Partnership Project Initiation Document – for background information
4. Current company membership

Contact details for further information:

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Glen Fulton        [glen.fulton@themall.co.uk](mailto:glen.fulton@themall.co.uk)  
01276 22325

Martin Mortimer    [mmortimer@crestnicholson.com](mailto:mmortimer@crestnicholson.com)  
01932 847272

<b>How to apply:</b>
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Please send your CV, including current salary, plus a maximum of one sheet of A4 as supporting information explaining why you are the right person for the job by email or post to:

[jennie.ryton@surreyheath.gov.uk](mailto:jennie.ryton@surreyheath.gov.uk)  
01276 707246

Jennie Ryton, c/o Surrey Heath Borough Council, Surrey Heath House, Knoll Road, Camberley, Surrey, GU15 3HD

Interviews will be held on Thursday 2<sup>nd</sup> August, so please keep that day free in your diary.

Should you be short listed, but are unavailable on that date, we will discuss potential alternatives. Please indicate on your application if that is the case.

**Camberley Town Centre Community Interest Company**

**JOB DESCRIPTION**

**Camberley Town Centre Manager**

***Job Purpose***

To maintain and improve the quality and viability of the town centre for all users by acting as a co-ordinator and catalyst for change, and encouraging co-operation between key stakeholders, users and service providers.

***Job Description***

1. Prepare, deliver and monitor a Business Plan with key stakeholders and local businesses to attract investment and trade to the town centre, and to improve management of the town centre.
2. Co-ordinate the efforts, resources and interests of all stake holders to enhance the attractiveness and security of the town centre.
3. Improve communication between providers and users of town centre services.
4. Organise events and marketing initiatives to increase the footfall and retail sales in the town centre.
5. Assist and liaise with potential investors and developers.
6. Secure private and public sector resources to achieve the agreed Business Plan.
7. Advise all users and stakeholders how to access relevant Council services and the services of other appropriate agencies, and act as a link between users and providers.
8. Advise Council service managers, businesses and retailers on areas where service standards can be enhanced for the benefit of the town centre.
9. Liaise with appropriate agencies to ensure retailers and other commercial interests receive quality business advice and support.
10. Report as required to the Board of Directors and the Advisory Board of the Camberley Town Centre CIC.
11. Carry out any other duties required by the Board of Directors, which are consistent with those listed above and appropriate to the title and grade of the post.

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**PERSON SPECIFICATION**

**Job Title: Camberley Town Centre Manager**

***Please note: The criteria specified on this form will be used as guidance when short listing all applications and again at interview. Please ensure you provide evidence within your application, giving examples where appropriate, as to how you meet the specified requirement for the job.***

	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
<b><u>Knowledge &amp; Expertise</u></b>	<ul style="list-style-type: none"> <li>• Education to degree level or equivalent learning through experience</li> <li>• Sound business administration knowledge</li> <li>• Understanding of the retail and business working environment</li> <li>• Understanding of public services and local authorities</li> <li>• Knowledge of sales and marketing techniques</li> <li>• Numeracy to at least GCSE Maths level</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of work in retail business</li> <li>• Experience of work in a local authority</li> <li>• Relevant degree qualification</li> <li>• Specific qualification in sales and marketing &amp;/or business administration</li> <li>• Experience of work as a Town Centre Manager</li> <li>• Experience of fundraising</li> <li>• Experience of event management</li> </ul>
<b><u>Skills and abilities</u></b>	<ul style="list-style-type: none"> <li>• Ability to work effectively and sensitively with a range of stakeholders including directors, large retailers, independent retailers, local businesses, local authorities, councillors, residents.</li> <li>• Good written and verbal communications skills</li> <li>• Project management</li> <li>• Influential and persuasive</li> <li>• Strong networker</li> <li>• Marketing</li> <li>• Listening and empathising</li> <li>• Confident and able to work alone</li> <li>• Positive problem solving skills</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to make effective and persuasive presentations</li> </ul>

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<b><u>Personal Attributes</u></b>	<ul style="list-style-type: none"> <li>• Honesty and integrity</li> <li>• Determination</li> <li>• Positive and enthusiastic style</li> <li>• Persistence</li> <li>• Confidence</li> <li>• Sociability</li> </ul>	

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**PROJECT DOCUMENTATION**

**PROJECT INITIATION DOCUMENT**

**CAMBERLEY TOWN CENTRE PARTNERSHIP**

**Release: 01/07**  
**Version: 1.5**  
**Date: 1.2.07**

**Author: Chas Bradfield,**

**Owner: CTP Steering Group**

**Document Number: PIDv5**

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## Project Initiation Document History

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### Document Location

This document is only valid on the day it was printed.  
The source of the document will be found on the SHBC Director of Customer Service's PC.

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### Revision History

Date of this revision: 1.2.07

Revision date	Version number	Summary of Changes	Changes marked
1.12.06	1.4	Amended following project steering group meeting	By MS Track Changes
1.2.07	1.5	Amendments agreed at meeting 19.1.07	Not marked

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### Approvals

This document requires the following approvals.

Name	Title	Source of Agreement or Signature	Date
CTP Steering Group	-	Team Meeting	Jan 07

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### Distribution

This document has been distributed to

Name	Title	Date of Issue	Version
Chas Bradfield	SHBC	1.2.07	1.5
David Chesnau	Camberley Society	1.2.07	1.5
Glen Fulton	Mall Corporation	1.2.07	1.5
Pauline Hedges	Surrey Chambers	1.2.07	1.5
Mark Adams	Surrey Police	1.2.07	1.5
Martin Mortimer	Crest Nicholson	1.2.07	1.5
Zahid Hanif	Thames Valley Housing Association	1.2.07	1.5
Paul Reeves	Accent Peerless	1.2.07	1.5

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# Project Initiation Document

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## **Purpose of Document**

The purpose of this Project Initiation Document (PID) is to ensure that this project is begun from a sound business foundation and that a common understanding exists with the project team.

The PID sets out the main parameters of the project. In this way the Project Team can understand and agree the project's objectives, the method of achieving them and the resources which will be needed. By providing a sound foundation for the project, this PID seeks to avoid many of the factors which are known to lead to project failure. It is especially important to define the limits to the project, its main objectives and the responsibilities of those involved in its conduct.

Once it has been agreed, the PID cannot be amended unless a meeting of the Project Team formally authorises a change. Change Control procedures are defined in Exception Processes.

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## **Background**

Camberley Town Centre is a mixed commercial, retail and residential area, with a significant night-time activity. The Council has consistently identified the need to ensure that this centre remains attractive and vibrant, and has worked to achieve the redevelopment of the area of land west of Park Street, now known as the Atrium development. With that now going ahead, the time is right to consider how the wider town centre can be helped to continue and develop further for the future benefit of all.

Across the UK it is now accepted that a strategic approach to managing town and city centres is essential for making them attractive and safe, and for sustaining their vitality and viability. It requires commitment from local and public authorities, businesses, and individuals to work towards a shared vision. When first established, many town and city centre management initiatives focus on resolving an environmental, security or marketing problem, but most then evolve to have a far wider remit. With their senior representation from key interests, town and city centre management initiatives are able to develop, or support the development of, a widely-adopted vision and strategy for the centre. Successful strategies are broad-ranging in approach, typically covering the development of what the centre has to offer to attract people and investment. Actions are targeted at transport and access, environmental quality and security, and the mechanisms and results needed to achieve the agreed vision.

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## **Project Definition**

### **Project Objectives**

1. Obtain commitment from key organizations to a Camberley Town Centre Partnership (CTCP)
2. Secure funding necessary for a successful sustainable CTCP
3. Agree and implement appropriate governance arrangements for the CTCP
4. Implement the CTCP, including promotion of benefits of the partnership

### **Project Scope**

A partnership focused on the Camberley Town Centre, and matters that affect the wellbeing of those living, working and visiting the town centre.

### **Method of Approach**

The project will be actively managed using project team meetings and action points.

### **Project Deliverables and/or Desired Outcomes**

- A funded viable partnership
- A Town Centre Manager employed
- An increasingly vibrant and sustainable town centre

### **Exclusions**

- Specific matters relating to partners' individual objectives

### **Constraints**

- Funding
- Statutory requirements and duties
- Commercial considerations

### **Interfaces**

- Internal stakeholders in each organization
- Businesses in the Town Centre
- Elected representatives
- Trade organizations, e.g Yorktown Business Partnership
- Town Centre Residents
- The public

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## **Assumptions**

The main assumptions made are:

- A Town Centre Partnership will benefit the Camberley Town Centre

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## **Terms of Reference**

Key issues that have been identified in Camberley Town centre that will be more effectively addressed by an active town centre management approach include:

High priority:

- Continuing to develop Camberley as a nice, attractive town and achieving visual impact at the “gateways” to the town centre
- Developing a clear identity for the town centre, reflecting the whole offer available, and effectively marketing Camberley as a destination
- Generating a feeling of safety and security in the town centre, and thus improving people’s quality of life
- Ensuring Camberley is a place of choice for employment, homes, shopping, and entertainment, and that these benefits are accessible and affordable

Lower priority

- Improving access from the transport network
- Improving traffic flow around the town
- Reducing crime and disorder, and the fear of crime
- Helping access for all to the facilities of the town centre
- Co-ordinating public services to act in a more focussed way on local issues
- Developing a co-ordinated approach to managing the town’s objectives
- Ensuring that over the next few years of regeneration, the town centre is actively co-ordinated and managed

The formation of a strategic Camberley Town Centre Partnership will also assist with the preparation and implementation of a successful Area Action Plan as part of the Local Development Framework.

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## **Project Organisation Structure**

Project sponsor is the Corporate Portfolio Holder of Surrey Heath Borough Council

### **Management of the Project**

Overall management of this project will be undertaken by the Steering Group, which will meet monthly.

### **Steering Group Members:**

Richard Brooks, Cllr, SHBC  
Chas Bradfield, SHBC  
Pauline Hedges, Surrey Chambers of Commerce  
Mark Adams, Surrey Police  
David Chesnau, Camberley Society  
Martin Mortimer, Crest Nicholson  
Paul Reeves, Accent Peerless Housing Association  
Glen Fulton, Mall Corporation  
Zahid Hanif, Thames Valley Housing Association

The Steering Group are responsible for:

- The main project deliverables
- Preparing and maintaining the overall project milestones
- Ensuring that the project meets its stated objectives
- Agreeing any changes to deliverables
- Ensuring that the project completes within time and budget
- Ensuring the required resources are made available to the project

### **Project Owner:**

- Chas Bradfield, Director Customer Services, SHBC

### **Project Team:**

- Steering Group

### **Escalation Procedure**

In the event that any member of the project team wish to raise an issue with the project the escalation procedure is as follows:

- The issue should be discussed
- If a solution cannot be found, the issue to be raised with the Steering Group

- If a solution cannot be found, the issue will be raised with the project owner

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## **Communications Plan**

Regular monitoring and reporting of the project will be carried out. The principal meetings and reports will be:

- Steering Group Meetings monthly, with standard agenda and action points produced within 5 days of the meeting
- Regular updating of project sponsor
- Formal decisions at management and board level in each organization
- Informal briefing in each organization as appropriate
- Appropriate media briefing as agreed by the steering group

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## **Initial Project Plan**

### **Project Milestones**

The key project milestones are:

SHBC Political Approval – complete by June 2006 - done

Key Partner invitation and commitment – Sept 2006 - done

Steering Group set up – Nov 2006 – done 1.12.06

Partnership funding in place – Feb 07

Partnership governance in place - April 2007

Town Centre Manager appointed – June 2007

3 year business plan agreed – August 2007

### **Project Timetable**

A flexible timetable based around the milestones, updates as action points after each meeting – see GANT chart

### **Project Resource Requirements**

The following is an estimate of the resource requirements for all identified participants in the project. Inevitably there will unforeseen events and variables that will impact upon the estimates and they are presented here primarily for initial resource planning purposes.

<b>Resource</b>	<b>Time</b>
<i>Project Sponsor</i>	<i>Minimal</i>
<i>Project Steering Group member</i>	<i>2 hours meeting each month as a team; Project Work – a few hours as needed</i>
<i>Lead Steering Group member</i>	<i>Dependent on tasks; 8 hours per week max.</i>

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## **Project Controls**

The full list of deliverables expected from each stage of the project is finalised prior to the end of the preceding stage.

The level of sign off required for approval of a deliverable is shown below.

<b>Document</b>	<b>Description and purpose</b>	<b>Approval and Sign-off</b>	<b>Expected date</b>
<i>Project Initiation Document</i>	<i>Define time scales, deliverables, methods and responsibilities</i>	<i>Steering Group</i>	<i>end Nov 2006</i>
<i>Project plan</i>	<i>Detailed GANT chart with timescales</i>	<i>Steering Group</i>	<i>end Nov 2006</i>
<i>Funding report to decision making body in each organization as needed</i>	<i>Obtain approval funding</i>	<i>Board / Cabinet</i>	<i>End Jan 2007</i>
<i>Governance arrangements</i>	<i>Arrangements for the governance of the partnership</i>	<i>Board / Cabinet</i>	<i>April 2007</i>

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## **Exception Process and Change Control**

Actions that cannot be resolved by the Steering Group will be raised for discussion with the Project Sponsor.

### **Change Control**

A standard change control procedure will be used and managed by the Steering Group.

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## **Contingency Plans**

To be agreed if needed

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## **Risk and Issues Logs**

To be developed if needed

<b>Camberley Town Centre Community Interest Company</b>
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Company membership June 2007

***Directors***

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Chas Bradfield (Chairman), Surrey Heath Borough Council  
Glen Fulton, Mall Corporation  
Martin Mortimer, Crest Nicholson

***Current members***

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Andy McGuire, Merrill Lynch (membership pending)  
David Chesneau, Camberley Society  
Malcolm MacAdam, Risden Ltd  
Cllr M Neighbour, Surrey County Council (membership pending)  
Pauline Hedges, Surrey Chambers of Commerce  
Paul Reeves, Accent-Peerless Housing Association  
Cllr Richard Brooks, Surrey Heath Borough Council  
Zaheed Hanif, Thames Valley Housing Association  
Representative, Standard Life (currently represented by Martin Mortimer)

***Special advisors***

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Mark Adams, Surrey Police

The Company was incorporated on the 19<sup>th</sup> June 2007 as Camberley Town Centre C.I.C., company number 6285537.