



# Government Property Career Framework

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# How to navigate the framework

You can navigate this document by clicking on the left-hand menu as well as certain images, dots and buttons. This pointing hand icon  indicates when elements on the page are interactive.

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The left-hand menu shows your section with a white background.

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Click to visit the **Career Framework**.

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## Career Framework & Role Detail navigation

Each dot on the **Career Framework** represents a role.

Each role has a **Role Detail** page defining it.

Clicking a dot on the **Career Framework** takes you to its **Role Detail** page.

Job Families	Core Roles	Foundation Practitioner CS Grades: AA, AO, EO	Practitioner CS Grades: HEO, SEO	Senior Practitioner CS Grades: G7, G6	Senior Leader CS Grades: SCS1, SCS2
Property Leadership 	Property Director/Head of Estates			●	●
	Department Head of Profession			●	●
	Head of Facilities & Workplace Management			●	●
	Head of Strategy & Portfolio			●	●
	Programmes Director			●	●
Property Project Director			●	●	

You can return and explore other roles by clicking the **Career Framework** button in the left-hand menu.

# Welcome to the Government Property Career Framework

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The Civil Service is committed to continuous professionalism and diversity, so that we reflect the population we serve and deliver for the public.

This is exceptionally important for Government Property. We are central to transformative delivery of public services and faced with an evolving business and workforce skills requirement.

The framework is a key enabler to help us get to where we want to be as a profession for the future; to build

and attract the right skills and acting as an anchor behind wider capability initiatives.

We aim to showcase our diverse and varied profession yet get to a place where there is a simple, common understanding of skills and experience required for each level in our framework. The framework provides the essential building blocks to deliver in your job role and map career progression.

**We are seeking three main outcomes from introducing a career framework into the Government Property Profession:**

<b>1</b>	<b>Driving up professionalism</b>
<b>2</b>	<b>Facilitating career development</b>
<b>3</b>	<b>Supporting high quality selection into Government Property roles</b>

# How to use the career framework

## Senior Leaders can ...

- Use the framework to support the capability and capacity of their property teams
- Build professional skills to bridge capability gaps and develop career routes inside and across professions

## Line Managers can ...

- Inform development conversations with your people and teams
- Use the skills and behaviours we've outlined to help upskill your team and identify areas for your people to develop
- Use the framework to help you design personalised development plans and goals

## Individuals can ...

- Identify what you're good at, what you enjoy, and what you can develop
- Decide what your strengths are
- Find out what skills and behaviours you use every day and see where these can take you, by looking at your job
- Start to consider your next role within the Property Profession

## Recruiters can ...

- Have a good base and a means to consider the best possible recruitment method for your available role
- Ensure consistency in role descriptions across the profession at all levels
- Identify the most appropriate Success Profile elements to test during the recruitment process including the Technical Skills that must be tested for property roles

The Career Framework highlights behaviours that are common across typical property roles to aid development and recruitment.

JOB Families	Core Roles	Foundation Practitioner CS Grade AN, AC, EC	Practitioner CS Grade HEO, SEO	Senior Practitioner CS Grade OF, OF	Senior Leader CS Grade SOL, SOL2
Property Leadership	Property Director/Head of Estate				
	Deputy Head of Profession				
	Head of Facilities & Workplace Management				
	Head of Strategy & Portfolio				
Strategic Asset Mgmt. / Client Leadership	Property Project Director				
	Specialist Director				
Workplace & FM	Facilities Management				
	Workplace Management				
Specialist & Construction Support	Property & Construction Project Management				
	Acquisitions and Disposals				
	Cost Management				
	Design				
Technical, Operations & Assistance	Environmental Sustainability				
	Fire Health & Safety				
	Maintenance Management				
	Planning & Governance				
Specialist, Operations & Assistance	Risk Management				
	Valuation				

They are meant to be used as a guide rather than as a rigid framework, and not all behaviours will necessarily be relevant for every role.



# Why work in Government Property?

## Shape buildings for future generations



Modern new offices

Working in Government Property gives you **access to an amazing portfolio of buildings and the citizens who use them**. Join us and help shape our communities and the built environment for future generations.

## Exciting property projects



Innovative projects

From **offices to schools, prisons to military air bases**, property professionals in government shape the landscape of the UK (and beyond) through the built environment.

Working with us is an opportunity to be involved in some of the **most exciting property projects for a generation**.

## Large and diverse estate



Critical national infrastructure

The UK Public Sector Estate is the largest and most diverse in the country. It is worth over **£515 billion and is made up of 300k+ assets**.

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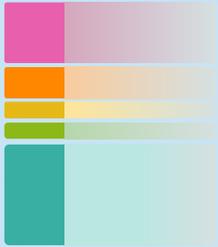


# Join us for a career spanning the...

# A to Z of Property



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# Career Framework





# Government Property Profession Career Framework

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Job Families	Core Roles	Foundation Practitioner CS Grades: AA, AO, EO	Practitioner CS Grades: HEO, SEO	Senior Practitioner CS Grades: G7, G6	Senior Leader CS Grades: SCS1, SCS2
<b>Property Leadership</b>	Property Director/Head of Estates			●	●
	Department Head of Profession			●	●
	Head of Facilities & Workplace Management			●	●
	Head of Strategy & Portfolio			●	●
	Programmes Director			●	●
	Sustainability Director			●	●
<b>Strategic Asset Management</b>	Estate Strategy		●	●	
	Property Data Management	●	●	●	●
	Property Portfolio Management	●	●	●	
<b>Workplace &amp; FM</b>	Facilities Management	●	●	●	
	Workplace Management	●	●	●	
<b>Property &amp; Construction Projects</b>	Property & Construction Project Management	●	●	●	
<b>Technical Specialisms &amp; Assurance</b>	Acquisitions and Disposals		●	●	
	Cost Management	●	●	●	
	Design	●	●	●	●
	Engineering			●	
	Environmental Sustainability	●	●	●	
	Fire, Health & Safety		●	●	●
	Maintenance Management	●	●	●	
	Planning & Development	●	●	●	
	Residential Management	●	●	●	
	Rural Management		●	●	
	Valuation	●	●	●	●

# The Career Framework explained

## Job families

Job families are groupings of jobs related by common vocations/professions.

They:

- Require similar knowledge, skills and abilities
- Have a continuum of knowledge, skills and abilities that represent a career path
- Possess associated and related key behaviors

## Core roles

Roles that keep the internal operation working smoothly. This is the majority of people within the property profession who support and process property related activities. Most of these positions require some specialised education, training, knowledge or experience

## Levels and standards of career progression

**Foundation Practitioner** typically someone who is gaining the necessary experience over time, both in terms of professional/technical skills and in managerial/ leadership skills, to advance to practitioner status.

**Practitioner** typically someone who has a high level of sector-specific knowledge and skills and for this reason may work independently or be the manager of a small team. Their line manager will normally be at senior practitioner level.

**Senior Practitioner** typically will be in a leadership role and may have management of substantial resources, both financial and people. They will have the requisite sector knowledge, skills, qualifications and experience to

provide guidance and advice to the senior management of the organisation on major decisions.

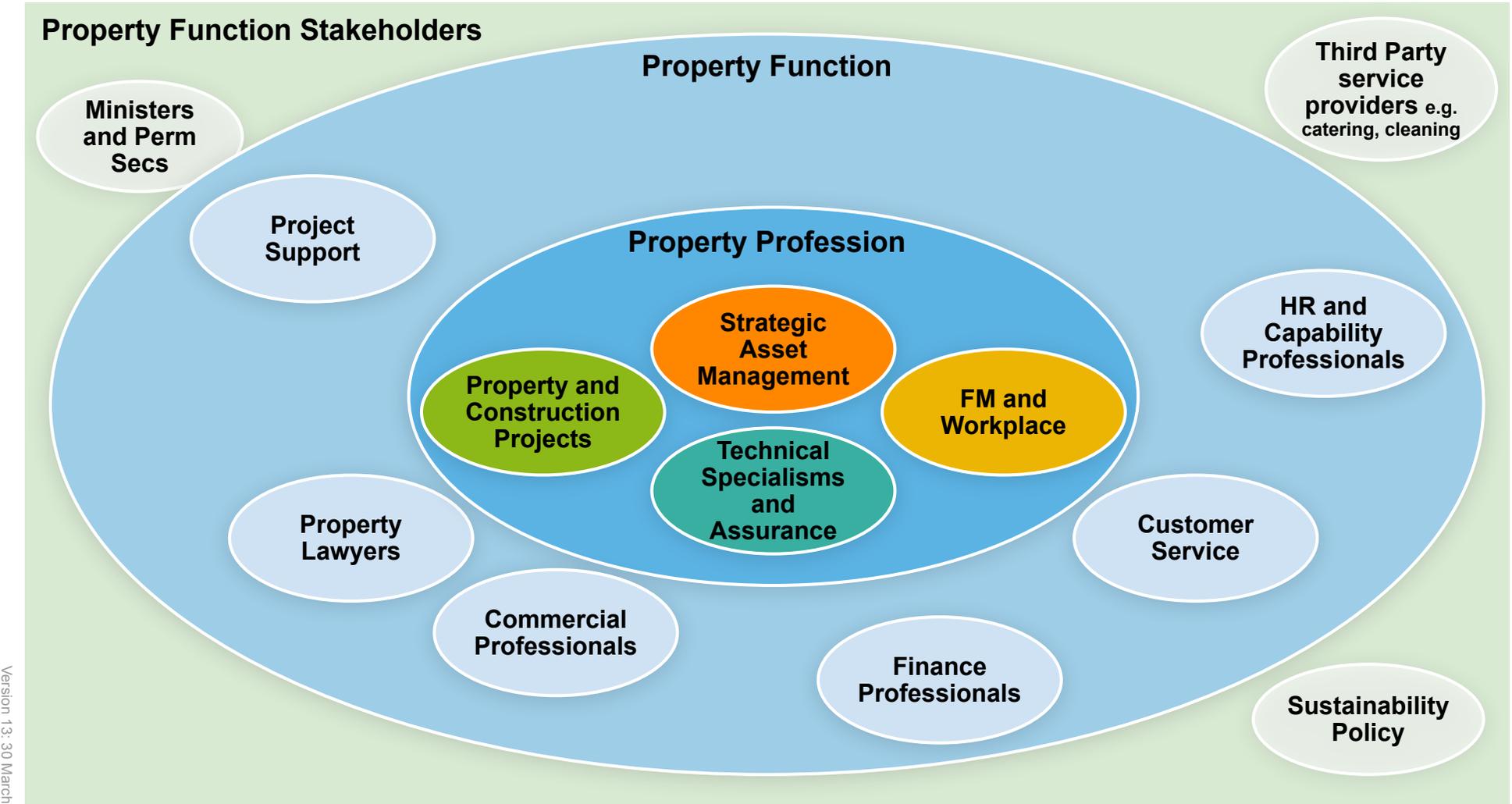
**Senior Leader** A senior leader will typically be in a director or deputy director role with significant budgetary responsibility for property assets and/or associated staff and is recognised by the organisation for their professional authority as part of strategic decision making.

Job Families	Core Roles	Foundation Practitioner CS Grades: AA, AO, EO	Practitioner CS Grades: HEO, SEO	Senior Practitioner CS Grades: G7, G6	Senior Leader CS Grades: SCS1, SCS2
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	Head of Facilities & Workplace Management			●	●
	Head of Strategy & Portfolio			●	●
	Programmes Director			●	●
Strategic Asset Management	Estate Strategy	●	●	●	
	Property Data Management	●	●	●	●
	Property Portfolio Management	●	●	●	
Workplace & FM	Facilities Management	●	●	●	
	Workplace Management	●	●	●	
Property & Construction Projects	Property & Construction Project Management	●	●	●	
Technical Specialisms & Assurance	Acquisitions and Disposals		●	●	
	Cost Management	●	●	●	
	Design	●	●	●	●
	Engineering		●	●	
	Environmental Sustainability	●	●	●	
	Fire, Health & Safety		●	●	●
	Maintenance Management	●	●	●	
	Planning & Development	●	●	●	●
	Residential Management	●	●	●	
	Rural Management		●	●	
	Valuation	●	●	●	●

# Property Profession and Function

Alongside the Property Profession represented by the core roles on the Career Framework, a team of skilled individuals work within the Property Function. Your contribution is valued - without colleagues in the Function, it would not be possible to run an efficient and effective Government Estate.

All members of the Property Function are welcome to access learning from the [Government School of Property](#). Where you are a member of another profession, please seek out their learning offer to support your professional development.



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# Property Professional Accreditation

As part of the Functional Reform, there is a growing need for Professions to develop and assure the skills of our workforce. In Property, we do this principally through external accreditation.

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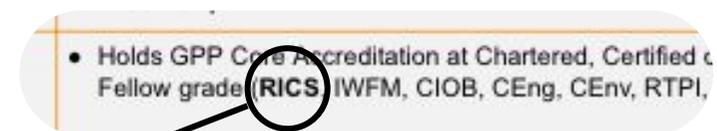


GPP Core Professional Bodies (aligned to multiple job roles)		Accreditation level required for Senior Practitioner or Senior Leader
1	Royal Institution of Chartered Surveyors (RICS)	MRICS / FRICS
2	Institute of Workplace and Facilities Management (IWFM)	CIWFM / FIWFM
3	Chartered Institute of Building (CIOB)	MCIOB / FCIOB
4	Royal Town Planning Institute (RTPI)	MRTPI / FRTPI
5	Royal Institute of British Architects (RIBA)	Chartered Member
6	<b>Chartered Engineer</b> (through IET, CABE, CIBSE, ICE, IHE, IMechE or other property, infrastructure or building services body)	CEng
7	<b>Chartered Environmentalist</b> (through IEMA, CIOB, CIWM, CABE, CIEEM or other property, infrastructure or building services body)	CEnv

There are seven approved Core Professional Accreditations, recognised across multiple roles on the Career Framework and shown in the table. In addition to these core accreditations, specialist accreditations are recognised and aligned to particular technical specialist roles.

For senior practitioners and above, accreditation will become required. Practitioner accreditations are included as a guide. A department may set more stringent accreditation requirements depending on the exact nature of the work.

If you hold an accreditation that is not mentioned in this Career Framework, it could be that your role aligns to another profession. Chartered Institute of Procurement and Supply (CIPS) members may align to the Commercial Profession and Associate of Project Management (APM) members may align to the Project Delivery Profession, although the role sits in the Property Function. [Check out](#) the relevant profession's career framework for further guidance.



**Bold text** for an Accreditation in the Role Detail pages indicates a preferred or suggested accreditation for the role. This is to guide those who do not currently hold an approved accreditation on the most appropriate accreditation route for them.

# Operating models in Property

There are many different operating models in Property teams across government. Two models are featured here, as they have a substantial impact on the nature of the work of Property Professionals in these teams. Some organisations will have an element of both models, for example largely managing the delivery of property services internally, but acting as the intelligent client for some supplier-delivered work. Use the information below in interpreting how different roles on the Career Framework may look in different operating models.

## Intelligent Client Function

**Example organisations:**

Cabinet Office Estates team, Home Office Estates Team, DLUHC Estates team.

Roles in an ICF are more hands-off. You will take an advisory role, interpreting your organisation's requirement for a supplier or partner organisation to deliver. You will assure the quality of delivery through effective supplier management. Individuals suited to these roles will enjoy taking a broad strategic view, looking across an estate or portfolio and engaging with a range of stakeholders to ensure really effective delivery.

## Delivery Team / Organisation

The responsibilities of most roles on the Career Framework are described as if they are in a Delivery Organisation or team.

Individuals working in these roles can be expected to be involved in operational delivery; getting involved in the detail of the work, tackling the problems themselves and ultimately owning and delivering excellent property services. Individuals suited to these roles will enjoy the tangible nature of work in property, and want to get stuck into tricky problems.

**Example organisations:**

Defence Infrastructure Organisation, Government Property Agency, LocatEd, Ministry of Justice Estates Directorate.



# Technical Skills



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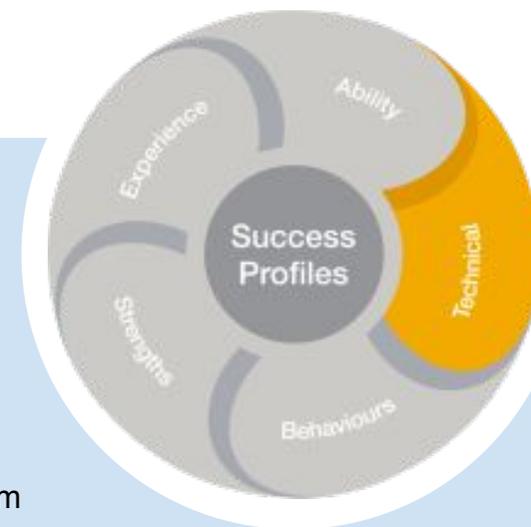
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# What are **Technical Skills** and why do we need them?



<b>What are they?</b>	<p><b>Technical Skills</b> are one of the five parts of the Civil Service Success Profiles. It is the demonstration of specific professional skills, knowledge or qualifications. Technical skills are the ability to do something well, which results in effective performance in a role. They sit alongside Civil Service behaviours which outline the generic actions and activities that broadly apply to all roles.</p> <p>The technical skills assigned to the Government Property Profession describe the technical knowledge and experience needed to perform effectively in specific roles within Government Property - the 'know-how' needed for successful performance. For example, a maintenance engineer may need to be able to draw on data to inform decisions. But they also need the knowledge and experience to plan and carry out maintenance schedules and respond to urgent faults as they occur.</p>
<b>Why do we need them?</b>	<p>Technical skills help employees to acquire and demonstrate new levels of proficiency and expertise, which can be used to support progression both laterally and vertically across roles either in their current specialist area or the wider profession.</p>
<b>When should you use them?</b>	<p>Colleagues working in the Property Profession should regularly review their technical skills, particularly prior to any development discussion or performance review. They should also be used by line managers to define the requirements when recruiting any new or vacant roles.</p>



<b>GPP Technical Skills</b>	<b>1</b>	<b>Property Professional Expertise</b>	<b>6</b>	<b>Technology and Innovation</b>
	<b>2</b>	<b>Customer and Client Service</b>	<b>7</b>	<b>Sustainable Practice</b>
	<b>3</b>	<b>Stakeholder Engagement</b>	<b>8</b>	<b>Commercial Acumen</b>
	<b>4</b>	<b>Strategy and Business Planning</b>	<b>9</b>	<b>Property Programme and Project Management</b>
	<b>5</b>	<b>Analytical Decision Making</b>	<b>10</b>	<b>Health and Safety, Compliance and Inclusion</b>

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# Standard Skill Levels

		Skill Level			
		A	W	P	E
Skill descriptor		Awareness	Working	Practitioner	Expert
<p>Detailed indicators for each skill level</p>		<ul style="list-style-type: none"> <li>You may have a basic knowledge gained from classroom and/or experimental scenarios as a trainee or graduate</li> <li>You may be able to describe the overall benefits and importance</li> </ul>	<ul style="list-style-type: none"> <li>You understand how it can be applied</li> <li>You have knowledge or understanding of basic techniques and concepts</li> <li>You may have applied it in a low complexity scenario and/or project under supervision or assisted others in delivering it</li> </ul>	<ul style="list-style-type: none"> <li>You have a good understanding of this skill</li> <li>You have applied this independently in a previous role and/or under supervision in more complex projects</li> <li>You advise and may supervise others in the delivery of this skill</li> <li>You can adapt/tailor your approach to meet the requirements of your role or a project</li> </ul>	<ul style="list-style-type: none"> <li>You are considered an expert within government and in the wider profession.</li> <li>You have applied this skill in multiple roles and/or complex projects</li> <li>You have been responsible for developing unique variations to suit specific situations.</li> <li>You champion capability development in this area</li> </ul>

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	Core Role Examples by Job Family		
1. Property Professional Expertise	Property Leadership	Property Portfolio Management	Valuation
<p>Apply relevant experience and understanding including technical knowledge as appropriate in a specific field, system, way of working or environment to inform key decisions and processes in operations management, and to drive best practice. This includes deep and up to date knowledge within discipline, for example valuation, landlord and tenant law or compulsory purchase for surveying, BIM in Design or M&amp;E in Engineering. Please refer to the technical competencies listed by your professional body for further detail; the <a href="#">RICS</a> and <a href="#">IWFM</a> are listed here. Where appropriate, take responsibility for decisions and activities only when qualified to do so. Engage in CPD to maintain and increase expertise. In addition, has an awareness of the full property lifecycle and how own role contributes to the efficient and effective operation of the government estate.</p>	<p>Have experience across more than one job family or in multi tasked organisations.</p>	<p>Using an in-depth knowledge of landlord and tenant law to advise on a transaction for government, seeking legal advice as needed, and communicating effectively to enable senior leaders to make effective decisions.</p>	<p>Uses expertise to value property within specialist sector accurately and in line with the Red Book guidance.</p>
2. Customer and Client Service	Property Leadership	Facilities Management	Design
<p>Understand how different customers make use of a property and its services. Listens carefully to customers and clients, clarifying as needed, and then taking appropriate action to meet needs within agreed time frame. Explain complex or technical issues in a way that the customer or client can understand. In senior roles, this skill is demonstrated through creating the environment to enable excellent customer service including empowering staff and supporting the right systems and processes to result in excellent customer satisfaction.</p>	<p>Drives culture of service excellence across all aspects of property through delivering exemplary functional standards, reflected in user feedback, improvements and commercially sound decisions.</p>	<p>Responding to an issue raised by a customer within an agreed timeframe, even if a resolution hasn't be possible.</p>	<p>Taking time to investigate, understand and analyse the needs of the client, to best inform the design.</p>

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# Technical Skills for the Property Profession (continued)

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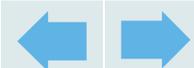
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		Core Role Examples by Job Family		
<b>3. Stakeholder Engagement</b>		<b>Property Leadership</b>	<b>Property Portfolio Management</b>	<b>Engineering</b>
	Ability to systematically identify, analyse and communicate with stakeholders, using appropriate channels, to ensure all those impacted by the property project or operation are engaged. To develop, build and maintain productive relationships with stakeholders, consult on key issues and activities, manage complex negotiations and understand the wider context that affects these relationships. To monitor and review the effectiveness of the relationships with stakeholders.	Proven track record of winning and retaining confidence of senior stakeholders in complex and/or high risk property matters, successfully managing any conflicting views.	Taking a complex acquisition with multiple stakeholders, and effectively communicating the associated risk and justifying funding needs, so that a non-property Senior Leader can understand and make an informed decision.	Able to communicate technical and complex issues clearly to a range of stakeholders, particularly where there are risks to delivery.
<b>4. Strategy and Business Planning</b>		<b>Property Leadership</b>	<b>Estate Strategy</b>	<b>Workplace Management</b>
	Understand and use key business drivers to develop and implement real estate / portfolio strategy, service strategy or workplace strategy to support business objectives. Creates or contributes to business cases following the Green Book 5 case model, particularly the Economic case. Manage finances and budgets to support your organisation or department's financial goals, including financial budget forecasting and planning, prioritisation, tracking and reporting, cost accounting and financial process compliance.	Understands current and future capability and capacity requirements to deliver Civil Service priorities in the department e.g. Levelling Up, Net Zero etc.	Draws on property experience to create business case for investment with a thorough and accurate economic model.	Work in collaboration with IT and HR to create a workplace strategy that enables and is supported by the estate strategy, people strategy and digital strategy to achieve organisation objectives.

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# Technical Skills for the Property Profession (continued)

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	Core Role Examples by Job Family		
<b>5. Analytical Decision Making</b> Collect, analyse and manage data to provide business insight into properties and portfolios, including building use and operational management, to inform strategic planning and decision making, and enable sound judgements to be made. Understand what makes quality data, including completeness, accuracy and recency.	<b>Property Data Management</b>  Able to take large and complex data sets and distil meaningful insight, that can be used to shape strategic and operational decisions.	<b>Facilities Management</b>  Understanding the reason for collection and use of data in areas of responsibility, ensuring that data submissions are reliable and valid.	<b>Valuation</b>  Collecting enough information, both qualitative and quantitative where available, to make a sound valuation in line with the Red Book.
<b>6. Technology and Innovation</b> Be aware of new technology and innovations, and how they could be applied within your organisation. Understand the emerging needs of your customers and collaborate with others to implement new approaches which meet them.	<b>Property Leadership</b>  Champions innovation and a risk-based, research-focused approach to develop and test new practices/technologies with examples of applying these.	<b>Estate Strategy</b>  Considers PropTech solutions to increase the efficiency and effectiveness of estate transactions or monitoring.	<b>Workplace Management</b>  Works collaboratively with IT and HR to identify and implement people-centred technology that can transform the workplace experience.

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# Technical Skills for the Property Profession (continued)

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	Core Role Examples by Job Family		
<p><b>7. Sustainable Practice</b></p> <p>Understand the importance of sustainability for key areas of responsibility. Develop and implement policies or initiatives to address energy, social, economic and environmental issues and the tools and techniques used to measure cost and return, and evaluate options for action.</p>	<p><b>Facilities Management</b> </p> <p>Consider sustainability in all decisions affecting the running of a building including energy management and waste management.</p>	<p><b>Planning and Development</b> </p> <p>Consulting appropriate specialists where needed to ensure sustainable practices are in the design of new developments.</p>	<p><b>Maintenance Management</b> </p> <p>Optimises environmental protection through effective whole life asset management, making good decisions about when to repair and when to replace.</p>
<p><b>8. Commercial Acumen</b></p> <p>Develop, evaluate and negotiate commercial proposals in line with departmental and portfolio strategy, incorporating wider market knowledge. Support the ongoing management of commercial contracts, along with procurement of services or products in line with relevant business frameworks. Manage or support the creation, negotiation and performance analysis of contracts for products or services. Work in partnership with colleagues, suppliers and third-party organisations to maximise operational and financial performance. Knowledge of the external property market relevant to role, and can apply this to get the best deal for government.</p>	<p><b>Property Leadership</b> </p> <p>Track record of managing a complex property supply chain, using different forms of contract and handling challenging commercial relationships.</p>	<p><b>Facilities Management</b> </p> <p>Bring property expertise to challenge the terms and costing in a supplier FM contract to offer the best value for money for government.</p>	<p><b>Valuation</b> </p> <p>Have a deep and current knowledge of the property market relevant to role remit, in order to value accurately in line with the Red Book.</p>

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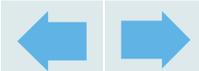
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## Core Role Core Role Examples by Job Family

	Property Project Director	Property and Construction Project Management	Acquisitions and Disposals
<b>9. Property Programme and Project Management</b>  Support or lead a property-related project, defining aspects such as scope, feasibility analysis, scheduling, resource management, risk management and change control. Manage the transition of projects into business as usual (BAU) to realise the full value and benefits of a project. Work closely with the project teams and customer to support effective planning and handover, including the cultural adoption of new buildings and environments where appropriate.	 Conduct or interpret a feasibility analysis to make the right decision on developing a site.	 Uses Government Soft Landings methodology to ensure a smooth transition from construction to operation.	 Manage the acquisition life cycle end-to-end, including sourcing and appraising of viable opportunities.
<b>10. Health and Safety, Compliance and Inclusion</b>  Drive operational excellence by planning, organising and leading activities to enforce regulations in all aspects of the business or construction project. Provide guidance on standards, benchmarks and risks to ensure your organisation meets legal and ethical standards. Provide guidance and support to ensure the organisation meets its health and safety, security, and fire safety obligations. Promote a positive workplace safety, welfare, and inclusive culture for all. Act in accordance with the standards, ethics or practice specified by functional standards and/or professional bodies associated with your role.	 Provides robust professional advice, protecting the organisation from significant property related legal, financial or H&S risks, without full reliance on third parties to manage risks.	 Translating Health and Safety Law into operational practice, engaging and influencing senior stakeholders to understand and own their responsibilities.	 Considers inclusion in building or service design, ensuring the property is accessible and usable by a wide range of individuals.

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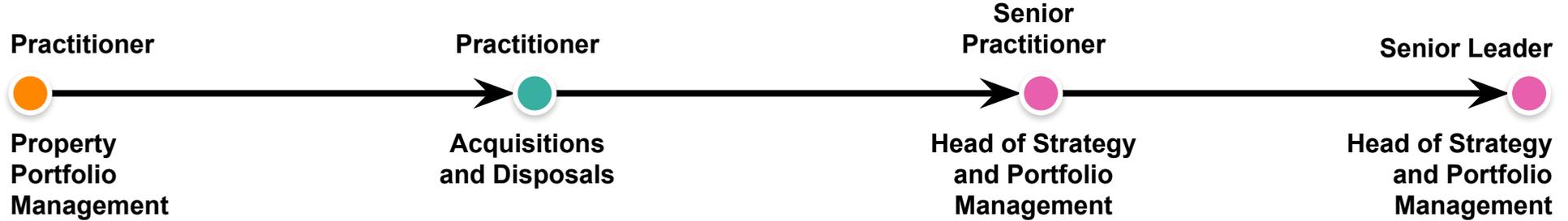
# Case Studies & Career Paths





# Case Study: Property Leadership

Meredith May, Head of Strategy and Portfolio Management at DWP



**Q: What is your role?**

**A:** I'm the Head of Strategy, Portfolio and Leasehold Management at DWP. My team are responsible for developing and delivering the Estate Strategy to meet the ever changing demands of a large operating department. As well as the day job I have been responsible for the rapid expansion programme required to support the Covid response with over 170 sites acquired in 12 months.

**Q: How did you get here?**

**A:** I was unsure what I wanted to do and in my 2nd year at uni read an article about the Estate Manager at Silverstone. The qualities and skills really resonated with me as they described a driven team player, strong communicator etc. This attracted me to the profession, and I did a PgDip in Property Valuation and Management to start me on my path to become a Chartered Surveyor. I decided that joining a large property firm wasn't for me and started my APC at Tameside Borough Council looking after the garage and garden estate. Working at a Local Authority gave a lot of variety to the work. From here I moved to Rochdale Borough Council as an Estates Surveyor before transitioning to the private sector at The Co-Op Group. Here I managed a large regional and eventually national portfolio, a significant change as I was no longer able to drive to all my buildings in under 30 minutes! When Co-Op Pharmacy was sold I had the the opportunity to set up a new property team for the renamed Well Pharmacy. I managed the separation and then stabilised the portfolio heading up the team for 5 years before joining the Civil Service in January 2020.

**Q: What do you enjoy about working in Government Property?**

**A:** I'm proud to be a Civil Servant and of the contribution the team make. There is large variety in the work and there are different challenges every day. People talk about the Civil Service beginning slow paced, but this has not been my experience working in DWP and I don't think many organisations could deliver the amount of activity that DWP does. In addition, the opportunities for training and development are like nothing you will see in the private sector.

**Q: Looking back, what career advice would you have given to yourself?**

**A:** . Surround yourself with good people.

See the [Property Leadership Role Details](#)

- Case Studies & Career Paths: Property Leaders
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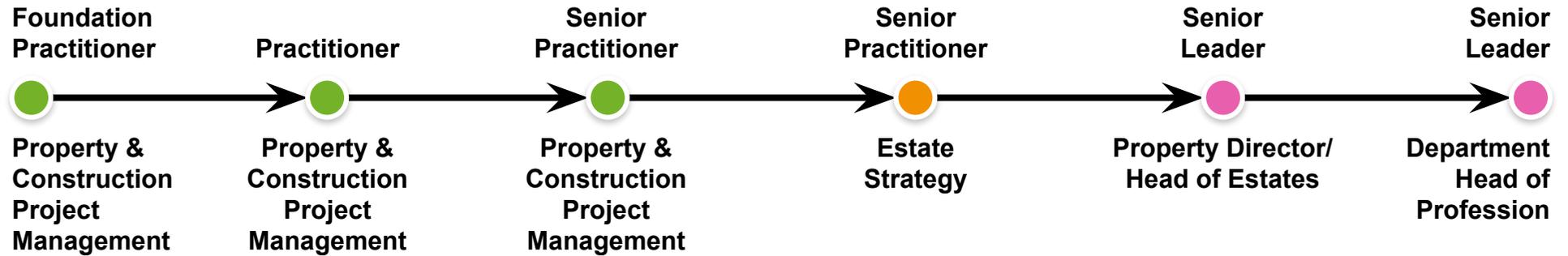


# Case Study: Property Leadership

Dr Janet Young, MRICS, Government Head of Property Profession



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**Q: What is your role?**

**A:** I am the Government Head of Property Profession. I'm responsible for developing the government property profession and leading the implementation of the Government Estate Strategy.

**Q: How did you get here?**

**A:** My first degree was in English and after I graduated I joined a trainee building surveyor scheme very similar to our Apprenticeship programme. I progressed through surveying and project delivery jobs, had a spell in academia teaching surveying and then moved into asset management and leadership roles in housing associations, a local authority and then the Civil Service.

**Q: What do you enjoy about working in Government Property?**

**A:** The opportunity to work on the most interesting and diverse property portfolio in the UK and to work with such a vast range of people who depend on great buildings to deliver public services.

**Q: Looking back, what career advice would you have given to yourself?**

**A:** Follow your heart as well as your head. If you really care about what you're doing, you'll be much more effective at what you do.

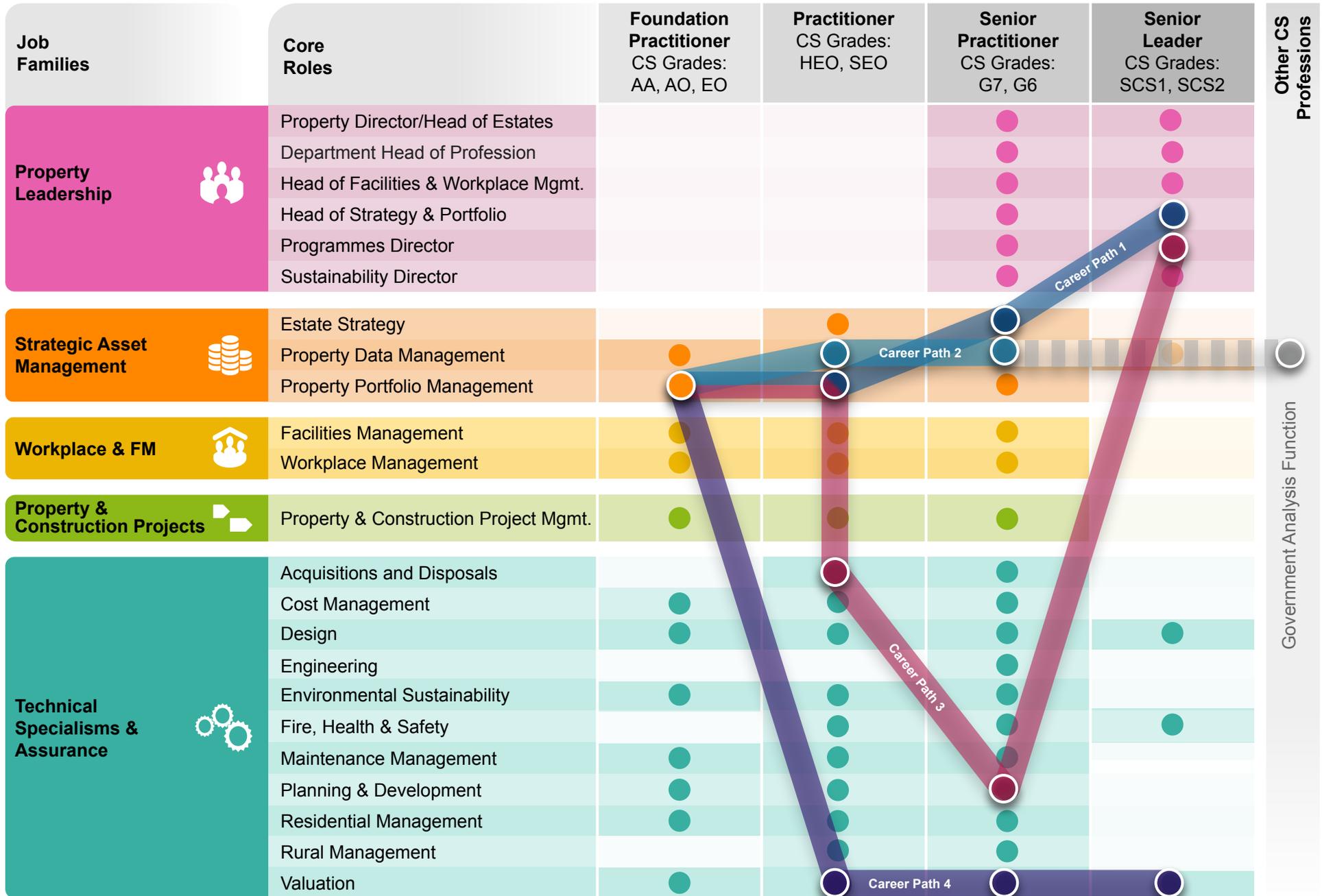
See the [Property Leadership Role Details](#)



# Potential Career Paths: Property Portfolio Foundation Practitioner



- Case Studies & Career Paths: Strategic Asset Management
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Government Analysis Function

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# Case Study: Strategic Asset Management

**Sylvie Nachilyango**, Strategic Estates Manager, North East London Clinical Commissioning Group

Foundation Practitioner



Residential Management

Practitioner



Facilities Management

Practitioner



Estate Strategy

**Q: What is your role?**

A: Strategic Estates Manager - North East London Clinical Commissioning Group.

**Q: How did you get here?**

A: My career back ground started off in residential property/block management in the private sector. I then moved on to Facilities Management in the public sector in 2018, where I worked as an Estates and Facilities Officer. I was involved in various work streams in this role, including opportunities to shadow the Facilities Manager and the Project Manager. This allowed me to gain a lot of 'on the job' / 'hands on experience' in the public sector & commercial property world which enabled me to apply for a role within the Estates and Capital Programmes team in my current organisation.

**Q: What do you enjoy about working in Government Property?**

A: Being part of a wider group of property professionals that are making meaningful changes to local NHS services servicing residents of the London Borough I work in. The work is rewarding and no two days are the same!

**Q: Looking back, what career advice would you have given to yourself?**

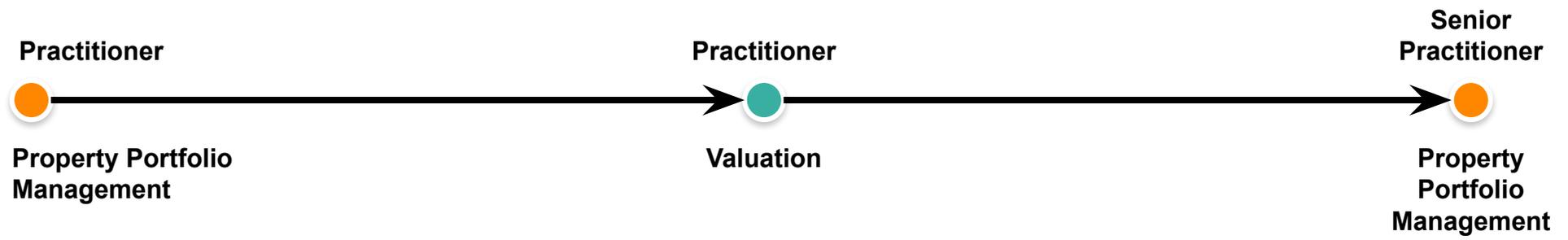
A: The best advice I have ever received was to make sure I continued to challenge myself in my roles and to have a mentor either within my organisation or outside.

See the [Strategic Asset Management/ Intelligent Client Function Role Details](#)



# Case Study: Strategic Asset Management

**Nicholas Brown, MRICS, Commercial Surveyor, Property and Corporate Finance Directorate, Department for Transport**



**Q: What is your role?**

A: I work as a Commercial Surveyor within the Group Property Team at the Department for Transport. My role involves advising on the asset management of HS1 (Eurostar) portfolio, Waterloo International Terminal and HS2 blight cases, as well as other projects.

**Q: How did you get here?**

A: After completing my undergraduate degree in Real Estate Management from Oxford Brookes University I spent a number of years working for various firms in the private practice. I started work for a small family private practice firm primarily undertaking property/ asset management work as well as some valuation and agency work. I then spent a few years working for another much larger firm within private practice where among other things I completed my APC and became MRICS. I then moved to the DfT into the Group Property Team.

**Q: What do you enjoy about working in Government Property?**

A: I thoroughly enjoy working on projects which (it is hoped) will have a significant impact on the country as a whole and the lives of the people within it. It is exciting to be involved in projects which their successes are not primarily defined by a 'bottom line' number, but rather the wider public value benefit that they achieve. It is correct to say that no two working days are quite the same within the Department which makes work particularly interesting and varied.

**Q: Looking back, what career advice would you have given to yourself?**

A: I think the best thing I could have said to the younger version of myself would be to keep plugging away take every opportunity to exploit what training and development opportunities arise. Realise that it's not going to be easy or quick but that in the end it's worth the effort. Above all spend the time to listen to others who may have a wealth of knowledge that you can tap into.

See the [Strategic Asset Management/ Intelligent Client Function Role Details](#)



# Potential career pathways for an FM Foundation Practitioner



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- Strategic Asset Mgmt.
- Workplace & FM
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- Role Details

Job Families	Core Roles	Foundation Practitioner CS Grades: AA, AO, EO	Practitioner CS Grades: HEO, SEO	Senior Practitioner CS Grades: G7, G6	Senior Leader CS Grades: SCS1, SCS2	Other CS Professions
<b>Property Leadership</b>	Property Director/Head of Estates			●	●	
	Department Head of Profession			●	●	
	Head of Facilities & Workplace Mgmt.			●	●	
	Head of Strategy & Portfolio			●	●	
	Programmes Director			●	●	
	Sustainability Director			●	●	
<b>Strategic Asset Management</b>	Estate Strategy		●	●		
	Property Data Management	●	●	●		
	Property Portfolio Management	●	●	●	●	
<b>Workplace &amp; FM</b>	Facilities Management	●	●	●		
	Workplace Management	●	●	●		
<b>Property &amp; Construction Projects</b>	Property & Construction Project Mgmt.	●	●	●		
<b>Technical Specialisms &amp; Assurance</b>	Acquisitions and Disposals			●		
	Cost Management	●		●		
	Design	●		●		
	Engineering		●	●		
	Environmental Sustainability	●		●		●
	Fire, Health & Safety		●	●		●
	Maintenance Management	●		●		
	Planning & Development	●		●		
	Residential Management	●		●		
	Rural Management		●	●		
	Valuation	●		●		●

Career Path 1

Career Path 3

Career Path 2

Career Path 4

Career Path 5

Government Commercial Function

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# Case Study: Workplace & FM

**Jake Drummond**, CIWFM, Head of FM Operations - Prisons  
(North West, North East, Yorkshire & Humber)



**Q: What is your role?**

A: I lead the FM operations team for the North West, North East and Yorkshire / Humber prison estate.

**Q: How did you get here?**

A: My FM / Property career began outside of government, working in the schools / academy sector, most recently as the Estates and Facilities Manager for a Multi Academy Trust. I qualified through the (then) BIFM (now IWFM) level 4 & 5 route and achieved my NEBOSH National General Certificate in H&S. My first role in Government Property was Head of Soft Facilities Management at the MoJ (where I still work today) and I have worked in various other Property roles within the MoJ including Senior Operations Manager and Head of Account Management on the custodial estate. I am currently undertaking the Level 7 Senior Leaders Masters Degree Apprenticeship through Sheffield Hallam University, which has led to a Level 7 Extended Diploma in FM and will ultimately result in an Executive MBA in Facilities Management.

**Q: What do you enjoy about working in Government Property?**

A: I love the variety of the work and being able to work with such an array of colleagues from across the Property Function and the wider professional functions. The scope, complexity and scale of the estate that we manage makes the role very interesting and enjoyable.

**Q: Looking back, what career advice would you have given to yourself?**

A: Be curious and inquisitive, ask lots of questions and put yourself forward for as many opportunities as possible - especially if they're outside of your comfort zone!

See the **Workplace and FM Role Details**

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- Role Details



# Case Study: Workplace & FM

Keith Finnigan, CIWFM, Head of FM, Crown Commercial Services



**Q: What is your role?**

A: Head of FM Responsible for a team setting strategy, commercial agreement management and procurement activity within Crown Commercial Services Workplace.

**Q: How did you get here?**

A: I was recruited from the private sector, previously working for Amey and Vinci. There was a gap in knowledge and experience in FM within the team. The drive was to provide support to Government departments and Wider Public Sector for procurement activity and developing commercial agreements with knowledge of the market and service delivery.

**Q: What do you enjoy about working in Government Property?**

A: The diversity and opportunity to get involved in different aspects of property and estate functions. To enable the development of safe, efficient and happy working environments is key to productivity and has an important role in the wellbeing of all building users. Strategy development and contract management are at the heart of ensuring we have the right environment to work in and I enjoy being involved in all aspects.

**Q: Looking back, what career advice would you have given to yourself?**

A: Take more time to think about what you want to do and not just dive in all the time. Put more value on what you can bring and not just what someone wants from you and ask yourself how can I make this work for me? You don't need to have a career goal but you do need to keep developing and moving forward to give yourself the best chance of progression.

See the **Workplace and FM Role Details**

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# Potential career pathways for a Construction Project Management Foundation Practitioner



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Job Families	Core Roles	Foundation Practitioner CS Grades: AA, AO, EO	Practitioner CS Grades: HEO, SEO	Senior Practitioner CS Grades: G7, G6	Senior Leader CS Grades: SCS1, SCS2	Other CS Professions
Property Leadership	Property Director/Head of Estates			●	●	
	Department Head of Profession			●	●	
	Head of Facilities & Workplace Mgmt.			●	●	
	Head of Strategy & Portfolio			●	●	
	Programmes Director			●	●	
	Sustainability Director			●	●	
Strategic Asset Management	Estate Strategy		●	●		
	Property Data Management	●	●	●	●	
	Property Portfolio Management	●	●	●	●	
Workplace & FM	Facilities Management	●	●	●		
	Workplace Management	●	●	●		
Property & Construction Projects	Property & Construction Project Mgmt.	●	●	●	●	●
Technical Specialisms & Assurance	Acquisitions and Disposals			●		
	Cost Management	●	●	●		
	Design	●		●		●
	Engineering			●		
	Environmental Sustainability	●		●		●
	Fire, Health & Safety			●		
	Maintenance Management	●		●		
	Planning & Development	●		●		
	Residential Management	●		●		
	Rural Management			●		
	Valuation	●		●		●

Other CS Professions  
Government Project Delivery Profession

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# Case Study: **Property and Construction Project Management**

**Ronan O'Neill**, Design and Engineering Business Manager, Government Property Agency

Case Studies & Career Paths: Property & Construction Projects

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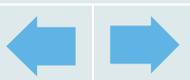
Strategic Asset Mgmt.

Workplace & FM

Property & Construction

Technical & Assurance

Role Details



Foundation Practitioner

Practitioner



**Property and Construction Project Management**

**Property and Construction Project Management**

**Q: What is your role?**

A: Design & Engineering Business Manager, Government Property Agency.

**Q: How did you get here?**

A: The journey to my current position has taken a few interesting turns. I began as a project delivery apprentice through the CS Fast Track scheme, I was placed in the Ministry of Justice Estates Directorate where I worked as a Support Officer on a high-profile estates transformation programme delivering flexible working. Here I gained first hand project management experience, managing risks, stakeholders, information, time/cost/quality. Once the programme ended, I moved into the Home Office Account Management Team to set up their new Programme Management Office (PMO). We aimed to deliver centralised project services, improving ways of working and reporting whilst being the intelligent interface between the (Home Office), MoJ, Account Managers and the supply chain. These roles, along with additional CPD opportunities such as the Property Leader's Shadow Board, provided me with the skills, knowledge and experience needed to complete my level 4 apprenticeship in Project Management. I progressed into an HEO role with the Government Property Agency, and then further into my current position as Design & Engineering Business Manager. I currently coordinate and support the management of a multidisciplinary team, providing more strategic guidance and direction whilst maintaining operational/resourcing services, allowing the team to deliver specialist skills onto the Government Hubs, Whitehall Campus, Client Funded and other programmes.

**Q: What do you enjoy about working in Government Property?**

A: I have always had an interest in property and architecture, seeing theoretical plans or drawings come to real life, but what working in Government Property has taught me is the importance of people focused design, making great places to work and be available for everyone. Our buildings support a diverse range of Civil Servants allowing them to complete critical activities that keep national services running. I enjoy knowing that the way our workspaces are designed, maintained and managed can directly impact these services in both positive and negative ways. I enjoy seeing the willing move towards shared facilities and closer cross government working, allowing us to learn from each other and create local (building) communities.

**Q: Looking back, what career advice would you have given to yourself?**

A: Speak to everyone in the room and ask questions (no matter how 'small' or 'silly'), more often than not other people will be wanting to know the same answer.

See the **Property and Construction Projects Role Details**



# Case Study: Technical Specialisms and Assurance

**Alison Forster**, PIEMA, Standards and Post Occupancy Evaluation Officer, HMRC Estates



Foundation Practitioner

Practitioner

Practitioner



**Q: What is your role?**

A: I work on the Service Design & User Experience Team as Standards and Post Occupancy Evaluation Officer in HMRC Estates. The team is an important part of the Locations Programme, a key transformation (and phase 1 of Government Hubs) programme responsible for transforming HMRC's estate, from 170 offices into a much smaller network of Regional Centres and Specialist Sites. My role involves reviewing and updating design guidance, incorporating lessons learned and sharing best practice to ensure consistency across hubs; setting the standard for a great user experience which includes Post Occupancy Evaluations to assess how the building is performing in use.

**Q: How did you get here?**

A: I started my career in the Department of Social Security when I was 17 but my professional journey started when I was offered a position on the Environment Team in HMRC as Travel Plan coordinator to ensure compliance with the Travel Planning Section 106 legal obligation. My role broadened more into environmental management and I became an Environmental Officer responsible for maintaining and auditing the Newcastle Estate Environmental Management System which was certified to ISO14001 and contributing to the achievement of Greening Government Commitment targets. Throughout this period, I achieved Practitioner membership of the Institute of Environmental Management & Assessment before starting my current role.

**Q: What do you enjoy about working in Government Property?**

A: I've spent my entire civil service career working in a support service function, been in HMRC Estates for approximately 21 years now and feel very lucky to say I've enjoyed every job. My roles within Estates have been interesting, varied and rewarding and I've met some amazing people along the way. I love the fact that I'm providing a customer service for our staff, to enable them to have a better experience at work.

**Q: Looking back, what career advice would you have given to yourself?**

A: I would have encouraged myself to step out of my comfort zone more. There are a lot of opportunities out there to assist with personal development – you just need to take that first step and grasp them. Sometimes it may seem daunting but getting involved in something outside of your normal daily remit is a great way to learn new skills and broaden your network. My aspiration is to become a Workplace Management Practitioner so I'm currently seeking out opportunities to help me on that journey.

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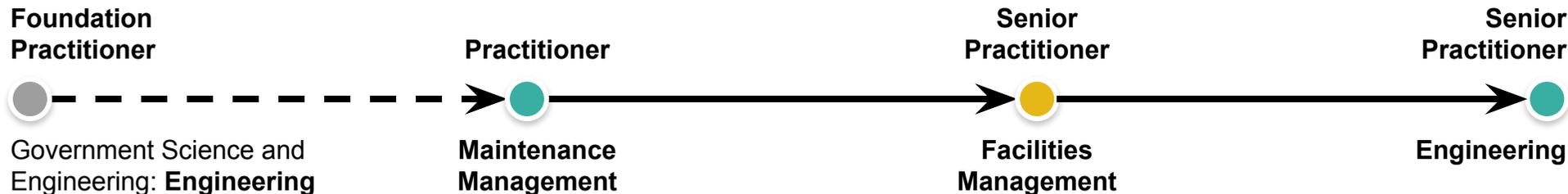
Role Details





# Case Study: Technical Specialism and Assurance

**Carl Abbott**, CEng FIMechE, Building Services Engineering Manager, DEFRA



**Q: What is your role?**

A: I am the Building Services Engineering Manager for Defra Group Property. I lead the Building Services Engineering Team which has a dedicated focus on driving Mechanical & Electrical (M&E) related change and improvement through the Defra group Property Operating Model. My day to day mainly focuses around technical and practical problem solving identify problems and coming up with innovative, cost effective solutions.

**Q: How did you get here?**

A: My engineering career started as an apprentice at British Rail Engineering Ltd building rolling stock. I then progressed to being an Engineering Technician working in most of the different departments across the site gaining a good technical grounding in all areas from production to design from quality to HR. Upon completion of my degree I joined BAE Systems as a Research and Development Engineer developing robots and automated facilities for the manufacture of fast jets from where I joined the MoD as a Support Solutions Specialist developing support solutions for various defence platforms. My first real step into maintenance was with the MoD looking after the Facilities Control Centre and engineering support to a large communications base outside Harrogate. My final role there was as the Deputy Base Engineer where I dealt with managing a large team to undertake the day to day mechanical and electrical maintenance and support issues. My last role prior to joining DEFRA was the Head of Hard and Soft Facilities Management for the Ministry of Justice Estates Directorate.

**Q: What do you enjoy about working in Government Property?**

A: No two days are the same so variety really does prove to be the spice of life. I greatly enjoy the different challenges and working as part of a diverse team, along with the ability to undertake training to develop new skills I'm currently undertaking an Apprenticeship MBA in Facilities Management.

**Q: Looking back, what career advice would you have given to yourself?**

A: I think the best thing I could have said to the younger version of myself would be to keep plugging away take every opportunity to exploit what training and development opportunities arise. Realise that it's not going to be easy or quick but that in the end it's worth the effort. Above all spend the time to listen to others who may have a wealth of knowledge that you can tap into.

See the **Technical Specialisms and Assurance Role Details**

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# Case Study: **Technical Specialisms and Assurance**

**Zoe Hurley**, Head of Sustainability, HM Courts & Tribunals Service

Case Studies & Career Paths: Technical & Assurance

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Case Studies & Career Paths

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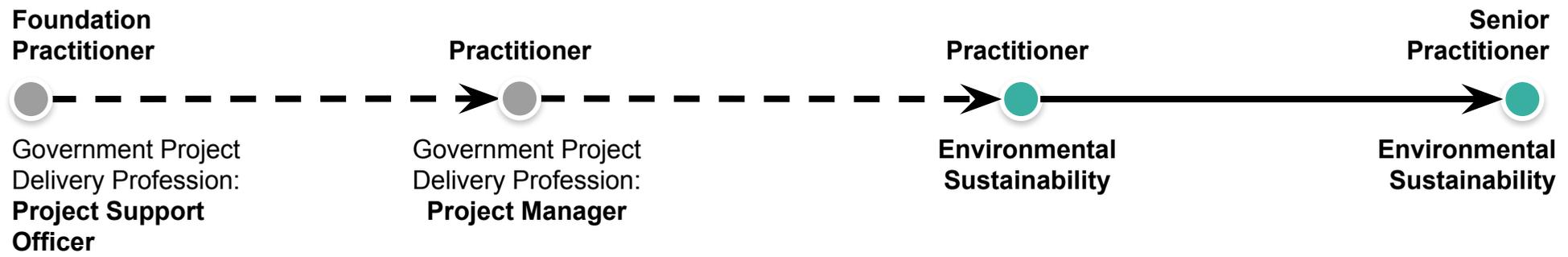
Property & Construction

Technical & Assurance

Role Details



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**Q: What is your role?**

A: I am responsible for developing the HMCTS sustainability strategy and working with stakeholders in our courts, tribunals, central teams and in our property function to ensure we are environmentally responsible in the way we work and we meet (or better!) our Greening Government Commitments.

**Q: How did you get here?**

A: I have grown up in the Ministry of Justice family and developed quite broad work experiences through different roles – I have worked as an administrator and project manager in the Legal Services Commission (now Legal Aid Agency) and the Public Defender Service; I helped create and deliver the MoJ Lean Academy then moved to be part of the HMCTS Continuous Improvement Team. I have spent the last few years delivering property adaptation projects as part of the HMCTS Property Directorate and most recently led our work on sustainability and environmental performance improvement.

**Q: What do you enjoy about working in Government Property?**

A: For me it's both the variety of work (no property project is ever the same) and the people I work with; we have over 100 people in the HMCTS Property Directorate and I am lucky to be able to work directly with the whole team as part of my current role as well as our counterparts in the MoJ estates and sustainability teams.

**Q: Looking back, what career advice would you have given to yourself?**

A: Not to worry so much about finding a 'niche', I wasn't aware at the time, but my work history / broad experience has been invaluable in developing the knowledge and network I need for my current role.

See the **Technical Specialisms and Assurance Role Details**



# Case Study: Technical Specialisms and Assurance

**Laura Webb**, MRICS, Team Leader and Principal Surveyor at Valuation Office Agency



Foundation Practitioner

Practitioner

Senior Practitioner



Property Portfolio Management

Valuation

Valuation

**Q: What is your role?**

A: I'm currently a Team Leader and Principal Surveyor in DVS within the Valuation Office Agency.

**Q: How did you get here?**

A: I completed a part-time surveying Masters at Nottingham Trent University alongside working three days per week at a residential surveying firm. Here I started my APC before successfully completing this at a private commercial property consultancy in Nottingham. I joined the VOA in March 2013, one year after qualifying, and worked as a senior surveyor until January 2018 when I was advanced into the team leader role.

**Q: What do you enjoy about working in Government Property?**

A: Since joining the Agency I have enjoyed the variety of projects that I have been able to get involved with and the different types of property that I have had the opportunity to visit and value. From prisons to schools, crematoriums to sports facilities I have provided valuation advice for compensation, accounting, rent reviews and acquisition/disposal purposes. No two days in the office (or out of it) are the same.

**Q: Looking back, what career advice would you have given to yourself?**

A: I would say to keep the end goal and ultimately what you want to achieve in sight. I had to change APC pathways and move to a different firm to be able to get the experience I needed to complete the APC. It wasn't a straight road for me but I got to where I wanted to be in the end and the experiences along the way have enabled me to develop my skills and confidence which have been invaluable as I've developed my career within Government property.

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See the **Technical Specialisms and Assurance Role Details**



# Role Details



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Workplace & FM

Property & Construction

Technical & Assurance

Role Details



# Property Leadership

## Property Director/Head of Estates (1 of 3)



### Role summary

This role will be the most senior property role within departments. The Head of Estates / Property Director will primarily lead the department's intelligent client function in developing the property strategy with departmental strategy as well as business requirements in relation to the property portfolio. Using a deep knowledge of best in class industry thinking, they will have the expertise to design, commission and quality assure, providing a responsive and customer focussed property service helping achieve the highest standards together with policy and strategy implementation.

### Typical Responsibilities

- To manage the day to day operations of Property Function, ensuring that planning, end-user impact, change management, training, quality management are properly addressed and monitored to ensure that deadlines, budgets and service levels are met and results delivered
- Ensuring that each property within the portfolio is managed in accordance with the Government Functional Standard for property
- To procure and performance manage all service contracts for outsourced estates services
- To take strategic direction from compliance leaders on estates related health and safety, security, fire and related matters and implement to ensure compliance regarding all legislation and regulations
- Ensure that a high level of internal customer service is provided by the estates division
- Building the portfolio planning framework, processes, systems, reporting and data to support an informed, accurate and strategic approach to the estate footprint view
- Provide real estate expertise, strategy and direction on all major property initiatives, supporting the Smarter Working agenda to maximise effective use of space
- Strive to maximise space utilisation and flexibility, optimising the portfolio based on lease events, market opportunities and business requirement
- Provide innovative solutions and superior customer service, ensuring portfolio plans and strategies are developed balancing business need, property quality & sustainability, total property cost & VFM, lifecycle investment, market cycles & supply
- Ensure the delivery of expected client service levels within the prescribed budget and develop proactive working relationships with senior business partners and supplier partners
- Create robust business cases to support strategy recommendations, feasibility management, quantifying value creation and other commercial benefits appropriately tailored to departmental objectives
- Support the development and verify the property content of Single Departmental Plans
- To actively lead the culture of verified data to produce knowledge and insights by developing and embedding appropriate tools and reports to drive improvement and commercial decision making across the department

*(Continued overleaf)*

### Introduction



### Career Framework



### Technical Skills



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### Strategic Asset Mgmt.

### Workplace & FM

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### Role Details



# Property Leadership

## Property Director/Head of Estates (2 of 3)



<p><b>Typical Responsibilities (continued)</b></p>	<ul style="list-style-type: none"> <li>● To actively lead the development of a world class business and market intelligence capability which provides high quality data to develop deep portfolio knowledge and make the best commercial decisions for customers</li> <li>● Working with senior stakeholders across the Department at Ministerial, Director General and Director Level to provide advice, direction and assurance on all estates issues</li> <li>● Ensuring that all areas of property management throughout the property life cycle support the Greening Government commitments concerning sustainability</li> <li>● Develops effective environmental solutions in complex and diverse property portfolio</li> <li>● To oversee performance against SLA's ensuring that all time limits are adhered to and third-party reviewers are reminded of their responsibilities to ensure adequate resources are in place to support delivery</li> <li>● Providing the strategic direction for inclusion across an organisation, ensuring through actions that differences of thought and outlook are welcomed and valued</li> <li>● To drive the One Public Estate strategy through liaison with Office of Government Property, other government departments and where appropriate, local authorities</li> <li>● Taking accountability for large and cross-organisation budgets, underpinned by understanding of financial and commercial management activities</li> </ul>
<p><b>Civil Service Behaviours</b></p>	<ul style="list-style-type: none"> <li>● Ability to show examples across all Behaviours for level 5 &amp; 6 of the Success Profiles Framework</li> </ul>
<p><b>Accreditation</b></p>	<ul style="list-style-type: none"> <li>● Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>
<p><b>Entry route</b></p>	<ul style="list-style-type: none"> <li>● Head of FM &amp; Workplace</li> <li>● Head of Programmes</li> <li>● Head of Strategy &amp; Portfolio</li> <li>● Senior Programme Manager</li> <li>● Qualified external candidates</li> </ul>

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# Property Leadership

## Property Director/Head of Estates (3 of 3)



<b>Experience</b>	<ul style="list-style-type: none"> <li>● Extensive appropriate experience (pre or post qualification) within a property profession discipline, preferably in strategic roles</li> <li>● Proven track record of managing a substantial estates and facilities service, preferably in a complex environment</li> <li>● Experience of leading and influencing stakeholder relationships at senior and board level</li> <li>● Experience in developing and delivering estates function strategy and business plans</li> <li>● Experience in delivering complex, multi-disciplinary programmes</li> <li>● Strong financial and sound commercial acumen, with proven ability to forecast, prepare and manage large budgets</li> <li>● Developing effective portfolio performance management indicators that can be rolled up and down all levels of organisation</li> <li>● Excellent leadership, management, communication, presentational and influencing skills</li> </ul>										
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<b>Future pathways</b>	<ul style="list-style-type: none"> <li>● <a href="#">Head of Profession</a></li> <li>● <a href="#">Head of Programmes</a></li> <li>● Chief Operating Officer</li> <li>● Chief Executive Officer</li> </ul>										

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# Property Leadership

## Department Head of Profession (1 of 2)



### Role summary

The Department Head of Profession leads and champions the Property Profession across government. This role is responsible for contributing to developing collective capacity and capability across the Property Profession, as well as leading their department's strategic development of the profession. This includes building capability across all property related roles contained within the Career Framework.

This role is often undertaken by an individual also holding the role of Head of Estates/Property Director and is therefore appropriately qualified, skilled and experienced enough to manage and advise on property aspects of their business as well as to implement robust talent and capability programmes successfully - although it could also be split into two separate individuals.

Departmental Heads of Profession should be agreed by the Government Head of Profession and Departmental Permanent Secretary.

### Typical Responsibilities

- Ensure property function within the organisation is being managed in accordance with the Government Functional Standard for property and operation of the National Property Controls
- Ensuring that all areas of property management throughout the property life cycle support the Greening Government commitments concerning sustainability
- Champion the Career Framework, its use and value across the department in support of all property professionals both in their professional development, career paths and the recruitment of new colleagues
- Attend, build or chair cross-departmental networks or capability boards
- Sponsor a GPP project or initiative to grow cross government capacity and/or capability in property
- Establish the mechanisms within the department to support and develop initiatives across the wider property profession, including respective ALB's and Exec Agencies
- Build partnerships in professional networks including private, third sectors and professional bodies, raising the profile for the Government Property Profession
- Build professional skills to bridge capability gaps and develop career routes inside and across professions, championing L&D so professionalism is underpinned by clear standards. Clearly articulate this in the capability section of the annual Strategic Asset Management Plan
- Support recruitment campaigns for senior property leaders across government to drive consistency and build capability and diversity in future talent pipelines
- To oversee performance against SLA's ensuring that all time limits are adhered to and third party reviewers are reminded of their responsibilities to ensure adequate resources are in place to support delivery
- Providing the strategic direction for inclusion across an organisation, ensuring through actions that differences of thought and outlook are welcomed and valued
- Taking accountability for large and cross-organisation budgets, underpinned by understanding of financial and commercial management activities

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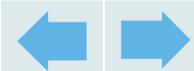
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# Property Leadership

## Department Head of Profession (2 of 2)



<b>Experience</b>	<ul style="list-style-type: none"> <li>• Knowledge of professional community within the department and its ALBs and governance mechanisms to connect these</li> <li>• Understanding of how to identify, support and build talent and capability within the property profession and support good people data to facilitate this within the department</li> <li>• Visible leadership, mentor and sponsor experience</li> </ul>										
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Ability to show examples across all Behaviours for level 5 &amp; 6 of the Success Profiles Framework</li> </ul>										
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>										
<b>Entry route</b>	<ul style="list-style-type: none"> <li>• Direct entry for appropriately qualified individuals (internal or external)</li> <li>• Progression route for any Government Property Profession job family with sufficient breadth of property and leadership experience</li> <li>• Suitable role for established property professionals only</li> </ul>										
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<b>Future pathways</b>	<ul style="list-style-type: none"> <li>• Government Head of Profession is the only standalone role</li> </ul>										

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# Property Leadership

## Head of Facilities & Workplace Management (1 of 3)



<b>Role summary</b>	<p>The Head of Facilities &amp; Workplace Management is professionally accountable for the operational delivery of all property services across the estate. This role will drive a culture of service excellence through continuous improvements and commercially sound decisions relating to all aspects of property including fit for purpose buildings and workplaces, by delivering efficient and effective services to meet customer needs, whilst balancing the delivery of the Strategic Asset Management Plan which support business objectives and smarter working standards.</p>
<b>Typical Responsibilities</b>	<ul style="list-style-type: none"> <li>● Provide leadership and direction to the FM &amp; workplace functions with oversight of all facilities services, property management and projects related to operational delivery for the portfolio</li> <li>● Develop a programme of work and suitable governance arrangements to improve workplace quality and standards. This could include the leadership of major expansion and refurbishment projects, innovation and technical implementation, cultural initiatives and significant change management</li> <li>● Ensure that all areas of property management throughout the property life cycle support the Greening Government commitments concerning sustainability</li> <li>● Accountable for driving a robust and effective health and safety agenda across all areas of the organisation and its delivery, that complies with all legislative requirements and policies to ensure a safe working environment for all staff and customers</li> <li>● Work with multiple senior level stakeholders, to ensure high levels of customer satisfaction, playing a pivotal role in customer liaison working closely with business and regional management, and key stakeholders to ensure a high quality of service</li> <li>● Define and monitor service level agreements and drive performance through continuous improvement methodologies to meet/exceed these at all times</li> <li>● Ensuring best value objectives are met through procurement, budgeting and cost improvement projects identifying new ways of 'smart' working including compliance with PAS3000</li> <li>● Develops, promotes, and implements measures to achieve cost effective improvements in operations, increase customer satisfaction, and ensure compliance with policies and regulation</li> <li>● Develops effective environmental solutions in complex and diverse property portfolios</li> <li>● Accountable for large budgets, underpinned by an understanding of financial and commercial management activities and ensuring that all investment decisions have clear benefits and associated realisation plans</li> <li>● Build and manage multi-disciplinary services teams, empowering teams and individuals to create an environment of high quality delivery on a day to day basis</li> </ul>

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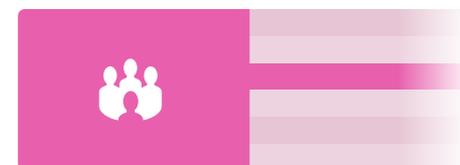
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# Property Leadership

## Head of Facilities & Workplace Management (2 of 3)



<b>Experience</b>	<ul style="list-style-type: none"> <li>• A property professional who has experience of managing a large portfolio of buildings and associated facilities management services at a senior level</li> <li>• Excellent leadership, management, communication, presentational and influencing skills</li> <li>• A self-starter, acknowledge by peers as a leader who can manage and motivate teams with a diverse range of skills and objectives across multiple locations</li> <li>• Solid understanding of supplier and contract management, with the ability to lead and influence supplier relationships at the most senior level</li> <li>• An understanding Health and Safety in complex property operating structures</li> <li>• Knowledge of risk management, governance arrangements, control procedures &amp; audit processes</li> <li>• Excellent organisational skills supported by robust planning and prioritisation</li> <li>• Excellent change management leadership skills experience of steering an organisation through substantial change. In particular, strong communications and staff engagement skills</li> <li>• Experience in delivering complex, multi-disciplinary programmes</li> <li>• Excellent judgement and stakeholder management</li> <li>• Experience in commercial planning and management</li> <li>• Proficient in the principles, methods, techniques and tools for the preparation and monitoring of budgets to minimise costs and ensure cost effectiveness</li> <li>• Strong financial acumen, with ability to forecast, prepare and manage large budgets</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Ability to show examples across all Behaviours for level 5 &amp; 6 of the Success Profiles Framework</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, <b>IWFM</b>, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>

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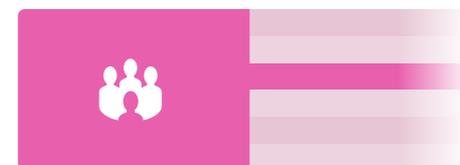
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# Property Leadership

## Head of Facilities & Workplace Management (3 of 3)



<b>Entry route</b>	<ul style="list-style-type: none"> <li>• Direct entry for appropriately qualified individuals (internal or external)</li> <li>• Progression route for any property profession job family with sufficient breadth of property and leadership experience.</li> <li>• Suitable role for established property professionals only</li> </ul>	
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>E</b></li> <li>2. Customer and Client Service <b>E</b></li> <li>3. Stakeholder Engagement <b>E</b></li> <li>4. Strategy and Business Planning <b>E</b></li> <li>5. Analytical Decision Making <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Technology and Innovation <b>E</b></li> <li>2. Sustainable Practice <b>P</b></li> <li>3. Commercial Acumen <b>E</b></li> <li>4. Property Programme and Project Management <b>P</b></li> <li>5. Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
<b>Future pathways</b>	<ul style="list-style-type: none"> <li>• Head of Profession</li> <li>• Head of Programmes</li> <li>• <a href="#">Property Director/Head of Estates</a></li> </ul>	

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# Property Leadership

## Head of Strategy & Portfolio (1 of 2)



<b>Role summary</b>	<p>Leading the strategy planning function for a significant portfolio, this role will facilitate business change through the better use of real estate. Working with key business heads and senior stakeholders across the Department at Ministerial, Director General and Director level they will provide advice, direction and assurance on all estates issues, translating x-Departmental business strategies into real estate related consequences which will be channelled to design the Strategic Asset/Portfolio Plan.</p>
<b>Typical Responsibilities</b>	<ul style="list-style-type: none"> <li>• Provide real estate expertise, strategy and direction on all major property initiatives, supporting the Smarter Working agenda to maximise effective use of space</li> <li>• Strive to maximise space utilisation and flexibility, optimising the portfolio based on lease events, market opportunities and business requirement</li> <li>• Provide innovative solutions and excellent customer service, ensuring portfolio plans and strategies are developed balancing business need, property quality &amp; sustainability, total property cost &amp; VFM, lifecycle investment, market cycles &amp; supply</li> <li>• Ensure the delivery of expected client service levels within the prescribed budget and develop working relationships with senior business partners and supplier partners</li> <li>• Create robust business cases to support strategy recommendations, feasibility management, quantifying value creation and other commercial benefits appropriately tailored to departmental objectives</li> <li>• Support the development and verify the property content of Single Departmental Plans</li> <li>• To actively lead the development of a world class business and market intelligence capability which provides high quality data to develop deep portfolio knowledge and make the best commercial decisions for customers</li> <li>• Working with senior stakeholders across the Department at Ministerial, Director General and Director Level to provide advice, direction and assurance on all estates issues</li> <li>• Ensuring that each property within the portfolio is managed in accordance with the Government Functional Standard for property</li> <li>• Ensuring that all areas of property management throughout the property life cycle support the Greening Government commitments concerning sustainability</li> <li>• Develops effective environmental solutions in complex and diverse property portfolios</li> <li>• To drive the One Public Estate strategy through liaison with Office of Government Property, other government departments and where appropriate, local authorities</li> <li>• Taking accountability for large and cross-organisation budgets, underpinned by understanding of financial and commercial management activities</li> </ul>

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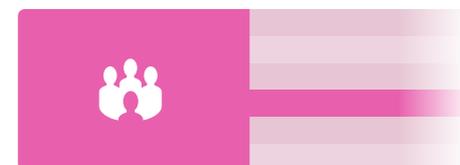
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<b>Experience</b>	<ul style="list-style-type: none"> <li>● Extensive appropriate experience (pre or post qualification) within a property profession discipline, preferably in strategic roles</li> <li>● Experience of leading and influencing stakeholder relationships at senior and board level</li> <li>● Experience in developing and delivering estates function strategy and business plans</li> <li>● Experience in delivering complex, multi-disciplinary programmes</li> <li>● Strong financial and sound commercial acumen, with proven ability to forecast, prepare and manage large budgets.</li> <li>● Experience in feasibility analysis and scenario planning</li> <li>● Developing effective portfolio performance management indicators that can be rolled up and down all levels of organisation</li> <li>● Excellent leadership, management, communication, presentational and influencing skills</li> </ul>		
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>● Ability to show examples across all Behaviours for level 5 &amp; 6 of the Success Profiles Framework</li> </ul>		
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>● Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (<b>RICS</b>, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>		
<b>Entry route</b>	<ul style="list-style-type: none"> <li>● Portfolio Manager</li> <li>● Senior Programme Manager</li> <li>● Other Property Leadership roles</li> <li>● Qualified external candidates</li> </ul>		
<b>Technical skills</b>	<table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>E</b></li> <li>2. Customer and Client Service <b>E</b></li> <li>3. Stakeholder Engagement <b>E</b></li> <li>4. Strategy and Business Planning <b>E</b></li> <li>5. Analytical Decision Making <b>P</b></li> </ol> </td> <td style="width: 50%; vertical-align: top;"> <ol style="list-style-type: none"> <li>6. Technology and Innovation <b>E</b></li> <li>7. Sustainable Practice <b>W</b></li> <li>8. Commercial Acumen <b>E</b></li> <li>9. Property Programme and Project Management <b>P</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>E</b></li> </ol> </td> </tr> </table>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>E</b></li> <li>2. Customer and Client Service <b>E</b></li> <li>3. Stakeholder Engagement <b>E</b></li> <li>4. Strategy and Business Planning <b>E</b></li> <li>5. Analytical Decision Making <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>6. Technology and Innovation <b>E</b></li> <li>7. Sustainable Practice <b>W</b></li> <li>8. Commercial Acumen <b>E</b></li> <li>9. Property Programme and Project Management <b>P</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
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<b>Future pathways</b>	<ul style="list-style-type: none"> <li>● All other Property Leadership roles</li> </ul>		

# Property Leadership

## Programmes Director (1 of 3)



### Role summary

The Property Programme Director is professionally accountable major property related projects and programmes, providing the interface between programme ownership and delivery. The role is responsible for leading and coordinating a defined portfolio of high profile interdependent estate projects and the associated business change activities, having overall responsibility for leading an internal team of project professionals, external consultants, contractors and suppliers.

They are primarily responsible for the prioritisation across the portfolio to ensure optimal delivery of departmental / business strategic objectives in line with business priorities, for projects that typically have a high level of uncertainty, be large in size, politically sensitive, technically complex, with a large number of high profile or misaligned stakeholders.

### Typical Responsibilities

- In partnership with Asset Management and Portfolio Planning, manage demand that builds a programme of projects to promote workplace efficiency / space optimisation in support of the strategic portfolio plan
- Ensure frameworks and processes in place to support appropriate and accurate input to demand management and business case approvals
- Partner with or ensure capability of a PMO function to ensure accurate project and resource monitoring plus accurate reporting
- Exhibits a complete understanding of governance policies and procedures, and responsible for ensuring governance policies and procedures are adhered to across all functional responsibility
- Ensures projects are procured to the appropriate professional, technical and quality standards
- Liaising with key internal functions and partners (eg IT, HR and Legal departments) to facilitate, manage and coordinate the full collaboration and resource required to ensure the end to end delivery. Ensuring high quality within agreed and contracted timescales
- Overall responsibility for ensuring contractual obligations related to the construction/building project are managed and fulfilled.
- Interacts regularly with key senior stakeholders and customers, including Ministers, to ensure that goals and objectives are established and achieved. Develops and implements action plans to correct variances. Anticipates and responds to the customer needs and concerns
- Demonstrates ability to identify and manage complex project risks, develop risk mitigation and contingency plans, and implement action plans to reduce or eliminate project risks
- Lead the development of the business case, alignment with senior stakeholders and agreement through Programme Board / Senior Leadership Boards / HMT
- Ensuring that all areas of property management throughout the property life cycle support the Greening Government commitments concerning sustainability
- Oversee management of budgets and expenditure against delivery, realising benefits as programmes progress

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# Property Leadership

## Programmes Director (2 of 3)



<b>Experience</b>	<ul style="list-style-type: none"> <li>• Extensive experience leading complex and large scale projects</li> <li>• Experience of working in a multi-client service organisation in a relevant field</li> <li>• Ability to lead and influence senior stakeholders, including relationships at Ministerial and Director General level</li> <li>• A successful track record in construction/refurbishment project management against set delivery objectives</li> <li>• Proficient in the principles, methods, techniques and tools for the preparation and monitoring of budgets to minimise costs and ensure cost effectiveness</li> <li>• A track record of managing a complex supply chain and handling challenging commercial relationships.</li> <li>• Proven experience in developing business cases and approvals processes</li> <li>• An understanding of health and safety in complex operating structures</li> <li>• Knowledge of risk management, governance arrangements, financial management, control procedures &amp; audit processes</li> <li>• Excellent change management leadership skills experience of steering an organisation through substantial change</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Ability to show examples across all Behaviours for level 5 &amp; 6 of the Success Profiles Framework</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>• Suitable for an external individual who has successfully managed several low or medium complexity property/construction programmes or projects</li> <li>• Extensive internal experience in roles from Property and Construction Projects Family</li> </ul>

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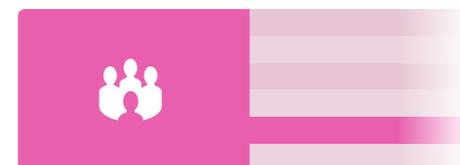
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# Property Leadership

## Programmes Director (3 of 3)



<b>Technical Skills</b>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>E</b></li> <li>2. Customer and Client Service <b>E</b></li> <li>3. Stakeholder Engagement <b>E</b></li> <li>4. Strategy and Business Planning <b>E</b></li> <li>5. Analytical Decision Making <b>P</b></li> <li>6. Technology and Innovation <b>P</b></li> <li>7. Sustainable Practice <b>P</b></li> <li>8. Commercial Acumen <b>E</b></li> <li>9. Property Programme and Project Management <b>E</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
<b>Future pathways</b>	<ul style="list-style-type: none"> <li>• <a href="#">Head of Profession</a></li> <li>• <a href="#">Head of Facilities and Workplace Management</a></li> <li>• <a href="#">Property Director/Head of Estates</a></li> </ul>
<b>Other Professions</b>	<p>Professionals in this job role may consider Project Delivery as their main career anchor. Please review the <a href="#">Project Delivery Capability Framework (PDCF)</a> for guidance on job profiles, case studies and career paths. In particular, staff in this job role may be a <a href="#">Senior Responsible Officer</a> for a major project or programme and should review the appropriate guidance.</p>

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# Property Leadership

## Sustainability Director (1 of 2)



<b>Role summary</b>	This role will lead on creating, maintaining and implementing Sustainability strategy and policy within a property context. The role will lead on enabling the department to achieve cross government sustainability aims including the Greening Government Commitments. The post holder will engage with cross government green networks to align departmental work where appropriate and share best practice.
<b>Typical Responsibilities</b>	<ul style="list-style-type: none"> <li>• Develop effective environmental solutions in complex and diverse property portfolios, with limited capital investment.</li> <li>• Drive sustainability activity to meet departmental and Government objectives, including the Greening Government Commitments</li> <li>• Collaborate with other Government Departments to define and shape Government Property best practice, and across business areas to influence business strategies such as Commercial and IT functions.</li> <li>• Supporting the development of clear investment choices for Ministers and Property Leadership</li> <li>• Ensuring that climate change and sustainability considerations are embedded in departmental decision-making.</li> <li>• Embedding climate change and sustainability considerations in relevant strategies, processes and policies.</li> <li>• Leadership and management of the Sustainability Function, including building capability of staff</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Senior leadership and horizon scanning skills, with the ability to handle complexity, show imagination and inspire staff</li> <li>• Experience of successfully working with a broad range of board-level stakeholders and external partners, able to effectively challenge assumptions and influence direction</li> <li>• Experience of being responsible for linking and executing strategy in a multi-faceted stakeholder environment</li> <li>• Policy development experience, with the ability to build collaborative relationships across major organisations and to work closely with senior leaders</li> <li>• Experience of driving complex projects and programmes, using different project methodologies to impact performance and outcomes</li> <li>• Knowledge of climate change and sustainability issues</li> </ul>

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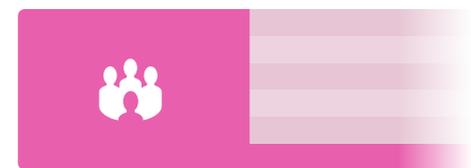
## Technical &amp; Assurance

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# Property Leadership

## Sustainability Director (2 of 2)



<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>Ability to show examples across all Behaviours for level 5 &amp; 6 of the Success Profiles Framework</li> </ul>										
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, <b>CEnv</b>, RTPI, RIBA)</li> </ul>										
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Through experience in job role and family</li> <li>External with required qualifications</li> </ul>										
<b>Technical skills</b>	<table border="0"> <tr> <td>1. Property Professional Expertise <b>E</b></td> <td>6. Technology and Innovation <b>E</b></td> </tr> <tr> <td>2. Customer and Client Service <b>E</b></td> <td>7. Sustainable Practice <b>E</b></td> </tr> <tr> <td>3. Stakeholder Engagement <b>E</b></td> <td>8. Commercial Acumen <b>E</b></td> </tr> <tr> <td>4. Strategy and Business Planning <b>E</b></td> <td>9. Property Programme and Project Management <b>P</b></td> </tr> <tr> <td>5. Analytical Decision Making <b>P</b></td> <td>10. Health and Safety, Compliance and Inclusion <b>E</b></td> </tr> </table>	1. Property Professional Expertise <b>E</b>	6. Technology and Innovation <b>E</b>	2. Customer and Client Service <b>E</b>	7. Sustainable Practice <b>E</b>	3. Stakeholder Engagement <b>E</b>	8. Commercial Acumen <b>E</b>	4. Strategy and Business Planning <b>E</b>	9. Property Programme and Project Management <b>P</b>	5. Analytical Decision Making <b>P</b>	10. Health and Safety, Compliance and Inclusion <b>E</b>
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4. Strategy and Business Planning <b>E</b>	9. Property Programme and Project Management <b>P</b>										
5. Analytical Decision Making <b>P</b>	10. Health and Safety, Compliance and Inclusion <b>E</b>										
<b>Future pathways</b>	<ul style="list-style-type: none"> <li><a href="#">Head of Profession</a></li> <li><a href="#">Property Director/Head of Estates</a></li> <li><a href="#">Head of Programmes</a></li> <li>Sustainability Policy Director</li> </ul>										

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# Strategic Asset Management

## Estate Strategy (1 of 3)



### Role summary

This role develops and supports the implementation of strategic asset management plans at portfolio and individual asset level in order to deliver an estate which meet the business objectives. Estate Strategy roles involve establishing strong relationships with senior stakeholders and building a keen understanding of business operating models, strategy, objectives and risks – representing real estate departments at all levels. They will work closely with Property Portfolio Managers, feeding in business requirements and providing awareness of big picture issues by playing a critical role in the blending of data-driven knowledge and insights with strategic customer insights, channelling these to design and drive forward the Strategic Asset Management Plan.

For Senior Leadership please see [Property Director](#) or [Head of Strategy and Portfolio](#).

### Level

#### Practitioner

#### Senior Practitioner

### Could include

- | Level                | Practitioner   | Senior Practitioner   |
|----------------------|--|---|
| <b>Could include</b> | <ul style="list-style-type: none"> <li>Understand the strategic business drivers for the Department, contributing to the development of Strategic Asset Management Plans at portfolio and individual asset level</li> <li>Factor demand, scenario plans and analysis of options to optimising the estate, bringing together diverse needs of stakeholders</li> <li>Support the design and development of reporting, dashboard and metrics to provide portfolio analysis, sharing strong Management Information as appropriate</li> <li>Support evidence based development of Strategic Asset Management Plans, using data and MI in conjunction with customer intel to determine optimal use of the estate</li> <li>Build strong business cases to provide solutions to property requirements, where appropriate developing feasibility, financial appraisal and return on investment analysis</li> <li>Work with the Office of Government Property colleagues as the key interface to the business</li> </ul> | <ul style="list-style-type: none"> <li>Lead on the production of Strategic Asset Management Plans</li> <li>Translating x-departmental business strategies into real estate related consequences which will be channelled to design the Strategic Asset/Portfolio Plan</li> <li>Translate customer/business strategy information through a portfolio lens ensuring the consequences shape an effective strategic asset management plan</li> <li>Based on lease events, market opportunities and business requirements, lead the formulating and implementing of the real estate portfolio strategy, maximising the performance and optimisation of the portfolio</li> <li>Ensure that appropriate portfolio and programme management processes are in place</li> <li>Ensure good relations with Office of Government Property (OGP) at organisational level</li> <li>Lead on production of business cases for major estate investment</li> <li>Own risk and closely monitor benefits</li> <li>Be a role model for strong strategic asset management practices</li> </ul> |



# Strategic Asset Management

## Estate Strategy (2 of 3)



Level	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Experience with senior stakeholder and customer relationship management</li> <li>• Experience in the development of business cases</li> <li>• Experience in risk identification and management</li> <li>• Experience working in the property field would be beneficial but not essential</li> <li>• A strategic thinker with experience in obtaining, managing and analysing data</li> <li>• Understanding of strategic portfolio modelling techniques, feasibility analysis and scenario planning would be beneficial but not essential</li> <li>• Experience working in an environment where numeracy is important</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrable experience within a real estate/property profession discipline</li> <li>• Experience of engaging with senior stakeholders</li> <li>• Experience in portfolio strategic planning and scenario analysis, incorporating demand management</li> <li>• Lease events, market opportunities and business requirements</li> <li>• Experience in feasibility analysis and financial appraisal, identifying return on investment analysis</li> <li>• Experience of leadership either in a project team / peer leadership environment or a traditional team leader role</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Making Effective Decisions</li> <li>• Communication and Influencing</li> <li>• Managing a Quality Service</li> <li>• Changing and Improving</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Making Effective Decisions</li> <li>• Communication and Influencing</li> <li>• Managing a Quality Service</li> <li>• Changing and Improving</li> <li>• Leadership</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• Holds or is working towards GPP Core Accreditation at Chartered, Certified or Fellow grade (<b>RICS</b>, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>	<ul style="list-style-type: none"> <li>• Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (<b>RICS</b>, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>

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# Strategic Asset Management

## Estate Strategy (3 of 3)



Level	Practitioner	Senior Practitioner
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Graduate or Junior portfolio analysts</li> <li>Customer relationship managers from non property background</li> <li>Financial or data analysts from non property background</li> <li>Operational property roles with strategic experience</li> </ul>	<ul style="list-style-type: none"> <li>Practitioner and Senior Practitioners from across the job family</li> <li>Operational property managers at similar level, especially with a strategic background</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b> (SEO <b>P</b>)</li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b> (G6 <b>E</b>)</li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>All roles across this specific job family</li> <li>Senior operational property roles</li> <li><a href="#">Head of Strategy and Portfolio</a></li> <li><a href="#">Property Director</a></li> </ul>	<ul style="list-style-type: none"> <li>All roles across this specific job family</li> <li><a href="#">Head of Strategy and Portfolio</a></li> <li><a href="#">Property Director/Head of Estates</a></li> </ul>

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# Strategic Asset Management

## Property Data Management (1 of 4)



<b>Role summary</b>	This role actively leads the culture of data & management information (MI) as a source of knowledge and insights that drives improvement and decision making across property function. They will support the collation, relevancy, accuracy and analysis of data to meet the requirements for the real estate and property function and its customers, producing meaningful information to drive strategies and efficiencies through evidenced based decision making.			
<b>Level</b>	<b>Foundation Practitioner</b>	<b>Practitioner</b>	<b>Senior Practitioner</b>	<b>Senior Leader</b>
<b>Could include</b>	<ul style="list-style-type: none"> <li>• Provide comprehensive benchmarking and data analysis across portfolio / government departments and with external organisations, to inform the efficiency and effectiveness of the estate</li> <li>• Act as the receiver of MI &amp; reporting from the supply chain, developing a relationship and framework with them to meet the needs of departmental property function</li> <li>• Seek to continually improve analytics and reporting and how this is shared with the wider business by communicating in a straightforward, honest and engaging manner, choosing appropriate styles to maximise understanding and impact</li> <li>• Support in maintaining quality of database systems</li> </ul>	<ul style="list-style-type: none"> <li>• Provide analytical insight to help drive operational and strategic decision making including defining appropriate metrics to ensure all services delivered across the portfolio</li> <li>• Develop a footprint view of the portfolio with cleansed and appropriate data relevant to the property function</li> <li>• Ensure data is validated and maintained, and provide assurance on property related information</li> <li>• Ensure compliance with all relevant information related legislation and associated policies e.g. FOI, GDPR</li> <li>• Remain alert to emerging issues and trends and actively lead the culture of verified data to produce knowledge and insights</li> <li>• Seek to continually improve analytics and reporting and how this is shared with the wider business</li> </ul>	<ul style="list-style-type: none"> <li>• Developing integrated solutions using data to manage risk, generate insight or support strategic asset management</li> <li>• Using data and MI to maximise space utilisation, minimise costs and support the property function wider awareness of portfolio performance</li> <li>• Develop comprehensive benchmarking framework to ensure analysis that will inform the efficiency and effectiveness of the estate</li> <li>• Advocate for data-driven decisions, governance, and other initiatives supporting a culture of verified data</li> <li>• Define, implement and maintain an effective Property Digital Blueprint</li> <li>• Set standards for BIM, hardware, software and data interchange and governance across all property related data</li> </ul>	<ul style="list-style-type: none"> <li>• Lead insights to support innovative solutions and strategic customer service by adopting a business wide perspective in the portfolio strategy planning process</li> <li>• Support the creation of robust business cases through provision of relevant data</li> <li>• Using external market and cross government benchmarking as an effective measurement tool and strategy driver</li> <li>• Deliver a portfolio framework reporting dashboard to track and monitor performance</li> <li>• Control property data including development, implementation and integrations of Property Digital Blueprint, Functional Model, asset data, benchmarking, utilisation, BIM, building sensors and customer applications</li> <li>• Encourage use of innovative technological solutions</li> </ul>

# Strategic Asset Management

## Property Data Management (2 of 4)



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Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
<b>Experience</b>	<ul style="list-style-type: none"> <li>Experienced in using spreadsheets</li> <li>Awareness of data warehousing and analytical tools</li> <li>A desire to work with customers and stakeholders</li> <li>An interest in problem solving, making sense of something complex and communicating it to others in a way that is easy to understand</li> <li>An ambition to work with data, analysis and benchmarking</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrable experience within a data driven environment</li> <li>Experienced in using spreadsheets, data warehousing and analytical tools</li> <li>Experience building reporting structures and analytics solutions, working with complex data with a customer and business focus</li> <li>Knowledge of property data management systems and Government Digital Standards</li> <li>Awareness of of BIM 2 data requirements</li> </ul>	<ul style="list-style-type: none"> <li>In-depth knowledge of property data management systems and Government Digital Standards</li> <li>Demonstrable experience within a data driven real estate, property, and FM profession discipline</li> <li>Extensive experience building analytics solutions, working with complex data with a customer and business focus</li> <li>Experience in developing and delivering property function strategy, modelling techniques and business plans</li> <li>Ability to collaborate and partner with various teams, supplier partners and stakeholders is essential</li> <li>In-depth knowledge of BIM 2 data requirements and adherence to PAS 1192-5</li> </ul>	<ul style="list-style-type: none"> <li>Experience in feasibility analysis and financial appraisal, identifying return on investment analysis</li> <li>Strong stakeholder engagement with senior leaders, customer groups and policy makers</li> <li>In-depth knowledge and experience of property data management systems and Government Digital Standards</li> <li>Proven experience of setting data strategy and standards</li> <li>Expert ability to collate and extract value from existing and new data sources</li> <li>Expert knowledge of customer applications and digital capability development</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>Working Together</li> <li>Delivering at Pace</li> <li>Managing a Quality Service</li> </ul>	<ul style="list-style-type: none"> <li>Working Together</li> <li>Changing and Improving</li> <li>Making Effective Decisions</li> <li>Communication and Influencing</li> <li>Managing a Quality Service</li> </ul>	<ul style="list-style-type: none"> <li>Seeing the Bigger Picture</li> <li>Making Effective Decisions</li> <li>Communication and Influencing</li> <li>Managing a Quality Service</li> <li>Changing and Improving</li> <li>Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Ability to show examples across all Behaviours for level 5 &amp; 6 of the Success Profiles Framework</li> </ul>

# Strategic Asset Management

## Property Data Management (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Holds or is working towards GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> <li>OR</li> <li>Is eligible to apply to join the Analysis Function in the profession most closely aligned to role (e.g. relevant degree or experience required for membership of an analytical profession OR relevant qualifications or experience within a multidisciplinary analytical field, such as Data Analysis)</li> </ul>	<ul style="list-style-type: none"> <li>Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> <li>OR</li> <li>Is Analysis Function member and holds appropriate entry requirement for an analytical role identified within the Analysis Function most closely aligned to role (e.g. relevant degree or experience required for membership of an analytical profession OR relevant qualifications or experience within a multidisciplinary analytical field, such as Data Analysis)</li> </ul>	<ul style="list-style-type: none"> <li>Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> <li>OR</li> <li>Is Analysis Function member and Holds appropriate entry requirement for an analytical role identified within the Analysis Function most closely aligned to role (e.g. relevant degree or experience required for membership of an analytical profession OR relevant qualifications or experience within a multidisciplinary analytical field, such as Data Analysis)</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>No previous property profession experience required</li> <li>Data gathering &amp; analysis experience an advantage</li> </ul>	<ul style="list-style-type: none"> <li>Data analyst preferably with property background</li> <li>Space planning background</li> <li>Operational property roles with strategic experience</li> </ul>	<ul style="list-style-type: none"> <li>Practitioner and Senior Practitioners from across the job family</li> <li>Operational property managers at similar level, especially with a strategic background</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Manager</li> <li>Estates Manager</li> <li>Senior Surveyor with large or complex portfolio experience</li> <li>Senior Programme Manager</li> <li>Other Property Leadership roles</li> <li>Qualified external candidates</li> </ul>

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Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>A</b></li> <li>Customer and Client Service <b>A</b></li> <li>Stakeholder Engagement <b>A</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>A</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>A</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b> (SEO <b>P</b>)</li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b> (G6 <b>E</b>)</li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>E</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>E</b></li> <li>Stakeholder Engagement <b>E</b></li> <li>Strategy and Business Planning <b>E</b></li> <li>Analytical Decision Making <b>E</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>All roles across this specific job family</li> <li>Other profession disciplines from entry level to practitioner</li> </ul>	<ul style="list-style-type: none"> <li>All roles across this specific job family</li> <li>Operational property roles</li> <li>Change management</li> <li><a href="#">Head of Strategy and Portfolio</a></li> <li><a href="#">Property Director</a></li> </ul>	<ul style="list-style-type: none"> <li>All roles across this specific job family</li> <li>Operational property roles</li> <li>Change management</li> <li><a href="#">Head of Strategy and Portfolio</a></li> <li><a href="#">Property Director</a></li> </ul>	<ul style="list-style-type: none"> <li>All other Property Leadership roles</li> </ul>
<b>Other Professions</b>	<p>Professionals in this job family may consider Analysis as their main career anchor. Please review the <a href="#">Government Analysis Career Framework</a> for guidance on job profiles, case studies and career paths.</p>			

# Strategic Asset Management

## Property Portfolio Management (1 of 3)



<p><b>Role summary</b></p>	<p>The principle of this role is to ensure that the right accommodation is provided in line with business needs to satisfy customer delivery aspirations. This involves the alignment of property asset plans with business strategies, ensuring efficiency in space use and creating a portfolio of quality accommodation which is well maintained and affordable. They play a critical role in blending data-driven knowledge and insights with strategic customer insights, channelling these to design and drive forward the Portfolio Strategy Plan in support of the organisation’s strategic objectives. This role will often be fulfilled by a Corporate Real Estate or Commercial Real Estate Surveyor. For Senior Leadership please see <b><u>Property Director</u></b> or <b><u>Head of Strategy and Portfolio</u></b>.</p>		
<p><b>Level</b></p>	<p><b>Foundation Practitioner</b></p>	<p><b>Practitioner</b></p>	<p><b>Senior Practitioner</b></p>
<p><b>Could include</b></p>	<ul style="list-style-type: none"> <li>• Ensure that property purchased for schemes is managed and sold, and that receipts are collected and costs are paid promptly in accordance with legislation policy and procedures</li> <li>• Support the provision of advice on property acquisitions and disposals, property management and on Landlord and Tenant issues</li> <li>• Deal with day-to-day case work to contribute to delivery of property solutions and estate management.</li> <li>• Support the performance management of the property supply chain, including professional real estate advisors, solicitors, and other service providers.</li> <li>• Support to establish and maintain proactive business inputs to deliver informed reporting and accurate transactions to agreed deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse business and portfolio data and insight, translating customer business strategies into real estate related consequences which will be channelled into design the Strategic Asset/Portfolio Plan</li> <li>• Support the optimisation of the portfolio plan based on lease events, market opportunities and business requirements</li> <li>• Support evidence based decision making and shaping into the development of the Estates Strategic Portfolio Plan</li> <li>• Develop long term strategic space needs in order to proactively address demand and ensure the best use of portfolio space</li> <li>• Undertake simple economic appraisals</li> <li>• Actively managing property portfolio including sales, acquisitions and inspections</li> <li>• Procuring and commissioning specialised technical advice and managing suppliers as intelligent client</li> <li>• Researching statutory and legal background, interpreting and applying property law</li> <li>• To drive the One Public Estate strategy through liaison with OGP (Office of Government Property)</li> </ul>	<ul style="list-style-type: none"> <li>• Manage and optimise the departmental/functional portfolio based on lease events, market opportunities and business requirements</li> <li>• Direct execution of the portfolio strategy, leading as required and working in partnership with relevant colleagues</li> <li>• Strive to maximise space utilisation and flexibility, minimise costs, support estates awareness, provide innovative solutions and superior customer service</li> <li>• Ensure portfolio plans and strategies are developed balancing business need, property quality &amp; sustainability, total property cost &amp; VFM, lifecycle investment, market cycles &amp; supply, utilisation</li> <li>• Work with finance colleagues to develop and maintain tenure strategy</li> <li>• Working with lawyers and colleagues where necessary to challenge legal interpretations and undertaking more advanced economic appraisals ensuring robust business cases</li> <li>• Acting as intelligent client to senior professional advisors and providing assurance for work of more junior colleagues</li> </ul>

# Strategic Asset Management

## Property Portfolio Management (2 of 3)



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Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Knowledge and experience of working in estate management and / or property</li> <li>• Experience of project and/or contract/supplier management</li> <li>• Basic knowledge in property management, property acquisitions, landlord and tenant matters and/or property law</li> <li>• Ability to assimilate and convey lower value / less complex information to a variety of audiences</li> <li>• Basic level of influencing and negotiation skills</li> <li>• Good engagement skills across all levels both internal and external</li> </ul>	<ul style="list-style-type: none"> <li>• Experience within a real estate and property profession discipline</li> <li>• Experience in supporting the development of estates function strategy and business plans through the analysis of customer insight and data driven decision making.</li> <li>• Understanding of strategic portfolio modelling techniques, feasibility analysis and scenario planning</li> <li>• Experience of strategic modelling techniques and creating reporting structures</li> <li>• Experience in feasibility analysis and scenario planning</li> <li>• Ability to understand client's business needs and be solution based in approach</li> </ul>	<ul style="list-style-type: none"> <li>• Experienced in Corporate Real Estate Management, Estate Surveying, or Valuation surveying with additional experience of leadership</li> <li>• Experience in developing and delivering real estates function strategy and business plans</li> <li>• Excellent change management leadership skills, experience of steering an organisation through substantial change</li> <li>• Ability to manage and influence senior supplier and stakeholder relationships up to and including Ministerial and Director General level</li> <li>• Experience in financial management and planning</li> <li>• Proficient in the principles, methods, techniques and tools for the preparation and monitoring of budgets to minimise costs and ensure cost effectiveness</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Making Effective Decisions</li> <li>• Communication and Influencing</li> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Making Effective Decisions</li> <li>• Communication and Influencing</li> <li>• Managing a Quality Service</li> <li>• Changing and Improving</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Making Effective Decisions</li> <li>• Communication and Influencing</li> <li>• Managing a Quality Service</li> <li>• Changing and Improving</li> <li>• Leadership</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>• Holds or is working towards MRICS or FRICS</li> </ul>	<ul style="list-style-type: none"> <li>• Holds MRICS or FRICS</li> </ul>

# Strategic Asset Management

## Property Portfolio Management (3 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Graduate Surveyor</li> <li>Operational manager, property manager or administrator working towards or willing to work towards surveyor qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Operational property roles with strategic experience</li> <li>Junior property estates strategy or analyst role</li> <li>Graduate Surveyor</li> <li>Space planning background</li> <li>Operational or property manager working towards surveyor qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Practitioner and Senior Practitioners from across the job family</li> <li>Operational property managers at similar level, especially with a strategic background with surveying qualification</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>A</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>A</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>A</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b> (SEO <b>P</b>)</li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b> (G6 <b>E</b>)</li> <li>Customer and Client Service <b>E</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>E</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>All roles across this specific job family</li> <li>Specialist operational property roles</li> <li>Property Law</li> </ul>	<ul style="list-style-type: none"> <li>All roles across this specific job family</li> <li>Senior operational property roles</li> <li><a href="#">Head of Strategy and Portfolio</a></li> <li><a href="#">Property Director</a></li> </ul>	<ul style="list-style-type: none"> <li>All roles across this specific job family</li> <li><a href="#">Head of Strategy and Portfolio</a></li> <li><a href="#">Property Director/Head of Estates</a></li> </ul>



### Role summary

This role plays a significant part in the delivery of services to our customers on a day to day and strategic basis focussing on optimising the use of and managing of all property including buildings and workplaces, leading the operational oversight, delivered either directly or through a third party supplier partner network covering the whole portfolio. This role will oversee, deliver or support all aspects of day to day hard & soft FM services, including contract and supplier management, in addition to the planning and delivery of an extensive maintenance/minor works programme acting as the key customer interface across their area/building working in a partnership of delivery through our supplier partner network.

For Senior Leadership please see [Head of Facilities and Workplace](#) or [Property Director](#).

### Level

#### Foundation Practitioner

#### Practitioner

#### Senior Practitioner

### Could include

- |   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Deliver an effective office support service, dealing with customer queries or complaints/views in a timely and appropriate manner</li> <li>• Build customer relationships, including communicating and influencing key stakeholders</li> <li>• Supporting supplier management</li> <li>• Support escalations through the contractual process as required</li> <li>• Deputise for Facilities Manager at facilities management meetings</li> </ul> | <ul style="list-style-type: none"> <li>• Provide a visible presence by ensuring the best quality of service and excellent customer communications</li> <li>• Acts as the senior escalation point for issues at raised across the region and troubleshoot significant operations/service delivery issues in support of supplier partners</li> <li>• Contract management and key relationship management with senior users &amp; key suppliers</li> <li>• Support the monitoring of suppliers performance indicators</li> <li>• Ensures that all services develop operational strategies, policies and procedures in line with the operational requirements</li> </ul> | <ul style="list-style-type: none"> <li>• Delivering the strategic real estate portfolio plan mandate whilst ensuring operational, project management and tactical services are provided efficiently and effectively</li> <li>• Ensuring plans and activities across FM reflect the wider strategic priorities and communicate effectively with senior leaders to influence future strategies</li> <li>• Ensuring that all services develop operational strategies, policies and procedures in line with the operational requirements</li> <li>• Ensuring that contracts provide satisfactory delivery and value for money</li> <li>• Ensuring legislative statutory compliance i.e. H&amp;S and disability</li> <li>• Encouraging, recognising and sharing innovative ideas from a diverse range of stakeholders</li> <li>• Influencing key stakeholders towards commercial solutions</li> </ul> |
|---|--|--|

### Technical Skills



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# Workplace & FM

## Facilities Management (2 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Demonstration of strong customer relationship management</li> </ul>	<ul style="list-style-type: none"> <li>• Clear demonstration of FM skills in both meeting customer needs and managing supplier relationships</li> <li>• Understanding and complying with statutory, regulatory and professional requirements</li> <li>• Experience in customer relationship management and stakeholder liaison</li> <li>• Local management of key suppliers, able to support negotiations, management or escalation issues,</li> <li>• Commercial experience gained within a property, facilities management or similar function</li> </ul>	<ul style="list-style-type: none"> <li>• Proven experience of strategically leading a customer facing FM team</li> <li>• Adept in people management including mentoring, motivating and developing staff</li> <li>• Solid knowledge of building condition and performance, and related contract and clause management</li> <li>• High level management of key suppliers, managing and escalating issues, and engaging in key decision making with strategic consequence</li> <li>• Understanding and complying with real estate and related statutory, regulatory and professional requirements</li> <li>• Strong commercial experience gained within a property, facilities management or similar complex function</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> <li>• Working Together</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Managing a Quality Service</li> <li>• Communicating and Influencing</li> <li>• Working Together</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Leadership</li> <li>• Managing a Quality Service</li> <li>• Communicating and Influencing</li> </ul>

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# Workplace & FM

## Facilities Management (3 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Holds or working towards <b>MIWFM</b> or <b>CIWFM</b>, MRICS or CEng</li> </ul>	<ul style="list-style-type: none"> <li>Holds <b>CIWFM</b>, MRICS or CEng</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Apprentice or entry level role</li> <li>Individual working towards associate membership of relevant professional body</li> <li>Customer relations role</li> </ul>	<ul style="list-style-type: none"> <li>Facilities Officer</li> <li>Operational role</li> <li>Individual working towards membership of relevant professional body or able to demonstrate the equivalent experience</li> <li>Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>Facilities manager</li> <li>Property Project Manager</li> <li>Individual working towards membership of relevant professional body or able to demonstrate the equivalent experience</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>A</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>A</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>E</b></li> <li>Stakeholder Engagement <b>E</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>E</b></li> <li>Property Programme and Project Management <b>E</b></li> <li>Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Facilities Manager</li> <li>Supplier Performance Manager</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Estates strategy</a></li> <li>Contract Manager</li> <li>Any senior leader in this Job Family</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Property Director/Head of Estates</a></li> <li><a href="#">Head of Facilities &amp; Workplace Management</a></li> </ul>

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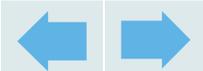
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# Workplace & FM

## Workplace Management (1 of 3)



**Role summary** The Workplace Management role maintains the integrity of the workplace, embracing a wider range of key functions than property alone by recognising the joint responsibility of FM, IT and HR to achieve optimal performance between people, technology and workplace. This role will ensure the successful implementation and adoption of smarter working initiatives, working in partnership with Design Technical Specialists in the adoption and implementation of Design Standards to ensure innovative solutions to create 'great places to work', acting as the main interface with building occupiers promoting the adoption of smarter working.

For Senior Leadership please see [Head of Facilities and Workplace](#) or [Property Director](#).

Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Could include</b>	<ul style="list-style-type: none"> <li>Leading on local issues around property and workplace challenges and developing responses.</li> <li>Floor walking to provide support to new building occupiers</li> <li>Promoting clear desk policy</li> <li>Providing information and support to building users regarding smart working and new ways of working</li> <li>Support in the post occupation evaluation of smart working project implementation</li> <li>incorporating lessons learned and sharing best practice to ensure consistency and improvements in future initiatives</li> <li>Ensuring building user understanding and satisfaction in smarter working principles and good practice</li> </ul>	<ul style="list-style-type: none"> <li>Roll out the adoption of smarter working practice and hybrid working models through the compliance with PAS 3000:2015 (or latest revision)</li> <li>Support enhanced user experience by harnessing digitisation and modern technology in collaboration with IT, HR and property colleagues</li> <li>Provide post occupation evaluation of smart working projects, with ongoing continuous engagement and improvement planning</li> <li>Incorporating lessons learned and sharing best practice to ensure consistency and improvements in future initiatives</li> <li>Providing clear communication to building users regarding ways of working</li> <li>Supporting the Government Hubs strategy</li> </ul>	<ul style="list-style-type: none"> <li>Drive enhanced user experience by harnessing digitisation and modern technology in collaboration with IT, HR and property colleagues</li> <li>Ensure adoption of smarter working practice and hybrid working models through the compliance with PAS 3000:2015 (or latest revision)</li> <li>Champion inclusive and accessible design across the portfolio and wider government</li> <li>Know what shapes employee experience, turning challenging operational requirements into innovative workplace solutions were people want to be and the business can grow</li> <li>Representation of department strategy in conjunction with the Government Hubs strategy as appropriate</li> <li>Lead on workplace planning, space optimisation and fit-out project management to develop and ensure diverse workspaces</li> </ul>

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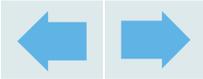
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# Workplace & FM

## Workplace Management (2 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Awareness of property or technology influences on positive building user experience</li> <li>• Demonstration of good customer relationship management.</li> </ul>	<ul style="list-style-type: none"> <li>• Experienced in a property, technology or similar complex function</li> <li>• Exposure to a range of projects or design implementation</li> <li>• Influential in supporting key stakeholders in implementation of initiatives</li> <li>• Understanding and complying with real estate and related statutory, regulatory and professional requirements</li> <li>• Experienced customer relationship management and stakeholder liaison</li> <li>• Experienced in transformational and / or culture change programmes</li> <li>• Understanding workplace analytics &amp; data; translating it into insights when making decisions about the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Solid experience within a property profession discipline or commercial experience gained within a complex function within a large, matrix organisation</li> <li>• Strong change management and project management experience, in particular in operational improvement scenarios</li> <li>• Solid knowledge of building condition and performance and related contract and clause management</li> <li>• High level management of key suppliers, managing and escalating issues and engaging in key decision making with strategic consequence</li> <li>• Understanding and complying with real estate and related statutory, regulatory and professional requirements</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> <li>• Working Together</li> <li>• Communicating &amp; Influencing</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Managing a Quality Service</li> <li>• Communicating and Influencing</li> <li>• Working Together</li> <li>• Making Effective Decisions</li> <li>• Changing and Improving</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Leadership</li> <li>• Managing a Quality Service</li> <li>• Communicating and Influencing</li> <li>• Working Together</li> <li>• Making Effective Decisions</li> <li>• Changing and Improving</li> </ul>

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# Workplace & FM

## Workplace Management (3 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Holds or working towards GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, <b>IWFM</b>, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>	<ul style="list-style-type: none"> <li>Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, <b>IWFM</b>, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Apprentice or entry level role</li> <li>Individual working towards associate membership of relevant professional body</li> <li>Customer relations role</li> </ul>	<ul style="list-style-type: none"> <li>Facilities Management</li> <li>Operational role</li> <li>IT Customer relationship role</li> <li>Individual working towards membership of relevant professional body or able to demonstrate the equivalent experience</li> <li>Project Manager</li> </ul>	<ul style="list-style-type: none"> <li>Facilities Management</li> <li>Property Project Manager</li> <li>Customer relationship IT background</li> <li>Individual working towards membership of relevant professional body or able to demonstrate the equivalent experience</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>A</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>A</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>E</b></li> <li>Stakeholder Engagement <b>E</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>E</b></li> <li>Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Facilities Manager</li> <li>Property Programmes Manager</li> <li>Supplier Performance Manager</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Estates strategy</a></li> <li><a href="#">Facilities Management senior roles</a></li> <li>Contract Manager</li> <li>Any senior leader in this job family</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Property Director/ Head of Estates</a></li> <li><a href="#">Head of Facilities &amp; Workplace Management</a></li> </ul>

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# Property & Construction Projects

## Property & Construction Project Management (1 of 4)



<b>Role summary</b>	<p>This role oversees project delivery of capital infrastructure and construction projects across the government estate. The property and construction project management roles have responsibility for the end to end delivery of a project, with a key role in governance and working with stakeholders to deliver against clearly defined outcomes that are achieved within the agreed time, cost and quality constraints.</p> <p>For Senior Leadership please see <a href="#">Programmes Director</a>.</p>		
<b>Level</b>	<b>Foundation Practitioner</b>	<b>Practitioner</b>	<b>Senior Practitioner</b>
<b>Could include</b>	<ul style="list-style-type: none"> <li>Working as part of a team to deliver property projects to time, cost and quality parameters</li> <li>Prepare evidence that all projects meet all statutory and legislative standards and are delivered in compliance with government policies and governance procedures</li> <li>Support to prepare, evaluate and approve project highlight reports, including cost management and procurement</li> <li>Analysing data and using a range of relevant, credible information from internal and external sources to support decisions</li> <li>Support project communications</li> <li>Maintain and monitor budget performance</li> <li>Maintaining schedules registers to high levels of accuracy</li> <li>Working stakeholders to generate solutions to issues and risks</li> </ul>	<ul style="list-style-type: none"> <li>Drive optimal delivery and promptly manage emerging issues to avoid project delays or cost escalation</li> <li>Ensure projects meet all statutory and legislative standards and are delivered in compliance with government policies and governance procedures</li> <li>Support in the development and implementation to ensure workspaces are fit for purpose, as per design standards</li> <li>Provide an independent review and budget challenge for all types of projects and manage financial performance of projects</li> <li>Undertake project assurance and governance activities including supporting external assurance</li> <li>Managing risks and decisions and seeking expertise when necessary</li> </ul>	<ul style="list-style-type: none"> <li>Effective leadership and development of project teams to deliver a portfolio of major projects to time, cost, quality and performance parameters</li> <li>Managing complex technical risks and decisions and seeking specialist expertise as necessary</li> <li>Ensure projects meet all statutory and legislative standards and are delivered in compliance with government policies and governance procedures</li> <li>Support in the development and implementation of a robust process to ensure workspaces are fit for purpose, as per design standards</li> <li>Working with and communicating with stakeholders to ensure successful delivery of strategic portfolio plan through proactive contract management</li> <li>Provide full independent cost management and review process, through to approval and settlement of final account</li> </ul>

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# Property & Construction Projects

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Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Preparing presentations to support wider project management team</li> <li>• Updating reports and working with MI and data</li> <li>• Supporting development of project including the schedule, budget information and timelines</li> <li>• Monitoring project progress that projects remain on track, meet deadlines, stay under budget, and develop according to plan</li> <li>• Supporting senior project managers on closing reporting and final accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Working on fast-paced projects with some commercial experience gained within a property, facilities management or similar complex function within a large organisation</li> <li>• Good understanding of project management methodologies, tools and techniques</li> <li>• Experience of helping to manage key stakeholders towards the delivery of an agreed scope balancing commercial performance and business strategy</li> <li>• Understanding and complying with real estate and related statutory, regulatory and professional requirements</li> <li>• Management of key suppliers, able to support negotiations, management or escalation issues, and engage in key decision making that has strategic consequences</li> </ul>	<ul style="list-style-type: none"> <li>• A successful track record of leading large complex projects gained within a property profession discipline or infrastructure construction environment</li> <li>• Experience of a wide range of CAPEX related projects and activities from design phase onwards</li> <li>• Management of key stakeholders resulting in solutions that balance commercial performance and business strategy</li> <li>• Understanding and complying with real estate and related statutory, regulatory and professional requirements</li> <li>• Full project management including acting as intelligent client for suppliers, analysis and interpretation of data and financial control and reporting</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Working Together</li> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Changing and Improving</li> <li>• Making Effective Decisions</li> <li>• Communicating and Influencing</li> <li>• Working Together</li> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Changing and Improving</li> <li>• Making Effective Decisions</li> <li>• Leadership</li> <li>• Communicating and Influencing</li> <li>• Working Together</li> <li>• Developing Self and Others</li> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> </ul>

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## Property & Construction Project Management (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Holds or is working towards GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>	<ul style="list-style-type: none"> <li>Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA)</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Formal apprenticeship</li> <li>Experience in a property profession discipline, for example FM or operational</li> <li>Direct entry into a project related project support post e.g. Project Management Office administrator</li> <li>Direct entry recruitment based on experience, skills and qualification</li> </ul>	<ul style="list-style-type: none"> <li>Graduate entry or formal apprenticeship</li> <li>Appointment from a junior PM role, project management specialism, property management role</li> <li>FM or Workplace Management with experience of supervised project management</li> <li>Direct entry recruitment based on experience, skills and qualification</li> </ul>	<ul style="list-style-type: none"> <li>Project management or property oriented roles</li> <li>Direct entry recruitment based on experience, skills and qualification</li> <li>FM or Workplace Management with experience of project management</li> </ul>

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Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>A</b></li> <li>Customer and Client Service <b>A</b></li> <li>Stakeholder Engagement <b>A</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>A</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>A</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>W</b> (SEO <b>P</b>)</li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>E</b></li> <li>Stakeholder Engagement <b>E</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>E</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Project Support Officer</li> <li>Project Manager</li> <li>Project Management Apprentice</li> <li><a href="#">FM &amp; Workplace Management</a></li> </ul>	<ul style="list-style-type: none"> <li>PMO/Project Leader</li> <li>Functional specialist e.g. Risk Manager</li> <li>Project Manager</li> <li>Senior Project Manager</li> <li><a href="#">FM &amp; Workplace Management</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Head of Strategy &amp; Portfolio</a></li> <li><a href="#">Programmes Director</a></li> <li><a href="#">Head of Facilities &amp; Workplace Management</a></li> </ul>
<b>Other Professions</b>	<p>Professionals in this job family may consider Project Delivery as their main career anchor. Please review the <a href="#">Project Delivery Capability Framework (PDCF)</a> for guidance on job profiles, case studies and career paths.</p>		

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## Acquisitions and Disposals (1 of 3)



<b>Role summary</b>	<p>This role takes responsibility for acquiring and/or disposing of land from the Government Estate, or enabling public services such as acquiring land for schools, prisons, or residential. Acquisition leads identify, appraise and acquire temporary or permanent sites for government activities, managing support from technical, planning and legal experts. Disposals leads dispose of surplus land and property to realise capital receipts. These are specialist roles commonly undertaken by Corporate or Commercial Real Estate Surveyors.</p> <p>For Senior Leadership please see <a href="#"><u>Head of Strategy &amp; Portfolio</u></a> or <a href="#"><u>Property Director</u></a>.</p>	
<b>Level</b>	<b>Practitioner</b>	<b>Senior Practitioner</b>
<b>Could include</b>	<ul style="list-style-type: none"> <li>• Manage the acquisition and / or disposals life cycle end-to-end including sourcing, site appraisal and negotiation through to deal closure</li> <li>• Build a network of landowners, institutional investors, developers and local authorities, and leverage these in the acquisition and / or disposal of sites</li> <li>• Take full responsibility for a deal closure, ensuring all completion requirements are executed</li> <li>• Manage the work of property, planning and technical advisors, including instructing legal advisors</li> <li>• Provide strategic town planning, land development and estate management advice on how to optimise complex disposal projects through all stages from design to implementation</li> <li>• Work with Financial and Commercial colleagues to maximise economic, financial and commercial benefits of acquisitions and disposals</li> </ul>	<ul style="list-style-type: none"> <li>• Lead on the identification, appraisal and acquisition of temporary and permanent sites, including obtaining investment approval</li> <li>• Lead on specific need purchases</li> <li>• Maintain a reputation with clients and colleagues as a source of property expertise</li> <li>• Own disposals strategy, including consideration of developer diversification, market resilience and pace</li> <li>• Support the development of the overall property or estates strategy, incorporating lessons learnt from projects and wider experience of the property market, planning and development</li> </ul>

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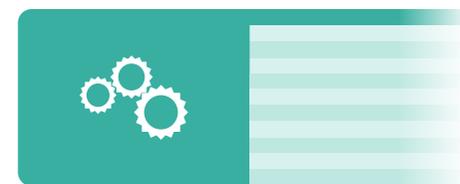
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# Technical Specialisms & Assurance

## Acquisitions and Disposals (2 of 3)



Level	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Experience in land and building management</li> <li>• Knowledge of the acquisition and development process, including site identification, valuations, land transactions and de-risking of sites</li> <li>• Commercial awareness of the property market, market norms and best practice</li> <li>• Ability to support the management of multiple projects simultaneously</li> <li>• Excellent negotiating skills with consultants, land owners, local authorities and other partners</li> <li>• Able to grasp technical and legal information and act commercially when appraising new opportunities</li> <li>• Communicate opportunities effectively including producing high quality reports</li> </ul>	<ul style="list-style-type: none"> <li>• Significant experience of delivering strategic sites from inception through to planning, delivery and scheme exit</li> <li>• Knowledge of the development process, pre-acquisition, land transactions, de-risking, development economics and viability appraisals</li> <li>• Experience of managing large scale or complex transactions, for example mixed use developments</li> <li>• Established senior-level network with landowners, institutional investors, developers and local authorities</li> <li>• Commercial awareness of the property market, market norms and best practice, and the ability to make the right commercial decisions, even with limited information</li> <li>• Ability to mediate and negotiate outcomes between parties to resolve difficult issues, maintaining positive working relationships with internal and external partners</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Managing a Quality Service</li> <li>• Working Together</li> <li>• Changing and Improving</li> <li>• Delivering at Pace</li> <li>• Seeing the Big Picture</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Changing and Improving</li> <li>• Working Together</li> <li>• Changing and Improving</li> <li>• Delivering at Pace</li> <li>• Seeing the Big Picture</li> </ul>

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## Acquisitions and Disposals (3 of 3)



Level	Practitioner	Senior Practitioner
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• Holds or is working towards Chartered Membership or Fellow of <b>RICS</b> or RTPI</li> </ul>	<ul style="list-style-type: none"> <li>• Holds Chartered Membership or Fellow of <b>RICS</b> or RTPI</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>• Direct entry with the relevant technical qualifications and some development experience.</li> </ul>	<ul style="list-style-type: none"> <li>• Existing property professional with relevant technical qualifications and experience.</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>W</b> (SEO <b>P</b>)</li> <li>2. Customer and Client Service <b>W</b></li> <li>3. Stakeholder Engagement <b>P</b></li> <li>4. Strategy and Business Planning <b>P</b></li> <li>5. Analytical Decision Making <b>W</b></li> <li>6. Technology and Innovation <b>W</b></li> <li>7. Sustainable Practice <b>W</b></li> <li>8. Commercial Acumen <b>P</b></li> <li>9. Property Programme and Project Management <b>P</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>P</b></li> <li>2. Customer and Client Service <b>P</b></li> <li>3. Stakeholder Engagement <b>E</b></li> <li>4. Strategy and Business Planning <b>P</b></li> <li>5. Analytical Decision Making <b>P</b></li> <li>6. Technology and Innovation <b>P</b></li> <li>7. Sustainable Practice <b>W</b></li> <li>8. Commercial Acumen <b>E</b></li> <li>9. Property Programme and Project Management <b>E</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>• Senior Development Surveyor</li> <li>• Senior Town Planner</li> <li>• Promotion through job family, in particular surveying related roles</li> <li>• <a href="#">Asset management/Intelligent Client function roles</a></li> </ul>	<ul style="list-style-type: none"> <li>• Head of Acquisitions and/or Disposals</li> <li>• Head of Policy and Strategy</li> <li>• <a href="#">Head of Strategy and Portfolio</a></li> <li>• Head of Delivery and Implementation</li> <li>• <a href="#">Strategic Asset Management/Intelligent Client function roles</a></li> </ul>

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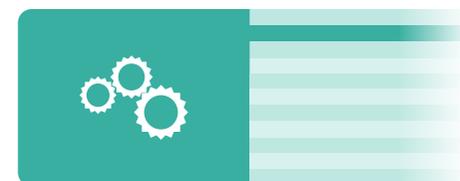
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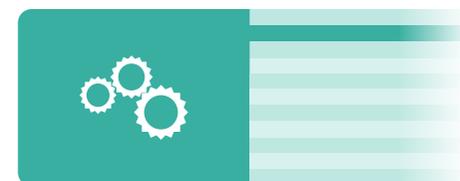
## Cost Management (1 of 3)



<p><b>Role summary</b></p>	<p>Cost management is typically undertaken by qualified Quantity Surveyors. Using their expert knowledge on construction and contracts, they are responsible for managing contractual and financial aspects of construction projects from feasibility stage through design and construction to ensure that projects are completed within budget. A cost manager provides independent assurance to the client and/or the Senior Responsible Officer that budgets and on-site valuations of works completed are robust. Cost managers advise on all types of projects and programmes including new build, refurbishment, demolition and maintenance programmes.</p> <p>For Senior Leadership please see <a href="#">Head of Strategy &amp; Portfolio</a> or <a href="#">Property Director</a>.</p>		
<p><b>Level</b></p>	<p><b>Foundation Practitioner</b></p>	<p><b>Practitioner</b></p>	<p><b>Senior Practitioner</b></p>
<p><b>Could include</b></p>	<ul style="list-style-type: none"> <li>• Assist in all aspects of estimating and cost planning on the estate for various stakeholders pre- and post-contract evaluation</li> <li>• Contribute to continually exploring ways to improve performance of the estate in connection with facilities management and new-build capital projects</li> <li>• Build effective relationships with various internal and external stakeholders in order to effectively identify and respond to customer enquiries</li> <li>• Preparation of monthly forecasts/reports</li> <li>• Support final account evaluation and agreement</li> </ul>	<ul style="list-style-type: none"> <li>• Valuation of construction works, calculating the quantities of materials for the build, including labour and work costs</li> <li>• Assist with preparing tender and contract documents, including bills of quantities with designers and/or client</li> <li>• Assist in cost analysis and generation and control of project budgets</li> <li>• Assist in establishing client requirements and undertake feasibility studies</li> <li>• Manage commercial risk registers and use professional knowledge to advise on risk mitigation</li> <li>• Provide post-occupancy advice, FM service and life-cycle costing advice</li> <li>• Engage with supply chain partners to obtain pricing and quality information in support of tender bids</li> <li>• Preparation of supplier contracts and to be involved in all supplier negotiations</li> <li>• Ensure robust and timely cost reporting at both project and business unit level</li> </ul>	<ul style="list-style-type: none"> <li>• Develop supply chain management strategies for construction projects, in conjunction with commercial professionals</li> <li>• Identify, analyse and develop responses to commercial risks</li> <li>• Take responsibility for tender and contract documents, including bills of quantities with designers and/or client</li> <li>• Manage commercial relationships including dispute avoidance and resolution</li> <li>• Negotiate/approve final account settlements</li> <li>• Provide post-occupancy advice, FM services and life-cycle costing advice including advice on the maintenance costs of specific buildings</li> <li>• Maintain commercial information and ensuring compliance with contractual requirements</li> <li>• Actively seek to improve processes and procedures cross all cost management processes</li> </ul>

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## Cost Management (2 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Entry level role, no experience expected although an advantage</li> <li>• Attention to detail and a methodical approach to work</li> <li>• Analytical with a focused approach to learning</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to interpret working drawings and specifications</li> <li>• Ability to collate, adjust and analyse evidence, where there are gaps and inconsistencies, and arrive at a sound judgement</li> <li>• Ability to give clear written and oral advice and to explain legal issues</li> <li>• Sound financial and commercial awareness</li> <li>• Strong knowledge of contract documents, construction practices and techniques</li> <li>• Attention to detail and a methodical approach to work</li> </ul>	<ul style="list-style-type: none"> <li>• Strong stakeholder management and influencing skills to use high levels of negotiating, consulting and interpersonal skills to achieve cooperation over mutually acceptable solutions</li> <li>• Strong commercial and financial management</li> <li>• Extensive experience in commercial supply chain management and procurement</li> <li>• Ability to demonstrate a good knowledge of monthly reporting and earned value analysis</li> <li>• Experience of dispute avoidance and resolution</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Changing and Improving</li> <li>• Working Together</li> <li>• Making Effective Decisions</li> <li>• Developing self and others</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Changing and Improving</li> <li>• Working Together</li> <li>• Making Effective Decisions</li> <li>• Developing self and others</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Changing and Improving</li> <li>• Working Together</li> <li>• Making Effective Decisions</li> <li>• Leadership</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>• Holds or is working towards Chartered Membership or Fellow of RICS or CIOB</li> </ul>	<ul style="list-style-type: none"> <li>• Holds Chartered Membership or Fellow of RICS or CIOB</li> </ul>

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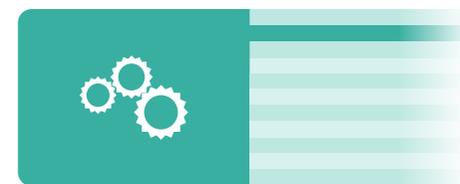
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## Cost Management (3 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Entry route</b>	<ul style="list-style-type: none"> <li>No previous property profession experience required but must be willing to work towards relevant qualification</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Construction background or experience</li> </ul>	<ul style="list-style-type: none"> <li>Current property or project professional or working towards the relevant memberships</li> <li>Surveying background</li> </ul>	<ul style="list-style-type: none"> <li>Promotion through role levels internally or externally</li> <li>Current property professional with the relevant technical memberships or equivalent experience</li> <li>Surveying background</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>A</b></li> <li>Customer and Client Service <b>A</b></li> <li>Stakeholder Engagement <b>A</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>A</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>A</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>A</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>E</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Practitioner role in cost management or property construction project management</li> </ul>	<ul style="list-style-type: none"> <li>Senior Practitioner in cost management, planning and development, property and construction project management</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Programmes Director</a></li> <li><a href="#">Property Director/Head of Estates</a></li> </ul>

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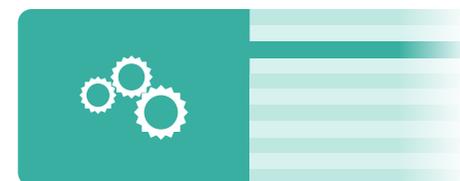
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# Technical Specialisms & Assurance

## Design (1 of 4)



<p><b>Role summary</b></p>	<p>This aim of this role is to design and maintain the integrity of the property functions architecture and technical strategy, acting as the lead or intelligent client to turn operational requirements into building design solutions and deliver an enhanced user experience by creating great places to work, live or engage in government services. This role includes offsite design in Modern Methods of Construction. Tracking measurable results, this role will hold responsibility for the compliance for policies and standards in support of projects throughout delivery across all design aspects, ensuring all new-build, renovation, change and fit out works follow approved guidelines.</p>			
<p><b>Level</b></p>	<p><b>Foundation Practitioner</b></p>	<p><b>Practitioner</b></p>	<p><b>Senior Practitioner</b></p>	<p><b>Senior Leader</b></p>
<p><b>Could include</b></p>	<ul style="list-style-type: none"> <li>• Contribute to and continuously improve internal processes and outputs, such as client briefs, design and FFE (Furniture, Fittings and Equipment guides)</li> <li>• Engage effectively with project stakeholders</li> <li>• Commission and collate high quality workspace analysis from a range of sources, to meet the needs of Design managers and key external stakeholders</li> <li>• Coordinate meetings and events, taking minutes of meetings and ensuring actions are followed up</li> <li>• Hosting external stakeholders as requested to communicate the design principles and vision of Government Hubs</li> </ul>	<ul style="list-style-type: none"> <li>• Quality and technical assurance ensuring new and upgraded properties are fit for purpose and comply with industry standards</li> <li>• The maintenance and development of a Building Information Modelling (BIM) technical standards library</li> <li>• Support the design and implement 'Look and feel' design guides in support of office work environment</li> <li>• Production and revision of client briefs including management of external consultants</li> <li>• Manage project design elements of projects, becoming the go-to person for customers and technical colleagues</li> <li>• Support the development of technical property standards for various building types</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the development of technical property standards for all building types across the portfolio matching legislative standards</li> <li>• Lead design and implement 'Look and feel' design guides in support of office work environment eg Smart Working &amp; PAS3000</li> <li>• Lead on all aspects of building planning for a diverse workforce/service user, working in partnership with the supply chain to ensure innovative solutions including off site construction where appropriate</li> <li>• Provide direction and advice to consultants to ensure designs meet the operational needs of service users</li> <li>• Lead transition to modern methods of construction to create high quality buildings at great value for money for government</li> </ul>	<ul style="list-style-type: none"> <li>• Gather and challenge operational requirements and develop appropriate, cost effective and timely design solutions through to RIBA stage 3 for each project within a programme</li> <li>• Maintain the Programme Blueprint and associated documentation relating to "Place" and ensure quality standards are met</li> <li>• Principle workspace design client and director for design and furniture supply chains across government and beyond</li> <li>• Drive enhanced user experience by harnessing digitisation and modern technology</li> <li>• Champion inclusive and accessible design</li> <li>• Play key role across government for all aspects of design standards and authority, supporting a network of professionals</li> </ul>

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Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
<b>Experience</b>	<ul style="list-style-type: none"> <li>Knowledge of statutory processes, building regulations and construction related legislation</li> <li>Supported the development of design standards</li> <li>Previous practical experience</li> </ul>	<ul style="list-style-type: none"> <li>Good knowledge of statutory processes, building regulations and construction related legislation</li> <li>Experience in major refurbishments developments</li> <li>Experience of dealing with technical or legal or regulatory issues at a policy and practical level</li> <li>Ability to use evidence to make decisions</li> <li>Strong analytical skills</li> <li>Strong stakeholder management skills</li> </ul>	<ul style="list-style-type: none"> <li>Extensive knowledge of statutory processes, building regulations and construction related legislation</li> <li>In depth understanding of construction methods and are fully conversant with CDM Regulations</li> <li>Experienced in major refurbishments developments</li> <li>Furniture Fixings &amp; Equipment specification experience</li> <li>Proven experience of managing design</li> <li>Ability to engage and work effectively with technical, legal and regulatory matters</li> <li>Understanding of current UK construction market, and factors influencing construction in the future</li> </ul>	<ul style="list-style-type: none"> <li>Strong stakeholder engagement with senior leaders, customer groups and policy makers</li> <li>Management of large project budgets &amp; contracts</li> <li>Implementing complex cultural and ways of working change projects</li> <li>Leading multi-disciplinary project teams</li> <li>In-depth knowledge and experience of accessible and inclusive design in the commercial sector</li> <li>Developing and delivering large scale fast-paced change</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>Working Together</li> <li>Managing a Quality Service</li> <li>Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>Communicating and Influencing</li> <li>Delivering at Pace</li> <li>Changing and Improving</li> <li>Working Together</li> <li>Managing a Quality Service</li> </ul>	<ul style="list-style-type: none"> <li>Communicating and Influencing</li> <li>Delivering at Pace</li> <li>Changing and Improving</li> <li>Working Together</li> <li>Managing a Quality Service</li> </ul>	<ul style="list-style-type: none"> <li>Communicating and Influencing</li> <li>Delivering at Pace</li> <li>Changing and Improving</li> <li>Working Together</li> <li>Managing a Quality Service</li> </ul>

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Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Holds or is working towards RIBA Chartered Membership, MRICS or FRICS</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Demonstration of competence for those in interior design or Modern Methods of Construction (MMC) design roles</li> </ul>	<ul style="list-style-type: none"> <li>Holds RIBA Chartered Membership or Fellowship, MRICS or FRICS</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Significant demonstration of competence for those in interior design or Modern Methods of Construction (MMC) design roles</li> </ul>	<ul style="list-style-type: none"> <li>Holds RIBA Chartered Membership or Fellowship, MRICS or FRICS</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Significant demonstration of competence for those in interior design or Modern Methods of Construction (MMC) design roles</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>No previous property profession experience required</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Construction background with knowledge of process an advantage</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Experienced in compliance and assurance role</li> </ul>	<ul style="list-style-type: none"> <li>Current property professional or working towards the relevant memberships</li> <li>Design background (technical or architectural) an advantage</li> <li>Project Manager, advantage if property fit out or refurbishment</li> </ul>	<ul style="list-style-type: none"> <li>Current property professional with the relevant technical memberships or equivalent experience.</li> <li>Design background (technical or architectural) an advantage</li> <li>Project Manager, advantage if property fit out or refurbishment</li> </ul>	<ul style="list-style-type: none"> <li>Property Design role eg in fit out or refurbishment</li> <li>Senior project management role</li> </ul>

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# Technical Specialisms & Assurance

## Design (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>A</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>E</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>E</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>E</b></li> <li>Stakeholder Engagement <b>E</b></li> <li>Strategy and Business Planning <b>E</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>E</b></li> <li>Sustainable Practice <b>E</b></li> <li>Commercial Acumen <b>E</b></li> <li>Property Programme and Project Management <b>E</b></li> <li>Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Designer</li> <li>Workplace Manager</li> </ul>	<ul style="list-style-type: none"> <li>Senior Designer</li> <li>Design Lead</li> <li>Workplace Manager</li> </ul>	<ul style="list-style-type: none"> <li>Head of Workplace Design</li> <li><a href="#">Head of FM &amp; Workplace</a></li> <li>Head of Design &amp; User Experience</li> <li>Head of Modern Methods of Construction (MMC)</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Head of Programmes</a></li> <li><a href="#">Head of FM &amp; Workplace</a></li> </ul>

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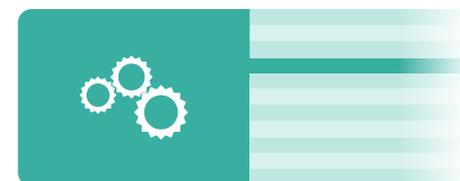
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# Technical Specialisms & Assurance

## Engineering (1 of 3)



<p><b>Role summary</b></p>	<p>Engineering is responsible for the development, maintenance and delivery of mechanical and electrical (M&amp;E) technical strategy, standards and specifications for the current and emerging estate, in compliance with statute and regulations. This role will also provide specialist input to the design and installation of mechanical and electrical components such as elevators, heating, air conditioning, gas and water supply etc during capex projects of building construction or refurbishment. Engineers will also analyse, develop and evaluate large scale, complex systems, to improve and maintain current systems and equipment.</p> <p>For Senior Leadership please see <b><u>Head of Facilities and Workplace Management</u></b>, <b><u>Property Director</u></b> and <b><u>Programmes Director</u></b></p>
<p><b>Level</b></p>	<p><b>Senior Practitioner</b></p>
<p><b>Could include</b></p>	<ul style="list-style-type: none"> <li>● Provide expertise in design of capex projects, from concept design to project handover and post-occupancy evaluation</li> <li>● Working with in house colleagues and external consultants to finalise the M&amp;E design project input as required</li> <li>● Development of initial strategic concepts for projects ensuring solutions are appropriate for the brief and regulatory standards.</li> <li>● Taking responsibility for solid technical delivery in your work either alone or part of a team</li> <li>● Appointment of contractors and supply chain partners</li> <li>● Monitor fee expenditure, resource and work delivered through effective SLA and KPI management of supplier partners</li> <li>● Support the development of engineering standards/specifications</li> <li>● Provide advice and assurance on engineering contract/lease content</li> <li>● Commission/procure specialist engineering input</li> <li>● Develop and implement end to end assurance processes to demonstrate engineering compliance</li> <li>● Identify engineering risks to project delivery and develop mitigations</li> <li>● Identify and share engineering best practice</li> <li>● Provide monthly assurance reports on the engineering aspects of all projects</li> <li>● Actively managing and influencing stakeholders where there are risks to delivery</li> </ul>

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## Engineering (2 of 3)



Level	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Extensive experience in senior engineering role</li> <li>• Experience working in a client facing role</li> <li>• Experience of using technical architecture design systems</li> <li>• Carrying out technical investigations and analysis to provide data for problem assessment or resolution and for design of improvements</li> <li>• Production, review and approval of calculations, analyses, drawings, models, design basis documentation and technical reports as assigned</li> <li>• Evaluating technical issues in order to develop proposals for investigations and/or solutions, including process improvements</li> <li>• Acting as Technical Authority or Engineering lead and make engineering decisions within delegated authority</li> <li>• Providing help and direction to team members with reference to M&amp;E experience</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Delivering at Pace</li> <li>• Changing and Improving</li> <li>• Working Together</li> <li>• Managing a Quality Service</li> <li>• Seeing the Bigger Picture</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• Holds Chartered Engineer status, through IET, CABE, CIBSE, ICE, IHE, IMechE or other property, infrastructure or building services body</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>• M&amp;E Maintenance Manager</li> <li>• Design Engineer background</li> <li>• Engineering project management</li> </ul>

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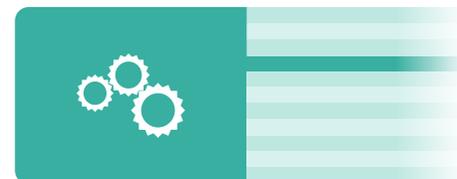
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## Engineering (3 of 3)



Level	Senior Practitioner
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>E</b></li> <li>2. Customer and Client Service <b>P</b></li> <li>3. Stakeholder Engagement <b>P</b></li> <li>4. Strategy and Business Planning <b>P</b></li> <li>5. Analytical Decision Making <b>E</b></li> <li>6. Technology and Innovation <b>P</b></li> <li>7. Sustainable Practice <b>P</b></li> <li>8. Commercial Acumen <b>P</b></li> <li>9. Property Programme and Project Management <b>P</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>• <a href="#">Programmes Director</a></li> <li>• <a href="#">Property Director/Head of Estates</a></li> <li>• <a href="#">Head of Facilities and Workplace Management</a></li> </ul>
<b>Other Professions</b>	<p>Professionals in this job family may consider Science and Engineering as their main career anchor. Please review the <a href="#">GSE Career Framework</a> for guidance on job profiles, case studies and career paths.</p>

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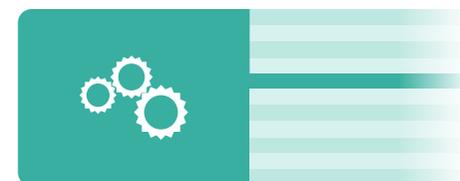
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# Technical Specialisms & Assurance

## Environmental Sustainability (1 of 4)



<p><b>Role summary</b></p>	<p>This role is responsible for driving all aspects of environmental sustainability within a property context. This spans from advice on ecology and natural environment issues affecting the Government Estate or potential sites, to implementing effective strategies for energy and utilities management in existing buildings. Identifying potential areas to protect and improve the environment in and around government sites, Sustainability professionals analyse the present and predict future practice in order to limit and reduce the environmental impact of the department’s practices. Environmental Sustainability professionals will provide the strategic direction and promote opportunities to achieve departmental sustainability objectives, and those of wider government. Jobs within this role include Sustainability Compliance manager, Ecologist, Energy Manager and Waste Manager.</p>		
<p><b>Level</b></p>	<p><b>Foundation Practitioner</b></p>	<p><b>Practitioner</b></p>	<p><b>Senior Practitioner</b></p>
<p><b>Could include</b></p>	<ul style="list-style-type: none"> <li>• Supporting in the collation and analysis of sustainability, energy and utilities related data</li> <li>• Supporting the delivery of operational building level environmental and energy audits</li> <li>• Analysis and benchmarking of energy and environmental performance data</li> <li>• Promoting sustainability initiatives throughout the estate and staff</li> <li>• Work in collaboration with sustainability practitioner to develop initiatives to reduce carbon footprint of the public estate, drawing on guidance set out in the Net Zero Playbook</li> </ul>	<ul style="list-style-type: none"> <li>• Support development and implementation of estates strategy for sustainability, energy and utilities in conjunction with key stakeholders and supplier partners</li> <li>• Benchmark energy consumptions against best practice guidelines to identify and understand performance, usage and opportunities vs the market</li> <li>• Review and verify project designs in accordance with sustainability requirements</li> <li>• Utility management controls, including standards, systems and governance to continually reduce consumption, emissions and costs</li> <li>• Managing compliance with energy, water, emissions, wildlife and natural environment legislation and policy, making recommendations to address issues when required</li> <li>• Providing sustainability advisory support to commercial tendering processes</li> </ul>	<ul style="list-style-type: none"> <li>• Develop, implement and deliver the estates strategy for sustainability, energy and utilities in conjunction with stakeholders</li> <li>• Develop a sustainability action plan to deliver the strategy and ensure appropriate policies, standards and targets are in place and communicated across the organisation and suppliers</li> <li>• Encourage the use of renewable and sustainable energy resources across the portfolio, driving innovation and championing industry best practice</li> <li>• Keep abreast of all industry trends, developments, and legislation on carbon, waste and the environment</li> <li>• Ensure updated legislation is communicated and acted upon as required offering training as appropriate</li> <li>• Ensure that all areas of property management are driving towards the reduction of environmental impact and supporting the government’s sustainability agenda and targets</li> </ul>

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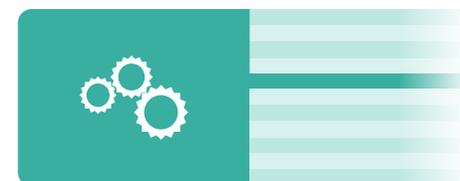
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# Technical Specialisms & Assurance

## Environmental Sustainability (2 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>No formal experience necessary although an interest in sustainability within a built environment</li> <li>A desire to work with customers and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of BREEAM and relevant construction/ engineering standards eg ISO4001 standards, or UK Nature Conservation law and standards eg Ecological Impact Assessments (EcIA)</li> <li>Experienced in energy or environmental role</li> <li>Knowledge and experience of complying with related statutory, regulatory frameworks and legislative or policy requirements with a preference for the real estate and FM/ property industry</li> <li>Able to lead key senior stakeholders, colleagues and customers towards environmentally sustainable solutions that support the business strategy</li> <li>Experience in environmental risk and compliance auditing or permit authorisation/ issuing</li> <li>Detailed understanding of the property lifecycle</li> <li>Experience of delivering initiatives supported by data</li> </ul>	<ul style="list-style-type: none"> <li>Extensive experience of the application of BREEAM and relevant construction/ engineering standards eg ISO4001 standards or UK Nature Conservation law and standards eg Ecological Impact Assessments (EcIA)</li> <li>Considerable professional expertise in management role/s leading on energy or environmental issues and knowledge of complying with related regulatory frameworks and in the real estate and FM/property industry</li> <li>Influential and able to lead key senior stakeholders, colleagues and customers towards commercial solutions that give a balance of optimal performance and environmentally sustainable solutions that support the business strategy</li> <li>Experience in environmental aspects of risk and impact assessments</li> </ul>

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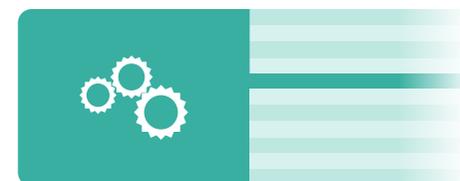
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Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>Working Together</li> <li>Managing a Quality Service</li> <li>Delivering at pace</li> </ul>	<ul style="list-style-type: none"> <li>Communicating and Influencing MOD Eco)</li> <li>Delivering at Pace</li> <li>Changing and Improving</li> <li>Working Together</li> <li>Managing a Quality Service</li> <li>Leadership</li> <li>Seeing the Big Picture</li> </ul>	<ul style="list-style-type: none"> <li>Communicating and Influencing</li> <li>Delivering at Pace</li> <li>Changing and Improving</li> <li>Working Together</li> <li>Managing a Quality Service</li> <li>Leadership</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Working toward GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, <b>CEnv</b>, RTPI, RIBA)</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Holds or is working towards appropriate accreditation for responsibilities aligned to this core role e.g. MIEMA for core sustainability operations roles, MCIEEM for Ecologists, MEI for Energy Managers, CIWM or CIWEM for waste managers, MIES for environmental sciences, Chartered Forester for Foresters etc</li> </ul>	<ul style="list-style-type: none"> <li>Holds GPP Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, <b>CEnv</b>, RTPI, RIBA)</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Holds appropriate accreditation for responsibilities aligned to this core role e.g. MIEMA for core sustainability operations roles, MCIEEM for Ecologists, MEI for Energy Managers, CIWM or CIWEM for waste managers, MIES for environmental sciences, Chartered Forester for Foresters etc</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Non property background</li> <li>Junior, graduate or apprentice in relevant subject</li> </ul>	<ul style="list-style-type: none"> <li>Building manager with previous experience focusing on sustainability and environmental issues</li> <li>Graduate with interest and education in sustainability and environment</li> </ul>	<ul style="list-style-type: none"> <li>Through experience in job role and family</li> <li>External with required qualifications</li> </ul>

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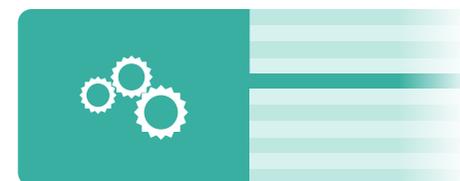
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## Environmental Sustainability (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>A</b></li> <li>2. Customer and Client Service <b>A</b></li> <li>3. Stakeholder Engagement <b>A</b></li> <li>4. Strategy and Business Planning <b>A</b></li> <li>5. Analytical Decision Making <b>A</b></li> <li>6. Technology and Innovation <b>A</b></li> <li>7. Sustainable Practice <b>W</b></li> <li>8. Commercial Acumen <b>A</b></li> <li>9. Property Programme and Project Management <b>A</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>A</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>P</b></li> <li>2. Customer and Client Service <b>P</b></li> <li>3. Stakeholder Engagement <b>P</b></li> <li>4. Strategy and Business Planning <b>W</b></li> <li>5. Analytical Decision Making <b>P</b></li> <li>6. Technology and Innovation <b>P</b></li> <li>7. Sustainable Practice <b>P</b></li> <li>8. Commercial Acumen <b>W</b></li> <li>9. Property Programme and Project Management <b>W</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>E</b></li> <li>2. Customer and Client Service <b>P</b></li> <li>3. Stakeholder Engagement <b>E</b></li> <li>4. Strategy and Business Planning <b>P</b></li> <li>5. Analytical Decision Making <b>P</b></li> <li>6. Technology and Innovation <b>P</b></li> <li>7. Sustainable Practice <b>E</b></li> <li>8. Commercial Acumen <b>W</b></li> <li>9. Property Programme and Project Management <b>W</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>• Sustainability Manager</li> <li>• Project Manager</li> <li>• <a href="#">FM and Workplace Manager</a></li> </ul>	<ul style="list-style-type: none"> <li>• Workplace Manager</li> <li>• <a href="#">Facilities Manager</a></li> <li>• Project or Change Manager</li> <li>• <a href="#">Sustainability Director</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Head of Facilities &amp; Workplace Management</a></li> <li>• <a href="#">Property Director/Head of Estates</a></li> <li>• <a href="#">Sustainability Director</a></li> </ul>

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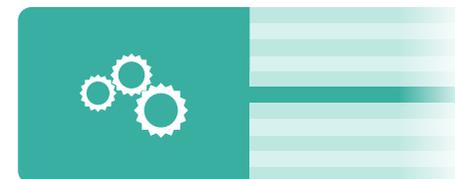
Technical & Assurance

Role Details



# Technical Specialisms & Assurance

## Fire, Health & Safety (1 of 3)



<p><b>Role summary</b></p>	<p>This role is responsible for ensuring that the organisation’s operations are executed at all times in such a manner as to ensure, so far as it is reasonably practicable, the health, safety and welfare of all employees and others who may work or use its premises. This subject matter expert has responsibility for developing, maintaining and delivery of the Health and Safety Management Plan and/or Fire Safety Management System ensuring that risks arising from the built environment are appropriately addressed in compliance with statute and regulations. It will also ensure a positive culture and environment across the organisation relating to all matters of Fire, Health and Safety.</p>		
<p><b>Level</b></p>	<p><b>Practitioner</b></p>	<p><b>Senior Practitioner</b></p>	<p><b>Senior Leader</b></p>
<p><b>Could include</b></p>	<ul style="list-style-type: none"> <li>• Promote and support the development and implementation of a positive health &amp; safety culture and environment across the estate or construction site</li> <li>• Serve as a focal point for all H&amp;S matters, including regular liaison with key stakeholders to ensure roles and responsibilities are clearly defined</li> <li>• Seek and provide assurance to ensure compliance with legal and departmental standards and ensure effective risk assessments are in place</li> <li>• Ensure the business operating system are up to date and effectively managing all policies, standards and guidelines</li> <li>• Develop and maintaining the H&amp;S risk register and auditing process escalating any risks as appropriate</li> <li>• Investigate and respond to estates or construction related incidents</li> <li>• Receive and communicate on regional and national safety alerts, ensuring communication has a clear purpose and maximises understanding and impact</li> </ul>	<ul style="list-style-type: none"> <li>• Provide assurance and advice on H&amp;S and/or fire standards for the estate or construction site, including training.</li> <li>• Providing proactive and reactive data</li> <li>• Develop and implement a positive H&amp;S culture and environment across the estate or construction site for staff, customers, and the public</li> <li>• Providing estates H&amp;S and/or fire or policy guides and subsequent document management and communication and advice on contractual definition of requirements</li> <li>• Identifying and reviewing H&amp;S and/or fire risks to the estate or construction site, staff and customers</li> <li>• Liaising with relevant H&amp;S and/or fire safety authorities</li> <li>• Enforce regulations in all aspects providing guidance on compliance and preserving the authority’s integrity</li> <li>• Conduct site inspections to improve H&amp;S</li> <li>• Monitor, evaluate and review existing, new and upcoming legislation and regulations to ensure ongoing compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Lead on assurance on all aspects of H&amp;S and/or fire safety, establishing and maintaining comprehensive safe systems of work, governance frameworks and processes, including providing advice to key stakeholders</li> <li>• Promoting a strong H&amp;S and fire safety culture</li> <li>• Influencing and leading key senior stakeholders, colleagues and customers towards solutions that give a balance of optimal safety, performance whilst delivering on business and portfolio strategy</li> <li>• Enforcing regulations in all aspects and levels of business, providing guidance on compliance</li> <li>• Monitoring, evaluating and reviewing existing, new and upcoming legislation and regulations to ensure ongoing compliance</li> </ul>

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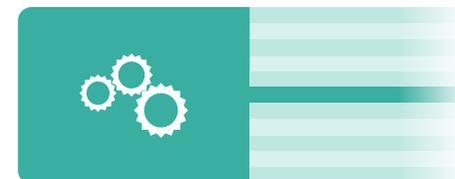
Technical & Assurance

Role Details



# Technical Specialisms & Assurance

## Fire, Health & Safety (2 of 3)



Level	Practitioner	Senior Practitioner	Senior Leader
<b>Experience</b>	<ul style="list-style-type: none"> <li>Relevant experience in an estates / commercial / construction environment with demonstrable record of continuing professional development.</li> <li>Good knowledge of property related legislative, statutory and professional requirements</li> <li>Proven health and safety management in the cascade and coordination across a large portfolio or complex organisation</li> <li>Experience of working in a property management (or similar) organisation including experience of managing fire safety and asbestos safety management</li> <li>A thorough understanding of HSE management and a demonstrable track record of safety culture transformation</li> </ul>	<ul style="list-style-type: none"> <li>Experience working in a property management organisation or equivalent, including experience of managing fire safety and asbestos safety management</li> <li>Interpretation and analysis of data to inform decision making</li> <li>Understanding and complying with real estate and property related legislative, statutory, regulatory and professional requirements</li> <li>A thorough understanding of HSE management and a demonstrable track record of safety culture transformation</li> </ul>	<ul style="list-style-type: none"> <li>Extensive health and safety management in the cascade and coordination across a large portfolio or complex organisation</li> <li>Significant senior level experience in a real estate, consulting or planning function</li> <li>Extensive knowledge of property related legislative, statutory, and professional requirements</li> <li>Knowledge of risk management, governance arrangements, control procedures &amp; audit processes</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>Making Effective Decisions</li> <li>Working Together</li> <li>Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>Communicating and Influencing</li> <li>Making Effective Decisions</li> <li>Changing and Improving</li> <li>Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>Communicating and Influencing</li> <li>Changing and Improving</li> <li>Delivering at Pace</li> <li>Seeing the Big Picture</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>Holds AIOSH or TechIOSH, or is working towards CMIOSH</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Holds or is working towards MFireE or IFSM for Fire Safety for Fire Safety</li> </ul>	<ul style="list-style-type: none"> <li>Holds CMIOSH or CFIOSH for Health and Safety</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Holds MFireE or IFSM for Fire Safety</li> </ul>	<ul style="list-style-type: none"> <li>Holds CMIOSH or CFIOSH for Health and Safety,</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>MFireE or IFSM for Fire Safety</li> </ul>

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Property Leaders

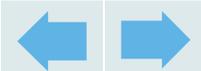
Strategic Asset Mgmt.

Workplace & FM

Property & Construction

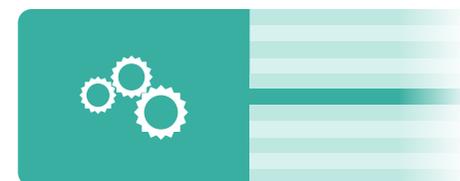
Technical & Assurance

Role Details



# Technical Specialisms & Assurance

## Fire, Health & Safety (3 of 3)



Level	Practitioner	Senior Practitioner	Senior Leader
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Current property professionals or working towards, those in other industries</li> </ul>	<ul style="list-style-type: none"> <li>Current property professionals with the relevant technical memberships or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>Current property professional with the relevant technical memberships or equivalent experience</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>E</b></li> <li>Stakeholder Engagement <b>E</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>E</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>E</b></li> <li>Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Health &amp; Safety or Fire Safety Lead</li> </ul>	<ul style="list-style-type: none"> <li>Head of Real Estate Policy &amp; Compliance</li> <li>Promotion within Compliance, audit or assurance roles</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Property Director/Head of Estates</a></li> <li>Head of Policy &amp; Compliance</li> <li><a href="#">Head of Strategy &amp; Portfolio</a></li> </ul>
<b>Other Professions</b>	<p>Professionals in this job family may also consider themselves part of the Health and Safety Profession. Email <a href="mailto:gpp@cabinetoffice.gov.uk">gpp@cabinetoffice.gov.uk</a> to be added to the Health and Safety Profession database.</p>		

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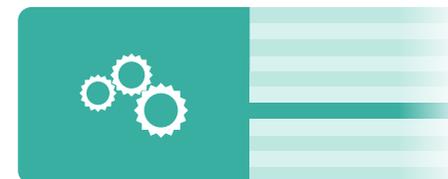
Technical & Assurance

Role Details



# Technical Specialisms & Assurance

## Maintenance Management (1 of 3)



<p><b>Role summary</b></p>	<p>Maintenance management is a key part of whole life asset management that covers condition surveys and responsive and planned preventative programmes of work to maintain smooth operation of buildings and premises. It optimises quality, safety, environmental protection, cost and operational requirements against the strategic property plan. Maintenance managers need to understand users' priorities and how to develop strategies to meet these. They need to understand how buildings and their services are constructed and how to keep them in good condition. This role will often be completed by a Building Surveyor.</p> <p>For Senior Leadership please see <a href="#">Property Director</a> or <a href="#">Head of Facilities &amp; Workplace Management</a>.</p>		
<p><b>Level</b></p>	<p><b>Foundation Practitioner</b></p>	<p><b>Practitioner</b></p>	<p><b>Senior Practitioner</b></p>
<p>Could include</p>	<ul style="list-style-type: none"> <li>• Understand building user requirements in relation to business need and relate to facilities</li> <li>• Compiling and updating asset registers and ability to design reports and interrogate large volumes of data</li> <li>• Prepare condition survey schedules</li> <li>• Planning and undertaking scheduled maintenance</li> <li>• First line technical support in repair of building fabric, electrical / mechanical equipment, responding to breakdowns, diagnosing faults</li> <li>• Complete necessary documents maintenance quality management system</li> <li>• Keeping all health and safety files for building maintenance and statutory compliance up to date and available for inspection</li> <li>• Identify elements of work which have particular reference to more sustainable solutions and reducing carbon emissions</li> <li>• Evaluate and select appropriate maintenance strategies for a facility</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and monitor SLAs with customers and the supply chain to oversee maintenance performance</li> <li>• Carry out condition surveys and prepare and optimise maintenance programmes, considering condition, whole life costs, funding and operational requirements</li> <li>• Manage maintenance programmes, including procurement, contract management, quality control, stakeholder management</li> <li>• Assure compliance with regulations, ensure that the maintenance and safety policies and procedures are adhered to</li> <li>• Technical repair of building fabric, electrical / mechanical equipment, responding to breakdowns, diagnosing faults for all building requirements</li> <li>• Ensure that proactive and reactive maintenance tasks are completed in line with customer response SLAs (service level agreements) are always maintained</li> </ul>	<ul style="list-style-type: none"> <li>• Develop maintenance strategies and contribute to the strategic portfolio, projects and lifecycle plans to ensure objectives, risks and dependencies are managed</li> <li>• Develop site asset management strategies and maintenance plans, ensuring effective whole life asset management</li> <li>• Lead technical service delivery on site and customer liaison to ensure high level of customer satisfaction</li> <li>• Cost control, budget management and writing supporting business cases or papers for investment</li> <li>• Assist the implementation of maintenance best practice techniques in their area</li> <li>• Responsible for all maintenance contractors and tenders</li> <li>• To actively champion health and safety, ensuring that a safe working environment exists for all</li> <li>• To be proactive in identifying and eliminating faulty processes by implementing long-term fixes</li> </ul>

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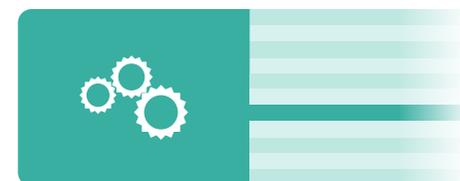
Technical & Assurance

Role Details



# Technical Specialisms & Assurance

## Maintenance Management (2 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Awareness of of building construction and building services design</li> <li>• Knowledge of H&amp;S statutory processes, Building Regulations and construction related legislation.</li> <li>• Previous practical experience eg maintenance experience and/or a mechanical/electrical background</li> <li>• The ability to demonstrate experience or knowledge of fault finding</li> <li>• Understanding or experience of working to SLAs and KPIs</li> <li>• Showing an awareness of the relevant professional standards for their area of work and behaving accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of building construction and building services design</li> <li>• Knowledge of building pathology how buildings fail and how to prevent and repair. to include historic buildings and conservation requirements</li> <li>• Good knowledge of H&amp;S statutory processes, Building Regulations and construction related legislation where appropriate</li> <li>• Development and input to planned preventative maintenance schedules</li> <li>• Budget and cost control experience</li> <li>• Proven track record of working/managing to clearly defined SLAs and KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed knowledge of building construction and building services design</li> <li>• Extensive knowledge of H&amp;S statutory processes, Building Regulations and construction related legislation.</li> <li>• Exhibiting the appropriate professional authority and credibility to ensure acceptance of recommendations/proposals from colleagues and stakeholders</li> <li>• In depth understanding of construction methods and materials and are fully conversant with CDM Regulations.</li> <li>• Proven experience of managing design</li> <li>• Experience of technical, legal or regulatory issues at a policy &amp; practical level</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Working Together</li> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Delivering at Pace</li> <li>• Changing and Improving</li> <li>• Working Together</li> <li>• Managing a Quality Service</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Delivering at Pace</li> <li>• Changing and Improving</li> <li>• Working Together</li> <li>• Managing a Quality Service</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>• Holds AssocRICS, MIWFM, IEng, or is working towards Chartered Member, Certified or Fellow of RICS, IWFM, CIOB, CIBSE, or is a Chartered Engineer</li> </ul>	<ul style="list-style-type: none"> <li>• Holds Chartered Membership, Certified or Fellow of RICS, IWFM, CIOB, or is a Chartered Engineer</li> </ul>

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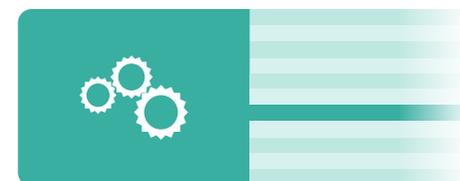
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Role Details



# Technical Specialisms & Assurance

## Maintenance Management (3 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Apprentice or graduate in relevant property, mechanical or engineering qualification</li> <li>No previous property profession experience required but working towards appropriate qualification</li> <li>Construction background with knowledge of process</li> <li>Experienced in compliance and assurance role</li> </ul>	<ul style="list-style-type: none"> <li>Current property professional</li> <li>Experienced maintenance role within another field</li> <li>Working towards the relevant memberships with experience in property environment</li> </ul>	<ul style="list-style-type: none"> <li>Current property professional with the relevant technical memberships or equivalent experience.</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b></li> <li>Customer and Client Service <b>A</b></li> <li>Stakeholder Engagement <b>A</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>A</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>A</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Promotion in Maintenance role</li> <li>Facilities Manager</li> <li>Project management</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Facilities manager</a></li> <li><a href="#">Health &amp; Safety manager</a></li> <li><a href="#">Project Manager</a></li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Head of Facilities &amp; Workplace Management</a></li> <li>Project Manager</li> <li>Senior property role</li> </ul>

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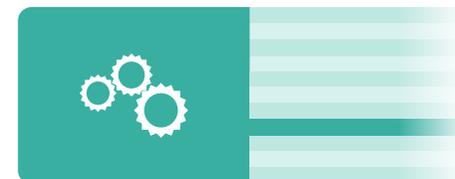
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Role Details



# Technical Specialisms & Assurance

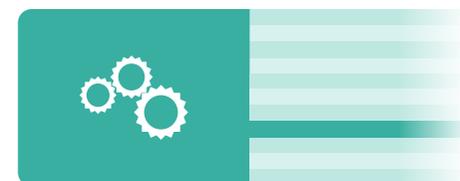
## Planning & Development (1 of 3)



<b>Role summary</b>	<p>The Planning and Development role can range from operational aspects of land and real estate use and development to highly strategic policy related responsibilities. The work of Planning and Development professionals impacts not only on the physical aspects of the built and natural environment, but crucially too, the social, economic and environmental aspects as well. Planning and Development is of strategic importance with emphasis on (but not limited to) the design quality and sustainability of the built environment, urban and rural regeneration, conservation, transport and sources of renewable energy and related efficiencies.</p> <p>For Senior Leadership please see <a href="#">Property Director</a>.</p>		
<b>Level</b>	<b>Foundation Practitioner</b>	<b>Practitioner</b>	<b>Senior Practitioner</b>
<b>Could include</b>	<ul style="list-style-type: none"> <li>Consider the physical, environmental and social impact of proposed development or policy proposals</li> <li>Assess land and property use requirements, including traffic and infrastructure</li> <li>interpret data from various sources to support the preparation and presentation of applications for planning permission</li> <li>Research technical planning information, data and surveys</li> <li>Visit sites to assess the effects of proposals and support the production of policy solutions</li> <li>Advocate the conservation and protection of historic or environmentally sensitive sites</li> </ul>	<ul style="list-style-type: none"> <li>Consider the physical, environmental and social impact of proposed development or policy proposals</li> <li>Assess environmental, spatial and land use requirements, including housing, jobs, climate change, traffic and infrastructure</li> <li>Prepare, present and negotiate development and land use proposals including project briefings and planning permission applications</li> <li>Advise on the feasibility of planning permission and the impact of policy interventions</li> <li>Promote the use of effective land management and administration as one of the key drivers behind economic growth</li> <li>Researching the local property market. evaluating development plans, taking into consideration a range of legal, social, financial and environmental factors to advise clients and colleagues</li> <li>Assess the impact of a major development in terms of economic viability and environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>Take an organisational view of how planning and property impacts on the business objectives of the organisation</li> <li>Oversee planning applications on all approved land and building acquisitions</li> <li>Provides professional assurance for their own work and that of staff</li> <li>Compile evidence and design regulatory policies to guide local and national decisions for sustainable development and monitor outcomes</li> <li>Provide strategic advice on complex elements of policy and project implementation including risks and community impacts</li> <li>Identify key issues, courses of action and projects regarding the planning of land and buildings, and allocation of environmental, social and economic resources</li> <li>Respond quickly to changes in market conditions, organisation requirements and government policies</li> </ul>

# Technical Specialisms & Assurance

## Planning & Development (2 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Interest in the built and natural environment</li> <li>• Attention to detail and a methodical approach to work</li> <li>• Sound analytical skills and good judgement to inform their decisions or when providing opinions or advice to others</li> </ul>	<ul style="list-style-type: none"> <li>• Proven experience in stakeholder management</li> <li>• Preparing and providing strategic advice</li> <li>• Operational experience in planning and development, acquisition, viability and technical due diligence</li> <li>• Effective engagement within senior leaders, customers and policy makers</li> <li>• Effective project management experience to support delivery of multiple and varied projects without loss of focus or limits</li> <li>• Good understanding of local, regional and national planning policy and experience</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrable success in leading projects and converting complex requirements into solutions to time, cost and quality</li> <li>• Effective engagement within senior leaders, customers and policy makers</li> <li>• Preparing and providing strategic advice on complex cases</li> <li>• Comprehensive experience of acquisition, viability, planning and technical due diligence at a strategic and core delivery level</li> <li>• Effective project manager and provides detailed understanding of multiple and varied projects without loss of focus or insight</li> <li>• Understands financial viability modelling for development opportunities</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Making Effective Decisions</li> <li>• Working Together</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Making Effective Decisions</li> <li>• Working Together</li> <li>• Communicating and influencing</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Leadership</li> <li>• Communicating and Influencing</li> <li>• Making Effective Decisions</li> <li>• Changing and Improving</li> <li>• Delivering at Pace</li> </ul>

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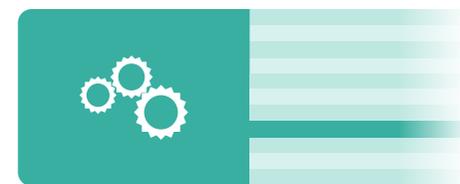
Technical & Assurance

Role Details



# Technical Specialisms & Assurance

## Planning & Development (3 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Holds AssocRICS or is working towards Chartered Membership or Fellow of RICS, CIH or RTPI</li> </ul>	<ul style="list-style-type: none"> <li>Holds Chartered Membership or Fellow of RICS, CIH or RTPI</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Graduate entry route or direct entry with the relevant technical qualifications.</li> <li>Apprenticeship at Level 6</li> <li>Experience in other role within the built environment</li> </ul>	<ul style="list-style-type: none"> <li>Graduate entry route or direct entry with the relevant technical qualifications.</li> </ul>	<ul style="list-style-type: none"> <li>Existing property professional with relevant technical qualifications and experience.</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>A</b></li> <li>Customer and Client Service <b>A</b></li> <li>Stakeholder Engagement <b>A</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>A</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>A</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>E</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>E</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Planning and Development Surveyor</li> <li>Town Planner</li> <li><a href="#">Acquisitions and Disposals</a></li> <li>Other surveying roles, eg Rural, Residential, Valuation etc</li> </ul>	<ul style="list-style-type: none"> <li>Senior Development Surveyor</li> <li>Senior Town Planner</li> <li>Promotion through job family, in particular surveying related roles</li> <li><a href="#">Asset management/Intelligent Client function roles</a></li> </ul>	<ul style="list-style-type: none"> <li>Head of Planning and Development</li> <li><a href="#">Head of Policy and Strategy</a></li> <li>Head of Delivery and Implementation</li> <li><a href="#">Strategic Asset Management/Intelligent Client function roles</a></li> <li>Planning Policy Lead</li> <li>Planning Inspector</li> </ul>

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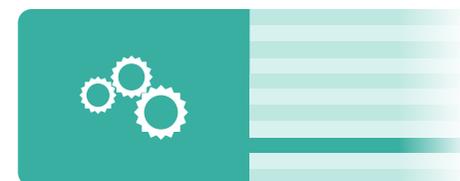
Technical & Assurance

Role Details



# Technical Specialisms & Assurance

## Residential Management (1 of 3)



<b>Role summary</b>	Residential Management primary purpose is meeting the housing requirements of the population. It is also a growing investment asset class, playing a vitally important role in society being instrumental in improving the lives of many residential occupiers and of making the most of assets. With principle activities relating to the management, purchase, sale or leasing of land and property, as well as valuing and surveying property, this role manages and maintains all communal aspects of residential property whilst ensuring legal obligations are complied with across all parties.		
	For Senior Leadership please see <b><u>Property Director</u></b> .		
<b>Level</b>	<b>Foundation Practitioner</b>	<b>Practitioner</b>	<b>Senior Practitioner</b>
<b>Could include</b>	<ul style="list-style-type: none"> <li>• Casework under supervision but gaining responsibility for their own caseload as their experience grows</li> <li>• Building knowledge about residential management and development of skills in landlord and tenant relationship management</li> <li>• Assisting in residential valuation assignments, including inspections, report writing and dealing with stakeholders</li> <li>• Support in site visits across all stages</li> <li>• Provide analysis of data and information relating to for rent, rates, capital taxation, acquisitions and disposals</li> </ul>	<ul style="list-style-type: none"> <li>• Advising on residential management strategies</li> <li>• Applying expert knowledge and awareness of the local property market in valuation of properties</li> <li>• Write detailed reports on property for purposes such as rent reviews, investment potential, valuations for mortgages and other purposes, marketability and building surveys</li> <li>• Assess properties for rent, rates, capital taxation, acquisitions and disposals</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership role or advisory roles providing advice to senior leaders and practitioners</li> <li>• Rent reviews, enfranchisement and preparing submissions for dispute resolution</li> <li>• Advising on potential demand, valuation and planning related matters</li> <li>• Acting in residential property transactions including acquiring or disposing property for occupational purposes</li> <li>• Surveys of residential property to produce reports on the condition of the building and its environment</li> <li>• Actively managing and influencing stakeholders where there are risks to delivery</li> <li>• Apply appropriate law for landlord and tenant negotiations and enforce health and safety regulations</li> </ul>

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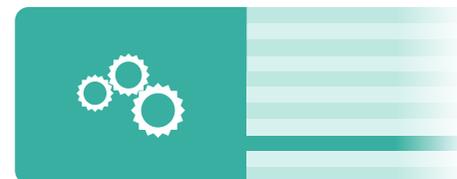
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Role Details



# Technical Specialisms & Assurance

## Residential Management (2 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Interest in the built and natural environment</li> <li>• Attention to detail and a methodical approach to work</li> <li>• Sound analytical skills and good judgement to inform their decisions or when providing opinions or advice to others.</li> <li>• The ability to communicate effectively both orally and in writing</li> </ul>	<ul style="list-style-type: none"> <li>• Operational experience in residential management preferred</li> <li>• Effective engagement within senior leaders, customers and policy makers.</li> <li>• Effective project management experience to support delivery of multiple and varied projects without loss of focus or limits</li> <li>• Good understanding of local, regional and national market knowledge. Kept up to date and used in advice and guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrable success in leading projects and converting complex requirements into solutions to time, cost and quality.</li> <li>• Effective engagement within senior leaders, customers and policy makers.</li> <li>• Preparing and providing strategic advice on complex cases.</li> <li>• Comprehensive experience of residential management</li> <li>• Understands financial viability modelling for development opportunities</li> <li>• Political awareness and understanding of potential wider impact</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Making Effective Decisions</li> <li>• Working Together</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Making Effective Decisions</li> <li>• Working Together</li> <li>• Communicating and influencing</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Leadership</li> <li>• Communicating and Influencing</li> <li>• Making Effective Decisions</li> <li>• Changing and Improving</li> <li>• Delivering at Pace</li> </ul>

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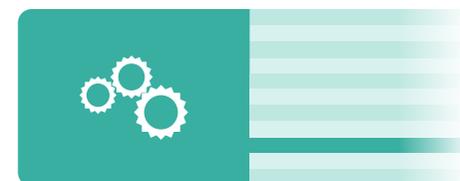
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# Technical Specialisms & Assurance

## Residential Management (3 of 3)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Holds AssocRICS or is working towards Chartered Membership or Fellow of RICS or CIH</li> </ul>	<ul style="list-style-type: none"> <li>Holds Chartered Membership or Fellow of RICS or CIH</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Graduate entry route or direct entry with the relevant technical qualifications.</li> <li>Apprenticeship at Level 6</li> <li>Direct entry with no technical qualifications but an interest in built environment</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>Graduate entry route or direct entry with the relevant technical qualifications.</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>Existing property professional with relevant technical qualifications and experience.</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>A</b></li> <li>Customer and Client Service <b>A</b></li> <li>Stakeholder Engagement <b>A</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>A</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>A</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>P</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>P</b></li> <li>Commercial Acumen <b>E</b></li> <li>Property Programme and Project Management <b>P</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Planning and Development Surveyor</li> <li>Town Planner</li> <li>Other surveying roles, eg Rural, Residential, Valuation etc</li> </ul>	<ul style="list-style-type: none"> <li>Promotion through job family, other surveying related roles</li> <li><a href="#">Asset management/Intelligent Client function roles</a></li> </ul>	<ul style="list-style-type: none"> <li>Head of Planning and Development</li> <li><a href="#">Strategic Asset Management/Intelligent Client function roles</a></li> </ul>

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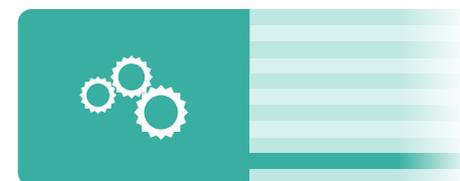
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# Technical Specialisms & Assurance

## Rural Management (1 of 3)



<b>Role summary</b>	Rural land and property management provides practical and strategic advice on how emerging regulations and practices affect an organisations strategic business plan. This role enables the rural economy and environment to thrive and flourish drawing on a wide range of professional and technical skills in key areas including agriculture, valuation, environmental regulations and practices, forests and property management. Rural Surveyors may find themselves working across rural estate management, planning, valuation and asset management.	
	For Senior Leadership please see <b><u>Property Director</u></b> .	
<b>Level</b>	<b>Practitioner</b>	<b>Senior Practitioner</b>
<b>Could include</b>	<ul style="list-style-type: none"> <li>• Assist Senior Rural Surveyors with the management of the estate across both freehold and leasehold property, full agricultural tenants, commercial tenants , crops, livestock and machinery</li> <li>• Work alongside colleagues to ensure the organisation is a safe place to work and/or train providing support to operational staff on land related matters</li> <li>• Consult with other public organisations where required in order to manage the estate</li> <li>• Advise on estate rationalisation opportunities including potential disposals</li> <li>• Valuing land, property, crops, machinery and livestock</li> <li>• Assisting in buying and selling rural land or property, possibly by auction</li> <li>• Dealing with legal matters relating to land and agricultural management such as planning regulations, land use regulations, environmental law and applications for subsidies and grants</li> <li>• Advising on the possible development of land for alternative uses</li> <li>• Keeping up to date with relevant legislation relating to land, agriculture and the environment</li> </ul>	<ul style="list-style-type: none"> <li>• Lead a variety of estate and surveying programmes across rural land and buildings</li> <li>• Lead at a strategic level on subject matter advice on technical matters</li> <li>• Provide specialist advice and lead on all aspects of business planning in relation to landlord and tenant and property law; access and estate ownership/integrity; estate rationalisation and disposals; and general estate management</li> <li>• Lead on valuation techniques relating to rural land and property, crops, machinery, livestock and trees etc</li> <li>• Provide strategic advice on Town &amp; Country Planning</li> </ul>

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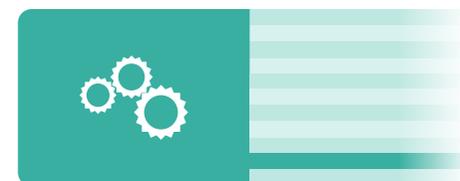
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# Technical Specialisms & Assurance

## Rural Management (2 of 3)



Level	Practitioner	Senior Practitioner
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Demonstrate knowledge and understanding of the principles, characteristics and organisation of agriculture</li> <li>• Experience in identifying the distinction between different varieties of crops and breeds of animals to assess economic viability and liaising with land owners and other members of the rural community</li> <li>• Ability to collate, adjust and analyse evidence, where there are gaps and inconsistencies, and arrive at a sound judgement</li> <li>• Ability to give clear written and oral advice and to explain legal issues</li> </ul>	<ul style="list-style-type: none"> <li>• Practical knowledge and experience of rural land and property management, including agriculture, conservation, residential, commercial and public amenity</li> <li>• Up to date understanding of the current issues within the rural sector</li> <li>• Confidence interpreting legal documentation and a variety of data sources and using your findings to influence colleagues and stakeholders</li> <li>• Excellent people skills, adept at listening, building trust or negotiating to achieve cooperation over mutually acceptable solutions</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Making Effective Decisions</li> <li>• Working Together</li> <li>• Communicating and influencing</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Bigger Picture</li> <li>• Leadership</li> <li>• Communicating and Influencing</li> <li>• Making Effective Decisions</li> <li>• Changing and Improving</li> <li>• Delivering at Pace</li> </ul>
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>• Holds AssocRICS or is working towards MRICS, FRICS or FAAV</li> </ul>	<ul style="list-style-type: none"> <li>• Holds MRICS, FRICS or FAAV</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>• Graduate entry route at HEO level.</li> <li>• Direct entry at SEO level with relevant technical qualifications</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>• Relevant experience</li> </ul>	<ul style="list-style-type: none"> <li>• Existing property professional with relevant technical qualifications</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>• Demonstrable experience in this specialism</li> </ul>

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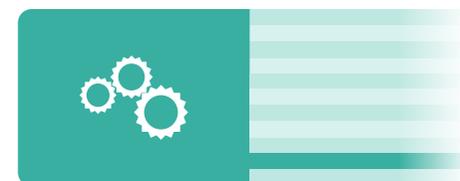
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# Technical Specialisms & Assurance

## Rural Management (3 of 3)



Level	Practitioner	Senior Practitioner
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>A</b></li> <li>2. Customer and Client Service <b>A</b></li> <li>3. Stakeholder Engagement <b>A</b></li> <li>4. Strategy and Business Planning <b>A</b></li> <li>5. Analytical Decision Making <b>A</b></li> <li>6. Technology and Innovation <b>A</b></li> <li>7. Sustainable Practice <b>A</b></li> <li>8. Commercial Acumen <b>A</b></li> <li>9. Property Programme and Project Management <b>A</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Property Professional Expertise <b>E</b></li> <li>2. Customer and Client Service <b>P</b></li> <li>3. Stakeholder Engagement <b>P</b></li> <li>4. Strategy and Business Planning <b>P</b></li> <li>5. Analytical Decision Making <b>P</b></li> <li>6. Technology and Innovation <b>P</b></li> <li>7. Sustainable Practice <b>P</b></li> <li>8. Commercial Acumen <b>E</b></li> <li>9. Property Programme and Project Management <b>P</b></li> <li>10. Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>• Senior Development Surveyor</li> <li>• Senior Town Planner</li> <li>• Promotion through job family, surveying</li> <li>• <a href="#">Asset management/Intelligent Client function roles</a></li> </ul>	<ul style="list-style-type: none"> <li>• Head of Planning and Development</li> <li>• <a href="#">Strategic Asset Management/Intelligent Client function roles</a></li> </ul>

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# Technical Specialisms & Assurance

## Valuation (1 of 4)



<b>Role summary</b>	Property valuations form the basis of financing decisions, transactional and development advice, dispute resolution, taxation and other statutory applications. Valuation Surveyors may therefore be called upon to provide valuations of land and various types of property for a number of purposes, including viability assessment, asset efficiency, taxation, acquisition and disposal. Valuation Surveyors must demonstrate particular competence in valuation practice and standards however a broad base of experience in general property practice is also required.			
<b>Level</b>	<b>Foundation Practitioner</b>	<b>Practitioner</b>	<b>Senior Practitioner</b>	<b>Senior Leader</b>
<b>Could include</b>	<ul style="list-style-type: none"> <li>• Support in the progress of casework for statutory and non statutory purposes, issue valuation and assessment decisions</li> <li>• Conduct research on individual cases or projects including rental casework and lettings research</li> <li>• Review evidence provided for the case and assess by choosing from a limited number of relatively clear options</li> <li>• Appear at Valuation Tribunal for cases where the framework is clear cut and there is no wider impact across team or unit</li> <li>• Undertake inspections of basic property types</li> <li>• Assist with compulsory purchase appraisals</li> </ul>	<ul style="list-style-type: none"> <li>• Valuation casework under supervision when required</li> <li>• Undertake property inspections, surveys and measurement</li> <li>• Advising on property values, land purchase, tenure issues and related legislation</li> <li>• Deliver clear, succinct and robust valuation reports that are fit for purpose and accessible to non-technical readers</li> <li>• Advise on disposals and acquisitions, compulsory purchase matters and development viability</li> <li>• Have a good market knowledge and to keep up to date with market changes</li> <li>• Observe RICS regulatory requirements and to be aware of any changes, including those in respect of the Red Book</li> <li>• Act as an advocate and/or expert witness at Valuation Tribunal</li> </ul>	<ul style="list-style-type: none"> <li>• Specialist expertise in particular area of valuation and act in an advisory capacity to senior leaders and practitioners</li> <li>• Advise on complex legal or valuation matters, including for viability assessment, asset efficiency, local and national taxation, acquisition and disposal</li> <li>• Actively managing and influencing stakeholders where there are risks to delivery</li> <li>• Supervisor or counsellor for APC candidates</li> <li>• Creating an inclusive culture that embraces the range of working models available including remote working</li> </ul>	<ul style="list-style-type: none"> <li>• Accountable for successful delivery of valuation and technical advice</li> <li>• Strategic senior leadership role, may operate as a deep specialist delivering valuations of highly complex and specialist properties</li> <li>• Responsible for promoting and ensuring professional standards</li> <li>• Provide real estate expertise, strategy and direction in alignment and support delivery of Estates Strategy/Portfolio Plan</li> <li>• Leading the strategy planning processes and analysis across the portfolio, this role will establish core links with relevant colleagues to design the Strategic Asset/Portfolio Plan</li> </ul>

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# Technical Specialisms & Assurance

## Valuation (2 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Awareness of technical aspects of valuation</li> <li>• Sound analytical skills and good judgement to inform their decisions or when providing opinions or advice to others</li> <li>• An understanding of how the work area fits within the structure of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Proven valuation experience of commercial investment properties and working knowledge of Landlord &amp; Tenant law</li> <li>• Ability to collate, adjust and analyse evidence, where there are gaps and inconsistencies, and arrive at a sound judgement</li> <li>• Extensive market knowledge of core commercial sector/s</li> <li>• Accurate and with exceptional attention to detail, in particular writing valuation reports and reviewing due diligence</li> <li>• Ability to give clear written and oral advice and to explain legal issues</li> </ul>	<ul style="list-style-type: none"> <li>• Extensive valuation experience of commercial investment properties and working knowledge of Landlord &amp; Tenant law</li> <li>• Excellent negotiating, consulting and interpersonal skills to achieve cooperation over mutually acceptable solutions</li> <li>• Ability to collate, adjust and analyse evidence, where there are gaps and inconsistencies, and arrive at a sound judgement</li> <li>• The ability to persuade and influence senior stakeholders, on complex or contentious issues and apply technical knowledge to wider organisational impact</li> <li>• Ability to give clear written and oral advice and to explain legal issues</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrable professional success in the property field with a recognised profile in the industry</li> <li>• Proven track record of winning and retaining the confidence of senior stakeholders within and outside organisation and in successfully managing conflicting views</li> <li>• Successful experience of leading and managing a strategic agenda and delivering challenging programmes in a complex environment set to legislative/ tight timescales</li> <li>• Experience of building professional capability within a specialist area</li> </ul>
<b>Civil Service Behaviours</b>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating and Influencing</li> <li>• Making Effective Decisions</li> <li>• Managing a Quality Service</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Big Picture</li> <li>• Leadership</li> <li>• Communicating and Influencing</li> <li>• Making Effective Decisions</li> <li>• Delivering at Pace</li> </ul>	<ul style="list-style-type: none"> <li>• Seeing the Big Picture</li> <li>• Leadership</li> <li>• Communicating and Influencing</li> <li>• Making Effective Decisions</li> </ul>

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Workplace & FM

Property & Construction

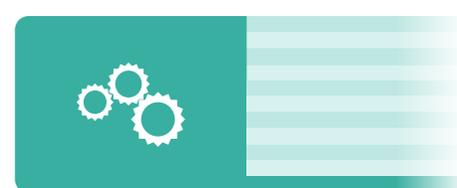
Technical & Assurance

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# Technical Specialisms & Assurance

## Valuation (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
<b>Accreditation</b>	<ul style="list-style-type: none"> <li>None required at this level</li> </ul>	<ul style="list-style-type: none"> <li>Holds AssocRICS or is working towards MRICS, FRICS, IRRV or FAAV</li> </ul>	<ul style="list-style-type: none"> <li>Holds MRICS/FRICS, IRRV (REV membership) or FAAV</li> </ul>	<ul style="list-style-type: none"> <li>Holds MRICS/FRICS, IRRV (REV membership) or FAAV</li> </ul>
<b>Entry route</b>	<ul style="list-style-type: none"> <li>Graduate entry route or direct entry with the relevant technical qualifications</li> <li>Valuation apprenticeship at Level 6</li> </ul>	<ul style="list-style-type: none"> <li>Graduate entry route or direct entry with the relevant technical qualifications</li> </ul>	<ul style="list-style-type: none"> <li>Existing property professional with relevant technical qualifications and experience</li> </ul>	<ul style="list-style-type: none"> <li>Existing property professional with relevant technical qualifications and experience</li> </ul>
<b>Technical skills</b>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>A</b></li> <li>Customer and Client Service <b>A</b></li> <li>Stakeholder Engagement <b>A</b></li> <li>Strategy and Business Planning <b>A</b></li> <li>Analytical Decision Making <b>W</b></li> <li>Technology and Innovation <b>A</b></li> <li>Sustainable Practice <b>A</b></li> <li>Commercial Acumen <b>W</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>A</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>W</b></li> <li>Customer and Client Service <b>W</b></li> <li>Stakeholder Engagement <b>W</b></li> <li>Strategy and Business Planning <b>W</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>A</b></li> <li>Health and Safety, Compliance and Inclusion <b>W</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>P</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>W</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>P</b></li> </ol>	<ol style="list-style-type: none"> <li>Property Professional Expertise <b>E</b></li> <li>Customer and Client Service <b>P</b></li> <li>Stakeholder Engagement <b>E</b></li> <li>Strategy and Business Planning <b>P</b></li> <li>Analytical Decision Making <b>P</b></li> <li>Technology and Innovation <b>P</b></li> <li>Sustainable Practice <b>W</b></li> <li>Commercial Acumen <b>P</b></li> <li>Property Programme and Project Management <b>W</b></li> <li>Health and Safety, Compliance and Inclusion <b>E</b></li> </ol>

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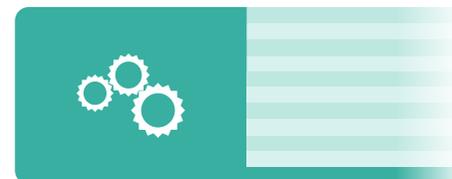
Technical & Assurance

Role Details



# Technical Specialisms & Assurance

## Valuation (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
<b>Future Pathways</b>	<ul style="list-style-type: none"> <li>Progression through the valuation pathway</li> <li>Technical property specialisms such as Asset Management</li> </ul>	<ul style="list-style-type: none"> <li>Progression through the valuation pathway</li> <li><a href="#">Strategic Asset Management</a></li> </ul>	<ul style="list-style-type: none"> <li>Progression through the valuation pathway.</li> <li><a href="#">Strategic Asset Management</a></li> <li><a href="#">Head of Strategy and Portfolio</a></li> <li><a href="#">Head of Estates</a> (with a breadth of experience)</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Strategic Asset Management</a></li> <li><a href="#">Property Director/Head of Estates</a> (with a breadth of experience)</li> <li><a href="#">Head of Strategy and Portfolio</a></li> </ul>

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# Thank you

## Other Civil Service professions and their Career Frameworks

If you are interested in finding out more about some related Civil Service Professions and their career pathways we recommend you have a look at their Career Frameworks and information pages.

- Analysis
- Digital, Data and Technology
- Finance
- Government Commercial
- Government Project Delivery
- Government Security
- Human Resources
- Science and Engineering

... or talk to us, the Government Property Profession, at:  
[GPP@cabinetoffice.gov.uk](mailto:GPP@cabinetoffice.gov.uk)

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# Annex

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# Glossary of Professional Bodies

## CAAV

Central Association of Agricultural Valuers

## CIBSE

Chartered Institution of Building Services Engineers

## CIEEM

Chartered Institute of Ecology and Environmental Management

## CIH

Chartered Institute of Housing

## CIOB

Chartered Institute of Building

## CIWM

Chartered Institution of Wastes Management

## CIWEM

Chartered Institution of Water and Environmental Management

## EI

Energy Institute

## ICE

Institution of Civil Engineers

## IEMA

Institute of Environmental Management and Assessment

## IES

Institute of Environmental Sciences

## IET

Institution of Engineering and Technology

## IFireE

Institute of Fire Engineers

## IFSM

Institute of Fire Safety Managers

## IET

Institution of Engineering and Technology

## IFireE

Institute of Fire Engineers

## IFSM

Institute of Fire Safety Managers

## IMechE

Institution of Mechanical Engineers

## IOSH

Institution of Occupational Safety and Health

## IRRV

Institute of Revenues Rating and Valuation

## IWFM

Institute for Workplace and Facilities Management

## RIBA

Royal Institute of British Architects

## RICS

Royal Institution of Chartered Surveyors

## RTPI

Royal Town Planning Institute

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