

Town Centres Career Progression Framework November 2025



Job Title Markets Officer	Range Range 3	Duties Supervise the day-today operation of Medway's	Level A (Developing) Requirements at this level:	Level B (Practising) Requirements at this level in addition to level 3A:	Level C (Accomplished/Expert) Requirements at this level in addition to level 3A and 3B:
		markets as required during the hours of operation, ensuring agreed operational procedures are adhered to, including monitoring and reporting health and safety, food safety, food hygiene, trading standards, security and any other issues that	Qualifications • Minimum of 5 GCSE's, at level 4-9, or equivalent, including maths and English	Qualifications • Level 2 health & safety qualification completed	Qualifications • Diploma in Markets administration qualification awarded by National Association of British Market Authorities
		may arise within the markets. Plan, arrange layout (s), contact producers for Rochester Farmers Market and ensure all market stallholders are aware of, and act in compliance of the market rules and regulations, reporting any breaches or claims of noncompliance, and ensuring	 Knowledge An awareness of health & safety, food safety, licencing, and trading standards procedures Basic Knowledge of market regulations and policies An awareness of highway and high street regulations 	 Knowledge Enhanced knowledge of health & safety in the workplace An understanding of the Councils financial procedures Understanding of what good looks like for high street inspections Understands the Councils lone working policy. 	A detailed understanding of how to manage the pre, during and post- delivery of events/promotional initiatives associated with markets across Medway as required Detailed understanding and

the correct enforcement procedures are undertaken. Collect rents, arrears, keeping accurate records of all transactions, following relevant policies and procedures to ensure accurate records and created and maintained. Maintain and collect data for quarterly vacancy rates for Gillingham and Chatham to ensure that there is an accurate record of information and data. Perform weekly high street inspections to agree requirements in Gillingham and Chatham, take photos and report findings to the relevant team within the Council.

• Knowledge of social media platforms

 Experience of working in a retail, town centre, markets, or events environment

Experience

- Experience of working in partnership with stakeholders
- Experience in all social media platforms to promote the markets

 Knowledge of council policy and procedure in relation to budget management, including raising POs and how to input to Integra.

Experience

- Managing outdoor markets
- Experience of providing first point of contact services in a demanding environment with diverse communities
- Experience of implementing enforcement in relation to market operations
- Experience of managing budgets, processing invoices with monitoring of income/expenditure

knowledge of the Councils budgetary systems and financial issues.

Experience

- The organising of safe events within a market's context
- Experienced in attending meetings with internal and external stakeholders
- Experience of managing the H&S of events in line with Purple Guide requirements
- Experienced in taking notes and producing actions from meetings attended

Skills

- Proficient in the use of Microsoft Word, Excel, Teams, PowerPoint, and Outlook
- Good communication /interpersonal skills
- Ability to use social media platforms to

Skills

- Excellent communication, negotiation and influencing skills tailored to meet the needs of a wide range of stakeholders to enable positive outcomes
- Ability to ensure markets are presented to a good standard, with a good mix of

- Willingness to learn new digital programmes for market administration to improve efficiencies
- Capable of taking lead responsibility for the management and development of markets, ensuring they are

			effectively promote the use of the markets Ability to use judgmental, analytical or communication skills to solve varied problems and find solutions Ability to work within recognised procedures, including lone working Ability to work independently and to resolve unexpected problems and situations. Numeracy skills to undertake manual calculations or other calculations. Ability to deal with some exposure to disagreeable, unpleasant working conditions	commodities, to provide a quality shopping experience for those visiting the markets and town centres Ability to work under pressure managing competing priorities Risk assessments and regular health and safety check skills Ability to produce interesting news items to promote markets across social media to customers and potential traders Ability to work independently and to resolve unexpected problems and situations while supervising the markets	operated in accordance with market and statutory regulations Can utilise digital processes where possible to ensure the efficiency and effectiveness of the markets service Ability to demonstrate practical and procedural knowledge in the markets area with a high level of organisational policy knowledge.
Job title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished/Expert)
Placemaking	Range	Support the Placemaking	Required for this level:	Requirements at this level in	In addition to levels 3A and
Regeneration	3	Regeneration Manager to		addition to level 3A:	3B
Support		champion co-creation and			
Officer		collaborative heritage led regeneration.	<u>Qualifications</u>	<u>Qualifications</u>	<u>Qualifications</u>

Support the scoping and delivery of the Pride in Place projects in Medway's town centres as part of the UK **Shared Prosperity Fund** Provide administrative and executive support to assist with external partnership and stakeholder management. Facilitate internal cross-team multidisciplinary working to ensure co-ordinated approach. Assist with procurement, ensuring that relevant policy and process is adhered to. Provide project and programme management support, administering budget monitoring, support with project evaluation and monitoring, to help ensure the process in a timely way. Support with event organisation and publicity, communications, business networking and engagement activities to help deliver intended outcomes.

 Minimum of 5 GCSE's, at level 4-9, or equivalent, including maths and English

Knowledge

- Knowledge of Medway/Medway's town centres
- An understanding of procurement
- Understanding of how to support project management

Knowledge Knowled

 Knowledge of wider regeneration, and heritage led place-making.

Working towards Level 3

Project Management

Qualification

- Knowledge of grant funding heritage schemes in Medway
- Knowledge of how to manage small projects
- An understanding of Council's procurement processes and application

Level 3 Project Management qualification

Knowledge

 Knowledge and application of project management systems

Experience

- Experience or understanding of the principals of supporting project management.
- Experience of working in a team
- Experience of working in a customer facing environment
- Demonstrable experience of providing

Experience

- Good track record or creative or innovative thinking
- Practical experience of supporting a project in a support role, undertaking monitoring and supporting the evaluation of the project

Experience

Excellent track record of creative or innovative thinking

administration and		
executive support		
<u>Skills</u>		
 Excellent ICT skills, 	<u>Skills</u>	<u>Skills</u>
 Excelient ich skins, especially Office and Excel Good written and oral communication skills Ability to manage time effectively, to plan own workload, to prioritise and to meet deadlines. Ability to use judgemental, analytical, or creative and developmental skills. Good problem-solving skills. Ability to deal with considerable levels of work-related pressure. Ability to use initiative and make considered decisions when undertaking the role. Ability to build strong and productive working relationships with colleagues and partners. 	 Ability to manage small-scale projects Ability to deal with considerable levels of work-related pressure. 	 Able to develop and progress larger projects with support from line manager. Able to identify risks to project progress and suggest mitigation to reduce the risk.

 Able to effectively support the delivery of

			project related activities.		
Job title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished/Expert)
Town Centres Manager	Range 5	Lead on day-to-day town centre management issues, dealing with town centre enquiries as they	Requirements at this level:	Requirements at this level in addition to level 5A:	Requirements at this level in addition to level 5A and 5B:
		arise from fellow officers, councillors, key partners, stakeholders, and members of the public to successfully resolve and manage services. Lead on the programme and project management of evolving town centre initiatives - scoping, mobilisation, delivery, management, monitoring and evaluation of projects and programmes, working with key partners to deliver successful outcomes. Function as the lead officer identifying, requesting, managing, and monitoring \$106 funding opportunities to support town centre	Qualifications A relevant degree in the subject area or equivalent level qualification. Knowledge Generic knowledge of Town centre issues, town centre management and regeneration. An understanding of project and/or programme management methodology / principles. Good understanding of retail and voluntary sectors Knows how to	Qualifications Working towards Level 5 (or equivalent) Programme or Project Management qualification Knowledge Knowledge of multiagency and external partners and their ways of working. Knowledge and understanding of national, regional, and local government policy, regulation, and funding and how this is applied in the role. Knowledge of sustainable business network models.	Qualifications • Level 5 Project/Programme management qualification (certificate) or equivalent Knowledge • A detailed knowledge of the wider service and how to apply this to the benefit of town centre regeneration.

initiatives and placemaking. This will include managing the town centre management budget, town centre projects and events budgets and section 106 programme budgets, totalling more than £100,000 and identifying opportunities to secure additional project funding for town centre initiatives. Facilitate positive partnership working and joint business activity to improve the town centres' retail and business environment. enabling local ownership and leadership of projects and initiatives within the business community. Manage and motivate team and individual performance, providing direction and leadership, undertaking staff appraisals, addressing welfare, capability, and disciplinary issues, and

undertake data analysis and research.

Experience

- Experience of working in a retail, business, or trading environment.
- Experience of town centre management
- Experience of managing and recruiting staff
- Experience of managing high value budgets
- Experience of project or programme management.
- Experience of collaborative partnership working and networking to achieve results.

Skills

- Good communication, networking and partnership working skills.
- Well-developed research and data analysis skills.

Experience

- Experience of working within recognised procedures for example budget, procurement, performance reporting.
- Experience of taking initiative and responding independently to problems.

Experience

- Extensive and exemplary TCM delivery
- A track record of collaborating in an innovative and pro-active multi-disciplinary organisational context to achieve results.

Skills

- Excellent, networking and partnership working skills.
- Ability to manage a varied workload and balance priorities within the time available.

- Highly creative and innovative approach to work.
- Strong management and people skills, with the ability to motivate and

- advising on personal development, training, and coaching. Develop close working internal and external relationships, maintaining effective communication systems, consulting with key members of the business community to ensure that they are kept up to date with developments. Manage town centre promotional bookings, ensuring income targets are met to support town centre events and initiatives. Scope and develop key initiatives, events, and town centre projects to support the vitality and
- centres.
 As a member of the
 Safety Advisory Group
 (SAG), liaise and work
 with external event
 providers to ensure they
 meet health and safety
 requirements for town

centre events.

viability of the town

- Ability to manage, plan and organise time, meet targets and deadlines and work autonomously.
- Values diversity and actively committed to equality in service provision and employment.
- Self-motivated and enthusiastic, ability to display initiative, drive, determination, and commitment to deliver targets.
- Ability to manage and supervise employees.
- Ability to work unsupervised, make essential decisions and prioritise workload.
- Ability to lead on the preparation and management of budgets.
- Ability to negotiate with third parties and enforce conditions, contracts, fees, and charges, as necessary.

- High level of analytical capability and able to take a strategic approach.
- 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.

- lead others to achieve successful outcomes.
- 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.
- Ability to plan strategically, identify opportunities for development of the service and promote innovation in delivery.
- Ability to work proactively, and flexibly.
- Ability to manage sensitive relationships and influence partners to deliver new/shared priorities.
- Political sensitivity and judgment to work with businesses and politicians.

Job title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished/Expert)
Markets Programme Manager Solution Manager Manager Manager Manager Manages fi administra including reporting,	Responsible for leading and motivating market teams to ensure high performance and smooth daily operations, including staff development, welfare, and disciplinary	Requirements at this level:	Requirements at this level in addition to level 5A:	Requirements at this level in addition to level 5A and 5B:	
		oversees the strategic development and delivery of vibrant, diverse markets across Medway, ensuring quality presentation, health and safety compliance, and adherence to relevant legislation and council	 Qualifications Educated to degree level, preferably in a business or marketing-related discipline. First Aid Qualification in an outdoor setting Personal Licence Alcohol Holder (BIIAB Certification) 	 Qualifications Level 2 Health and Safety qualification Working towards Level 6 project or programme management qualification Health and Safety qualification Diploma in Markets Administration 	 Qualifications Diploma in Markets administration or place making qualification Level 6 project or programme management qualification
	effect social maxin engag Mana admir includ repor	Promotes markets through effective marketing and social media strategies to maximise footfall and trader engagement. Manages financial and administrative processes including rent collection, reporting, and GDPR-compliant data handling.	 Knowledge Knowledge and understanding of the development of street markets Knowledge of project management principals, coordination, scoping, cost, quality & resource management, communication, risk 	 Knowledge Extensive knowledge of the street markets services, with development and delivery of additional markets. Knowledge of best practice in relationship management for collaboration in an innovative and proactive multi-disciplinary 	 Knowledge Strategic regeneration programme management knowledge. Knowledge and understanding of economic, Town Centres and associated funding

Engages with stakeholders through consultations to support market growth, resolves trader and public issues, and contributes to town centre events and promotional activities.	 and procurement management. Knowledge of best practice in community and stakeholder engagement. Understanding of marketing and social media strategy. Understanding of market policy and processes. 	organisational context to achieve results • Knowledge of event management principles and best practices • Knowledge of project management methodologies.	
	 Experience Experience of managing and developing outdoor markets Experience of organising safe events within a market's context Experience of communicating, negotiating and influencing with a wide range of stakeholders Experience of managing budgets 	 Experience Managing and the recruitment of staff Experience of managing externally funded projects Experience in planning, coordinating, and executing events. 	 Experience Strategic project or programme management with responsibility of managing budgets of £300k+ Experience in identifying and solving problems, demonstrating practical understanding and analytical skills. Experienced in identifying and securing external funding.

Skills

- Developed communication skills and ability to facilitate partnership activity.
- Good ICT Skills, including Microsoft Office and Teams
- Ability to work alone and as part of a team
- Ability to manage own work programme
- Ability to work under pressure, managing competing priorities
- Ability to develop new markets through diversification, attracting new traders with vibrancy.
- Well-developed research and data analysis skills.
- Ability to work alone, plan and organise time, meet targets and deadlines.
- Ability to supervise, line manage and motivate staff.
- Values diversity and actively committed to

Skills

- Analytical skills to interpret complex information and situations.
- Able to create imaginative solutions and responses
- Able to deal with high levels of work-related pressure, for example from deadlines, interruptions or conflicting demands

- Strong management and people skills, with the ability to motivate and lead others to achieve successful outcomes.
- Extensive programme and project management skills.
- Able to handle unexpected situations or difficult challenges, accurately assessing problems by coming up with effective solutions.
- Manages conflict or unpleasant situations tactfully and effectively.

equality in service
provision and
employment
Able to influence the
views and behaviour of
others through
persuasion and
encouragement.
Ability to build and
maintain supportive
and empathetic
relationships, securing
peoples support and
commitment
Good problem solving
skills
Ability to spot and
implement
opportunities for
improving and
developing situations
Self-motivated and
enthusiastic with
ability to display
initiative,
determination and
commitment to deliver
positive outputs.
The post holder will
have access and be
able to drive a vehicle.
able to urive a verifice.

Job title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished/Expert)
Markets and Town Centres Manager	Range 6	Undertake market planning, development including layouts, producers, marketing, promotion, and drive to increase bookings to ensure product balance and to grow and diversify the market offer. Ensure relevant legislation, licensing and Council policies are adhered to and	Requirements at this level: Qualifications • Educated to degree level or equivalent, preferably in a business or marketing-related discipline. • First Aid qualification (required for markets	Requirements at this level in addition to level 6A: Qualifications Working towards Level 6 Project or Programme Management qualification	(Accomplished/Expert) Requirements at this level in addition to level 6A and 6B: Qualifications Level 6 Project/Programme management qualification or equivalent
		monitored, and that necessary physical access is maintained throughout all market operations, liaising with necessary external agencies. This will include liaising with relevant industry bodies to maintain up-to-date knowledge on market policy and legislation applying this to Medway's markets. Ensure Health and Safety guidelines are met, risk assessments are monitored, and accident/incident reports written and	 and the public) Personal Licence Holder (required for markets and events) Knowledge Extensive knowledge of and understanding of the following: Town centre issues, management, and regeneration. project management. events management Understanding of marketing strategy and tactics. 	 Knowledge A detailed knowledge of the service and how to collaborate in an innovative and pro-active multidisciplinary organisational context to achieve results. 	 Knowledge Strategic regeneration programme management knowledge. Breadth of knowledge of the Regeneration, Culture and Environment Directorate and wider Council and demonstrates ability to maximise synergies/opportunities for TC function.
		escalated where necessary and report appropriate market matters to key	<u>Experience</u>	<u>Experience</u>	<u>Experience</u>

stakeholders e.g., Trading Standards, EHO, Licensing, Safer Communities, Traffic Management, Medway Task Force, and Enforcement. Manage the markets budget (+£100,000) ensuring quarterly budget monitoring to meet income targets and monitor expenditure, improve payment systems, and chase payment arrear, acting as the key point of liaison and communication with industry relevant bodies to ensure the latest policies, legislation, developments within the markets are understood and applied at a local level. In addition, manage town centre section 106 funding, identify, and pursue opportunities for future section 106 public realm funding, manage town centre promotional bookings, ensuring income targets are met to support town centre events and initiatives. Undertake delegation of authority to revoke licences and manage all matters of

- Experience of working in a retail, business, or trading environment.
- Experience of Town Centre Management
- Experience of Street Trading and Markets and events management
- Experience of managing and recruiting staff
- Experience of managing budgets
- Experience of project management
- Ability to demonstrate the practical and/or procedural knowledge in a specialist area, as well as the ability to turn theoretical knowledge into practical applications, or an equivalent level of organisational, procedural and policy knowledge (this would normally equate to graduate level or the equivalent considerable experience).

- Experienced in direct budget management, capital, and revenue (to £250k).
- Strategic project/programme management with budgets of £250k+
- Experienced in identifying and securing external funding.

trader/business conflicts, arbitrate, and escalate where necessary. This may include investigating complaints from the public and traders. Facilitate positive partnership working and joint business activity, maintaining effective communication with stakeholders on Town Centre issues and projects to improve the town centres' retail and business environment, enabling local ownership and leadership of projects and initiatives within the business community. Lead and manage the five Medway's Christmas Lights events programme, working with key stakeholders, contractors, managing budgets to deliver a successful Christmas package and present updates to the Safety Advisory Group. Scope and develop key initiatives, events, and town centre projects to support

 Experience of partnership working, place management and networking to achieve results.

Skills

- Developed ability to facilitate partnership activity.
- Well-developed research and data analysis skills.
- Networking and coordinating skills.
- Ability to manage, plan and organise time, meet targets and deadlines and work autonomously.
- Values diversity and actively committed to equality in service provision and employment.
- Self-motivated and enthusiastic, ability to display initiative, drive, determination, and commitment to deliver targets.

Skills

- Able to manipulate and interpret information from a range of sources, to spot patterns and trends in information and to deduce cause and effect from this.
- Can generate a range of creative solutions, evaluate them and choose the most appropriate option
- Sees priorities, plans the efficient use of resources, and monitors progress against objectives
- Undertakes work that requires a range of imaginative solutions and responses and involves application of fresh and innovatory thinking.
 - Uses appropriate language, style and

- Strong management and people skills, with the ability to motivate and lead others to achieve successful outcomes.
- Extensive programme, and project management skills
- Able to handle unexpected situations or difficult challenges at work, accurately assessing problems and coming up with effective solutions
- Manages conflict or other sensitive issues tactfully and effectively

the vitality and via the town centres a member of the Sai Advisory Group, lia support external e providers. This wil include regular reg key senior manage across all directora	and as a manage staff. • Able to successfully handle competing demands Il also porting to ement manage staff. • Able to successfully handle competing demands of situations incorporating different	methods depending on audience and the purpose of communication	
situations, attendi meetings, providin and implementing where necessary. includes the emerg of hours WhatsAp	ng updates, actions This decides on appropriate plan of action		

Job title Rai	inge	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished/Expert)
Placemaking Rail Programme 6 Regeneration Manager	inge	Manage and monitor the Town Centres Programme within the UK Shared Prosperity Fund for Medway including associated budgets and monitor progress, ensuring key performance indicators are met. Work with businesses and external stakeholders to	 Requirements at this level: Qualifications Educated to degree level or equivalent, in any subject. 	Requirements at this level in addition to level 6A: Qualifications Working towards_Level 6, or equivalent. Project/Programme management qualification	Requirements at this level in addition to level 6A and 6B: Qualifications Level 6 Project/Programme management qualification
		scope, develop, apply for/deliver heritage-led projects to support the town centres from the Pride in Place Fund. Develop and deliver, or identify/enable other organisations to, implement a range of other town centre heritage-led projects and feasibility studies designed to stimulate town centre regeneration by utilising the UK Shared Prosperity Fund. Ensure synergy and coordination between UKSPF and other programmes and funds supporting the town centres. Facilitate and drive forward a collaborative approach to	 Knowledge Understanding or knowledge of collaborative, cocreation approach to regeneration. A detailed knowledge of the service Knowledge of and understanding of: regeneration town centres/heritageled place-making external funding/programm es effective partnership and 	 Knowledge A developed understanding of heritage and its application to regeneration. Knowledge of regeneration, economic development, and business support strategies, policies, and practice. Knowledge and understanding of business culture, practices and needs. 	 Knowledge A good knowledge of Medway and how to make a strategic impact on its regeneration.

placemaking in Medway's	stakeholder		
towns with key focus on	working		
community/stakeholder and	value of heritage		
heritage led regeneration	and its role in		
centring particularly on the	placemaking		
regeneration of the Old High	 Knowledge of co- 		
Street Intra, ensuring	creation and co-		
synergies with the Heritage	production in place-		
Development Trust.	making and heritage		
Work effectively with	led regeneration.		
colleagues to ensure synergy	 Knowledge and 		
and coordination with other	understanding of issues		
programmes and funding	affecting town centres,		
streams supporting the town	including specific		
centres, building positive	knowledge of the		
relationships with key	context for local		
partnerships such as Town	businesses and		
Centre Forums, adopting a	organisations in and		
co-design approach to	around the town		
project	centre.		
development/delivery, and	 Understanding of local 		
acting as key ambassador for	authority roles and		
the programme.	functions in relation to		
Manage and motivate team	business.		
performance, providing	 Detailed knowledge of 		
direction and leadership,	business needs and		
undertaking staff appraisals,	drivers		
addressing welfare,	 Knowledge of how 		
capability and disciplinary	technology can be used		
issues, advising on personal	to support business		
development, training and	growth.		
coaching, in order to	_	Evnoviones	Eventiones
maximise performance from	<u>Experience</u>	<u>Experience</u>	<u>Experience</u>

individuals astisfus assisted		C: :C:			1	
individuals, satisfy personal	•	Significant experience	•	Experienced in instigating	•	Leading the development
aspirations and to ensure		and successful track		change and ensuring teams		of strategic place-making
that staff fulfil their potential		record of scoping,		and partners are motivated		programmes
and effectively contribute to		delivering, and		with a commitment to	•	Extensive experience of
Council business.		managing regeneration		equality and diversity.		delivering a variety of
		funding	•	Visioning and crafting		strategic place-making
		projects/programmes.		strategic regeneration		programmes and
	•	Proven experience in		programmes.		projects
		leading, managing and				
		developing projects				
		and partners to				
		successfully achieve				
		outcomes.				
	•	Demonstration of				
		political awareness and				
		effective relationship				
		management to enable				
		successful delivery.				
	•	an excellent track				
		record of collaborating				
		in an innovative and				
		pro-active multi-				
		disciplinary				
		organisational context				
		to achieve results.				
	•	Experience of				
		successfully managing,				
		promoting, and				
		developing community				
		participation projects.				
	•	Experience of securing				
		funding bids from a				
		variety of sources				
		variety of sources				

Skills

- Programme and project management skills with ability to deliver key regeneration programmes and projects.
- Ability to use analytical skills to interpret complex information and situations.
- Values diversity and actively committed to equality in service provision and employment.
- Self-motivated and enthusiastic, ability to display initiative, drive, determination, and commitment to deliver targets
- Ability to effectively manage staff.
- Recognises priorities, weighs up different options and evaluates risks.
- Reaches logical conclusions and

Skills

- Ability to build and maintain supportive and empathetic relationships, securing people's support and commitment to a course of action or different way of thinking by presenting ideas convincingly and persuasively.
- Ability to develop well thought out and innovative solutions to problems and decisions that deliver good outcomes.
- Networking and coordinating skills.

- transformative solutions or plans and undertake work that requires a wide range of imaginative solutions and responses and involves application of fresh and innovatory thinking with well-developed research and data analysis skills.
- Strong management and people skills, with the ability to motivate and lead others to achieve successful outcomes.

decides on appropriate
plan of action.
Able to influence the
views and behaviours
of others through
persuasion and
encouragement encouragement
Effective partnership
and relationship
management skills and
working to achieve
results with ability to
be proactive and co-
design.
Ability to effectively
manage and monitor
budgets, key
performance indicators
procurement and
contracts.
communication,
negotiation,
consultation,
influencing and
presentational skills
(written and verbal)
Ability to manage, plan
and organise time,
meet targets,
deadlines, and work
autonomously.