



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 current location in this document.

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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.

Property Leadership		Property Director/Head of Estates				●	●
		Department Head of Profession				●	●
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		Head of Strategy & Portfolio				●	●
		Programmes Director				●	●
Property Project Director				●	●		
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		Property Data Management				●	●

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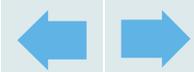
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The Civil Service is committed to continuous professionalism and diversity, so that we reflect the population we serve and deliver for the public.

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:

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

How to use the career framework

Senior Leaders can ...	<ul style="list-style-type: none"> • 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 ...	<ul style="list-style-type: none"> • 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 ...	<ul style="list-style-type: none"> • 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 ...	<ul style="list-style-type: none"> • 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	Success Profile			
		Foundation OS Grades AK, AD, TD	Practitioner OS Grades RD, SD	Senior OS Grades OF, OB	Leader OS Grades SO, SDO
Property Leadership	Property Director/Head of Estates			•	•
	Department Head of Profession			•	•
	Head of Facilities & Workplace Management			•	•
	Head of Strategy & Portfolio			•	•
Strategic Asset Management / Intelligent Client Function	Programme Director			•	•
	Property Project Director			•	•
Workplace & FM	Estate Strategy		•	•	•
	Property Data Management		•	•	•
Property & Construction Projects	Property Portfolio Management		•	•	•
	Workplace Management		•	•	•
Technical Specialisms & Assurance	Property & Construction Project Management		•	•	•
	Cost Management		•	•	•
	Design		•	•	•
	Engineering		•	•	•
	Environmental Sustainability		•	•	•
Technical Specialisms & Assurance	Fire, Health & Safety, Physical Security		•	•	•
	Maintenance Management		•	•	•
	Planning & Development		•	•	•
	Rural 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



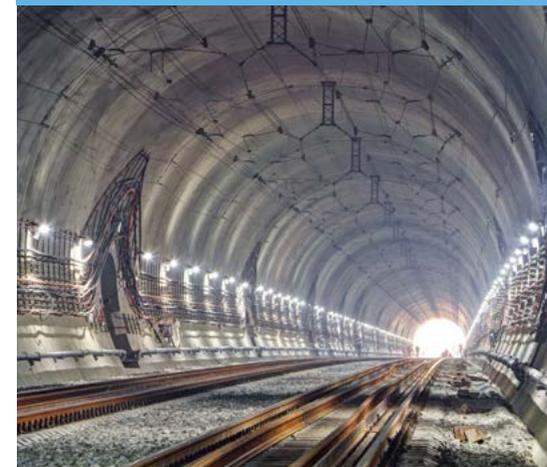
Modern new offices

Exciting property projects



Innovative projects

Large and diverse estate



Critical national infrastructure

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.

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**.

The central government estate is the largest and most diverse in the country. It is worth over **£350 billion and costs over £20 billion to run each year**.

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Join us for a career spanning the...

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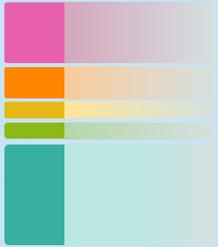
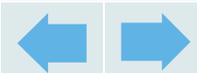
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Career Framework



Government Property Profession Career Framework



(Click any dot to visit the role details for that career)

Demonstrating increasing leadership

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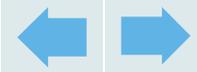
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Job Families	Core Roles	Foundation Practitioner CS Grades: AA, AO, EO	Practitioner CS Grades: HEO, SEO	Senior Practitioner CS Grades: G7, G6	Senior Leader CS Grades: SCS1, SCS2
Property Leadership	Property Director/Head of Estates			●	●
	Department Head of Profession			●	●
	Head of Facilities & Workplace Management			●	●
	Head of Strategy & Portfolio			●	●
	Programmes Director			●	●
	Property Project Director			●	●
Strategic Asset Management / Intelligent Client Function	Estate Strategy		●	●	
	Property Data Management	●	●	●	●
	Property Portfolio Management		●	●	
Workplace & FM	Facilities Management	●	●	●	
	Workplace Management	●	●	●	
Property & Construction Projects	Property & Construction Project Management	●	●	●	
Technical Specialisms & Assurance	Cost Management	●	●	●	
	Design	●	●	●	●
	Engineering			●	
	Environmental Sustainability	●	●	●	
	Fire, Health & Safety, Physical Security		●	●	●
	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	Demonstrating increasing leadership			
		Foundation Practitioner CS Grades: AA, AO, EO	Practitioner CS Grades: HEO, SEO	Senior Practitioner CS Grades: G7, G8	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			●	●
Strategic Asset Management / Intelligent Client Function	Estate Strategy	●	●	●	●
	Property Data Management	●	●	●	●
	Property Portfolio Management	●	●	●	●
Workplace & FM	Facilities Management	●	●	●	●
	Workplace Management	●	●	●	●
Property & Construction Projects	Property & Construction Project Management	●	●	●	●
Technical Specialisms & Assurance	Cost Management	●	●	●	●
	Design	●	●	●	●
	Engineering	●	●	●	●
	Environmental Sustainability	●	●	●	●
	Fire, Health & Safety, Physical Security	●	●	●	●
	Maintenance Management	●	●	●	●
	Planning & Development	●	●	●	●
	Residential Management	●	●	●	●
	Rural Management	●	●	●	●
	Valuation	●	●	●	●



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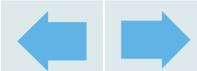
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What are technical skills?

Technical skills are the ability to do something well, which results in effective performance in a role. The Civil Service behaviours outline the generic actions and activities that broadly apply to all roles.

Technical skills describe relevant expertise, experience and understanding in a specific field, system, way of working or environment which informs key decisions and processes and drives best practice. For example, a maintenance engineer may need to be an effective communicator and be able to make effective decisions. But they also need the knowledge and experience to plan and carry out maintenance schedules and respond to urgent faults as they occur.

Why do we need technical skills for the Property Profession?

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.

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.

When should you use technical skills?

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.

Standard Skill Levels

		Skill Level			
		Level 1	Level 2	Level 3	Level 4
Skill descriptor		Entry level or not applicable	Understanding	Application	Expert
Detailed indicators for each skill level		<ul style="list-style-type: none"> You are not required to apply or demonstrate this skill, or it is not applicable to your position. You may have a basic knowledge gained from classroom and/or experimental scenarios as a trainee or graduate You may be able to describe the overall benefits and importance 	<ul style="list-style-type: none"> You understand how it can be applied. You have knowledge or understanding of basic techniques and concepts You may have applied it in a low complexity scenario and/or project under supervision or assisted others in delivering it 	<ul style="list-style-type: none"> You have a good understanding of this skill You have applied this independently in a previous role and/or under supervision in more complex projects You advise and may supervise others in the delivery of this skill You can adapt/tailor your approach to meet the requirements of your role or a project 	<ul style="list-style-type: none"> You are considered an expert within government and in the wider profession. You have applied this skill in multiple roles and/or complex projects You have been responsible for developing unique variations to suit specific situations. You champion capability development in this area

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Proposed Technical Skills for the Property Profession (1 of 2)

Technical Skills		Description
1	Customer Focus	Understand how different customers make use of a property and its services. Collaborate with others to implement changes which maximise the customer experience and ensure the property meets the needs of all its users.
2	Strategic Planning	Understand and use key business drivers to develop and implement real estate/ portfolio strategy, service strategy or workplace strategy to support business objectives.
3	Property and Data Analytics	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.
4	Future Focus	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.
5	Sustainability	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 to improve awareness.
6	Change Management	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.
7	Commercial Awareness and Procurement	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.

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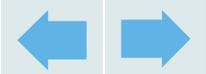
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Proposed Technical Skills for the Property Profession (2 of 2)

Technical Skills		Description
8	Contract Management and Partnership	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.
9	Financial Management	Manage finances and budgets to support your organisation or department's financial goals. This covers financial budget forecasting and planning, prioritisation, tracking and reporting, cost accounting, financial process compliance and business case development.
10	Compliance Management	Drive operational excellence by planning, organising and leading activities to enforce regulations in all aspects of the business. Provide guidance on standards, benchmarks and risks to ensure your organisation meets legal and ethical standards.
11	Health and Safety	Provide guidance and support to ensure the organisation meets its health and safety, security, and fire safety obligations. Promote a positive workplace safety and welfare culture for all
12	Property Programme and Project Management	Support or lead a property-related project, defining aspects such as scope, scheduling, resource management, risk management and change control.
13	Professional Practice	Act in accordance with the standards, ethics or practice specified by functional standards and/or professional bodies associated with your role. Where appropriate, take responsibility for decisions and activities only when qualified to do so.
14	Application of Knowledge and Expertise	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 operational management, and to drive best practice.

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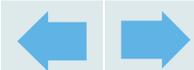
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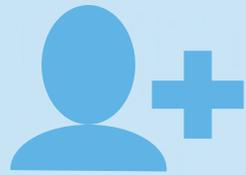
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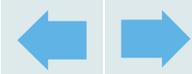
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Using the Career Framework in Recruitment

This is a high level guide for vacancy holders and specialist recruitment teams using the Success Profile methodology in recruitment to property profession roles. Please check with your departmental HR teams if you have questions about the wider approach. This guide is illustrative and as the vacancy holder you have the overall control to tailor your recruitment campaign to meet the needs of the post and should use the most relevant elements of success profiles for this.

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Developing your Job Description/Advert

The role profiles provide a common language which translates across the civil service and other sectors to describe typical responsibilities and the knowledge, skills and abilities needed to perform work across the Government Property Profession. It can be used in the recruitment process to design job descriptions and set criteria, helping to attract a stronger field of candidates suited to your vacancy:

- Job Title**
 Using the core job titles in the Career Framework will help to simplify and provide consistency in the roles titles across the GPP. Consistent language helps candidates identify what the job is more easily, regardless of where they currently work.
- Role Summary**
 Use the role summaries as a prompt to develop your own explanation of what the role will entail. Keep it concise as this is your opportunity to grab an applicants attention and interest.
- Typical Duties**
 Select listed common duties relevant to the role and practitioner level to build your job description. Sometimes your vacancy may span more than one of our core role profiles so you may mix and match listed duties to suit the vacancy you are advertising.
- Criteria**
 Think about what is essential from a successful candidate on “day 1”, keeping your list of essentials short and specific. The role profiles can help you to think about qualifications, experiences and abilities you may test, you also need to think about how you will test / assess your particular requirements

Using the Career Framework in Recruitment

Applying Success Profiles

The Experience and Technical elements are particularly relevant to roles within professions because they often have technical requirements and specific technical skills and experiences to be tested during the recruitment process.

Experience is the knowledge or mastery of an activity or subject gained through involvement in or exposure to it

- The Career Framework Role Profiles provide the expectations of experiences that are relevant for GPP roles at all levels.
- Experience criteria is usually explicitly related to the job role
- Experience is not the same as 'time served' and it can be transferable from another related context



Technical is the demonstration of specific professional skills, knowledge or qualifications

- The Career Framework outlines the Technical Skills needed to perform the role effectively
- 'Technical Skills' replace the 2015 "GPP technical competencies", supporting a more flexible approach to testing candidates ability and skills for the role
- Role Profiles also suggest qualifications and memberships relevant to the role



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Using the Career Framework in recruitment

Hints and Tips

1. Use your job description to identify criteria to be tested.
2. Take each criteria you find and map to the most relevant Success Profile elements. A criterion can test multiple elements.
3. Example 1 shows some of the criteria you may select from the Role Profile and success profile elements you could map to each.
4. Role Profiles provide suggested behaviours as well as the mandatory technical skills for each role and level. You should test a combination of both.

Illustrative Example 1: Practitioner Level Valuation Role

Criteria 1: “Ability to collate, adjust and analyse evidence, where there are gaps and inconsistencies, and arrive at a sound judgement.”

Success Profiles:

- **Behaviours:** Making Effective Decisions
- **Strengths:** Analytical, Problem Solver
- **Technical:** Property and Data Analytics

Criteria 2: “Ability to persuade and influence senior stakeholders, on complex or contentious issues.” **Success Profiles:**

- **Behaviours:** Communicating and Influencing
- **Strengths:** Explainer
- **Technical:** Customer Focus

Criteria 3: “Working towards holding full membership of the RICS, IRRV or CAAV”. **Success Profiles:**

- **Technical:** Professional Practice

Illustrative Example 2: Practitioner Level Valuation Role

Application



- Tests behaviours and experience through personal statement
- Tests technical through CV (e.g. MRICS)

Interview



- Tests behaviours through CS behaviours question
- Test strengths through CS strengths question
- Tests technical through hypothetical question

Appointment



- Successful candidate has been tested across strengths, behaviours, technical and experience



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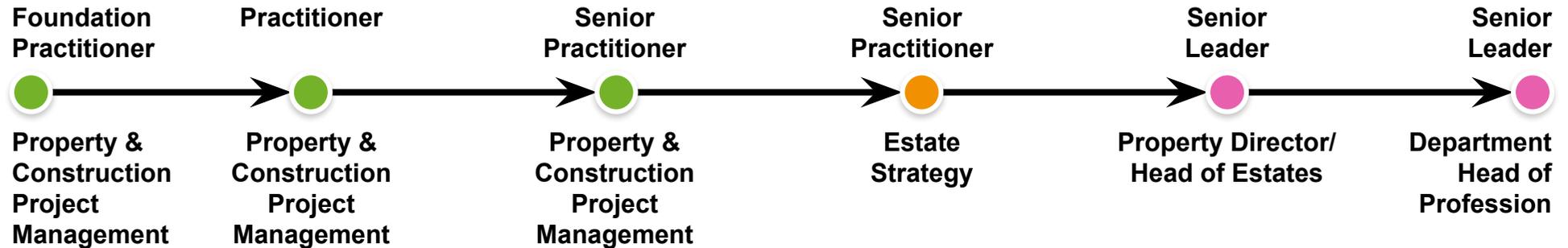
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Case Study: Property Leadership

Dr Janet Young, *MRICS, Government Chief Property Officer*



Q: What is your role?

A: I am the Government Chief Property Officer and Head of the Government 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.

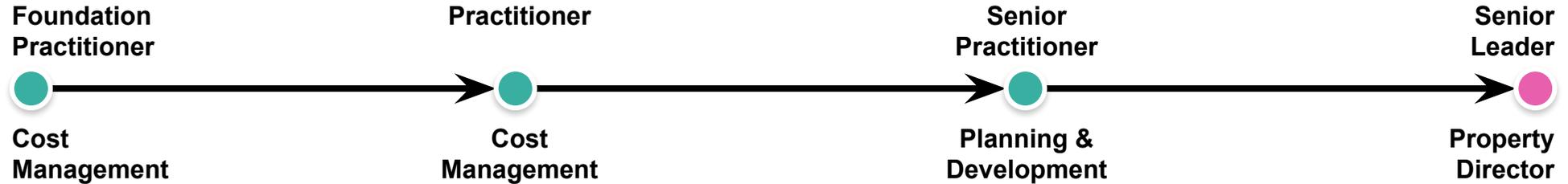
Q: Looking back, what career advice would you have given to yourself?

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.



Case Study: Property Leadership

Tim James, *MRICS, Property Director, HMCTS*



Q: What is your role?

A: I am Property Director at HMCTS leading the creation of a property function dedicated to courts and tribunals.

Q: How did you get here?

A: I took a degree in Estate Management and qualified as a General Practice Surveyor through a graduate scheme. To gain broader experience and a company car! I joined what is now Cemex, acquiring sites for concrete batching and roadstone coating plants.

My most recent corporate role was with Jaguar Land Rover. I led an expansion of the team from 10 to 50, including capability in real estate, construction, workplace and town & country planning. In one year we moved 9000 people across the business as headcount grew from 22,000 to 35,000 employees. After I left Jaguar Land Rover I was approached about the role at HMCTS.

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

A: Within HMCTS there is a great sense of mission and purpose courts and tribunals matter to give us all access to justice. Beyond this, it falls to Government to do the things that others cannot and this makes for a very varied working environment and the opportunity to meet some hugely interesting and capable people.

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

A: Seize every opportunity to contribute. Look for property challenges that may not seem obvious, or glamorous or things that others may not want to do and demonstrate what value you can add to someone's project or problem. In return you can reap great satisfaction personally. Remember that property is but one factor of production; distill the property position into a narrative that a non-property person can understand and see clearly the solution you are offering. And one more: if are looking for professional purity don't go client-side; it's all about commercial and project pragmatism.

See the **Property Leadership Role Details**

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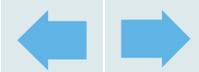
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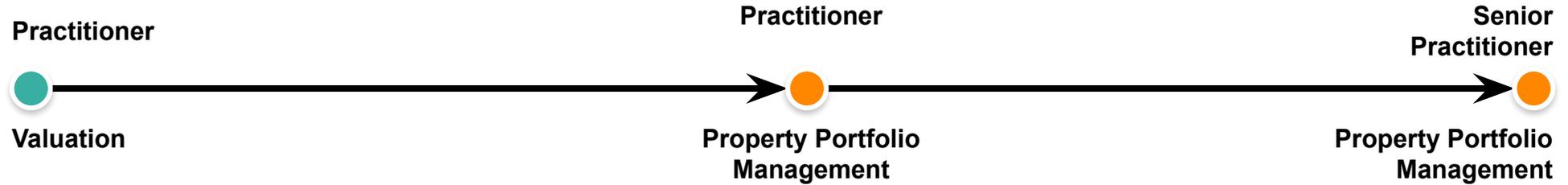
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Case Study: Strategic Asset Management / Intelligent Client Function

Alexandra Morley, *Head of Professional Development (GPP), Cabinet Office*



Q: What is your role?

A: I'm currently the Head of Professional Development for the Government Property Profession team within Office of Government Property (part of the Cabinet Office).

Q: How did you get here?

A: After completing my undergraduate degree in Management, I chose to study for an MA in Property Management and Development which was RICS accredited. After placements within private practice, I joined the Valuation Office Agency's Graduate Programme where I completed my Assessment of Professional Competence to become a Member of the Royal Institution of Chartered Surveyors through the Valuation Pathway. I then moved to HMRC's Estates Directorate where I worked on their large and varied estate and supported the development of colleagues to become professionally qualified. I then moved to HM Land Registry to work on an estate which was mainly freehold and much smaller, but with opportunities to develop property project management skills. I joined the Profession team at OGP as the Property Apprenticeship Manager, helping to set up and launch the cross Government degree level apprenticeship scheme in Commercial Real Estate.

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

A: I love the people that work in Government Property and the wide variety of buildings that you can work on, and projects that you can become involved with. There's a real sense of community within GPP members and collaboration between departments to get the best outcome for staff and for the community that we serve.

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

A: Build up your resilience it doesn't matter if things don't work out as planned and don't take things too personally. Plan every milestone within projects, even if it's just for your own benefit.

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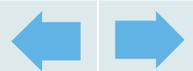
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Case Study: Strategic Asset Management / Intelligent Client Function

Ben Coleman, *Asset Efficiency and Housing Lead, Asset Efficiency Team*



Practitioner

Senior Practitioner



Property Portfolio Management

Estate Strategy

Q: What is your role?

A: I work in the Asset Efficiency team as an Asset Efficiency and Housing Lead. My primary role is to work alongside DfT to support and challenge the department in the achievement of its housing delivery objectives and other major property and transformation initiatives. I also lead on of key Office of Government Property (OGP) strategies, including the Specialist Science Estate and Whole Life Asset Management projects.

Q: How did you get here?

A: I have had 2.5 fulfilling and challenging years at OGP. Prior to this role I worked as a senior property officer at Cornwall Council and as a strategic property consultant at CB Richard Ellis in central London.

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

A: I like working in the centre of government at a strategic level where we have the ability to influence and shape policies and strategies which are relevant to all property owning departments and ALBs.

Q: Looking back, what career advice would you have given to your younger self?

A: Be ambitious, look for opportunities to progress and broaden your experience. Build your contact networks and profile and try to position yourself in challenging roles which require creativity and thought leadership. For me that's where the real job satisfaction lies!



Case Study: Strategic Asset Management / Intelligent Client Function

Peter Penney, *Head of STEPS (PFI) Expiry, HMRC*



Foundation Practitioner



Facilities Management

Practitioner



Facilities Management

Senior Practitioner



Property Portfolio Management

Senior Practitioner



Estate Strategy

Q: What is your role?

A: Head of STEPS PFI Expiry (Assurance)

Q: How did you get here?

A: My career started in HM Customs & Excise in 1985. On a number of generalist promotions I was appointed to a number of FM, Project, Contract and Property Management posts. When taking on a newly created post responsible for the Department's Estate Surveying and Legal Contracts, I identified the need for some professional study. With the support of my manager I completed a RICS accredited Diploma in Surveying (Commercial Practice) at the College of Estate Management. I found that quite tough on top of a full time job, commuting and a young family. However the study with examinations was pivotal in the development of my Estates career and I have since gained full RICS membership through the Facilities Management pathway. Since 2001 my main role has been as the Intelligent Client in the management of a complex PFI Property Portfolio Contract (STEPS) and in the conduct of related change negotiations. I am now leading the PFI expiry risk mitigation team.

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

A: The sense of being able to deliver something tangible, with an opportunity to make a valued difference for internal and external business customers, as well as for the tax paying public. With multiple disciplines in the built environment sector, so there is always chance to develop and learn in new areas, as well as build on existing technical and behavioural skills. Although I have considerable property transaction and PFI experience, my passion has always been to break down the sometimes artificial divide between "Surveying" and "FM". For me, the increased emphasis and building up of capability in BIM, FM and life cycle asset planning is a good example of how GPP has sought to bring together different disciplines within the family, knowing that all of us has a unique and valued contribution to make.

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

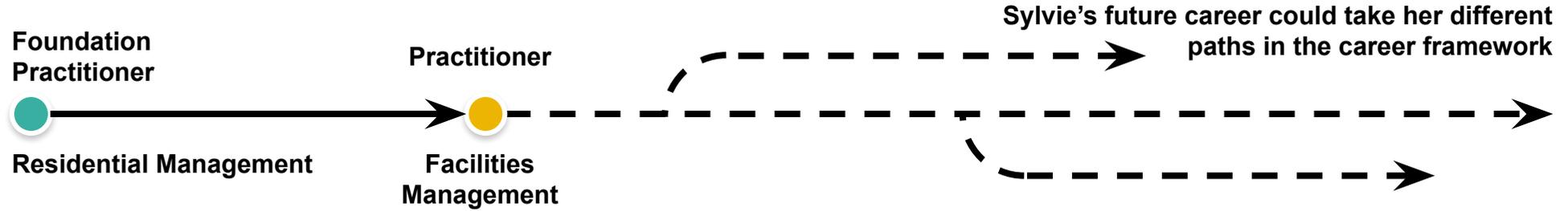
A: Be prepared to throw yourself in even if a job looks mucky – you will be surprised at what you can learn and be open to where it might lead. Don't take yourself too seriously or take criticism from customers too personally, but develop a service mentality in all that you do. **Use the Difficulty** – Michael Caine's philosophy on life. Great advice for anyone working in the Property and FM arena, and indeed for anyone who has challenging customers!

See the **Strategic Asset Management / Intelligent Client Function Role Details**



Case Study: Workplace & FM

Sylvie Nachilyango, *Estates & Facilities Officer, Public Health England*



Q: What is your role?

A: Estates and Facilities Officer for Public Health England (PHE). I am responsible for handling the strategic and operational needs of the PHE property portfolio across England. I manage the strategic needs such as business continuity plans for all of our offices. The operational aspect includes ensuring that the offices run smoothly on a day to day basis. I also oversee the legal and regulatory compliance checks for the property portfolio through a programme of safety compliance checks such as PAT testing, Asbestos Management and Fire Risk Assessments.

Q: How did you get here?

A: I started off my property career in the private sector at Foxtons and Knight Frank, where I worked in residential property and tenancy management. I then moved to Harrods Estates and worked in residential property development and worked for luxury property developers to manage their buildings. I was responsible for overseeing project works, managing contractors during works, overseeing cleaners and concierge staff on these developments. I joined PHE Estates and Facilities in 2018.

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

A: The opportunities to get involved in a variety of projects makes working in Government very enjoyable. No one day is the same and I thoroughly enjoy the challenges that this diversity of work presents. My abilities are continuously challenged and there are plenty of opportunities to learn and grow, professionally and personally. I am also extremely proud to be involved in work that provides a service to all and acts in the public interest. It is very rewarding to be driven by quality of service rather than profit and to support the work of PHE which aims to protect and improve the nation's health and wellbeing and reduce health inequalities.

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

A: I would encourage myself to look into all the various opportunities that are available, to think outside the box and to continuously review my goals and ensure personal and professional growth at all times. Essentially, I would focus more on ensuring that I am continuously building and increasing my knowledge and skill set by asking line managers for shadowing opportunities, to attend any training courses (long term or short term) and in general ensuring that I am always looking out for opportunities to learn on the job.

See the **Workplace and FM Role Details**

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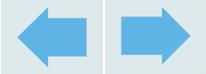
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Case Study: Workplace & FM

Keith Finnegan, *Head of FM, Crown Commercial Services*



Practitioner

Senior Practitioner



Facilities Management

Facilities Management

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.

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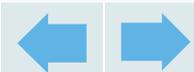
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See the **Workplace and FM Role Details**



Case Study: Property and Construction Project Management

Ronan O'Neill, *PMO Support Manager MoJ*

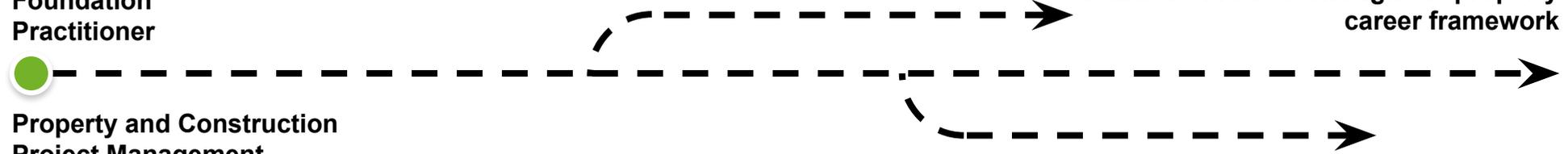


Foundation Practitioner



Property and Construction Project Management

Ronan's apprenticeship can take him a number of routes through the property career framework



Q: What is your role?

A: PMO Support Manager Home Office Account Management Team (part of the MoJ Estates Cluster)

Q: How did you get here?

A: My introduction to property, started via the Project Delivery Fast Track scheme. I applied for this due to the benefits of earning a full-time wage whilst gaining an industry recognised qualification and was placed in MoJ Estates, on a high-profile estates transformation programme. I worked as a Project & Programme Support Officer in the MoJ National Team. I helped to maximise the efficiency of the estate by delivering smarter working principles, assisting the commuter hub programme, supporting building restacks, moves, acquisitions & disposals which reduced reliance on central London property. When the programme ended I then moved into my current role, and started setting up the Programme Management Office (PMO) for the Home Office Account Management Team where we deliver centralised project services to the account areas and act as an interface between our Internal Team, The Home Office and Ministry Of Justice.

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

A: The main reason I enjoy working in Government Property is due to being able to see the results of the work you complete first hand. The nature of property means you're working with tangible assets where improvements can quickly be made and quantified. But it's also the harder to measure benefits that interest me. The way a space is designed and used can have huge impacts on productivity and morale on both an individual and team level. Our buildings now need to be flexible and adaptable to suit the changing needs of the user, which I find an interesting source of change as *'one size doesn't always fit all'*. Within Government Property there is an emphasis on using a cross government approach and sharing ideas/lessons learnt which is enjoyable to work with a wider group of colleagues and to also see how others may approach a situation.

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

A: I'm quite early on in my professional career, having started in March 2018, however I've enjoyed every project and challenge presented so far, so I can only say I wish I started sooner! I'd advise being open to all opportunities and getting involved with programmes that are on offer.

See the [Property and Construction Projects Role Details](#)

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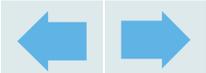
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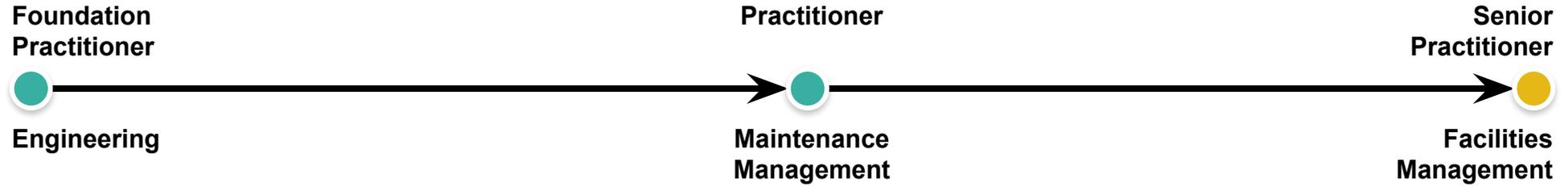




Case Study: Technical Specialism and Assurance



Carl Abbott, *Building Services Engineering Manager, DEFRA 1 of 2*



Q: What is your role?

A: I am the Building Services Engineering Manager for Defra Group Property. I lead the Building Services team which has a dedicated focus on driving Mechanical & Electrical (M&E) related change and improvement through the new 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. 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.

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



Laura Webb, *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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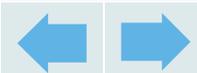
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See the **Technical Specialisms and Assurance Role Details**



Case Study: Technical Specialisms and Assurance



Alison Forster, *Standards Officer, HMRC Estates*

Foundation Practitioner

Practitioner

Senior Practitioner



Environmental Sustainability

Environmental Sustainability

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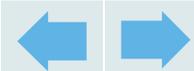
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Q: What is your role?

A: I work on the Design & User Experience Team as Standards Officer in HMRC Estates. The team is an important part of the Locations Programme, a key transformation programme responsible for transforming HMRC's estate, migrating from 170 offices into a much smaller network of Regional Centres and Specialist Sites phase 1 of the Govt hubs programme. 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.

Q: How did you get here?

A: I started working for the Department of Social Security 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 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 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 18 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.

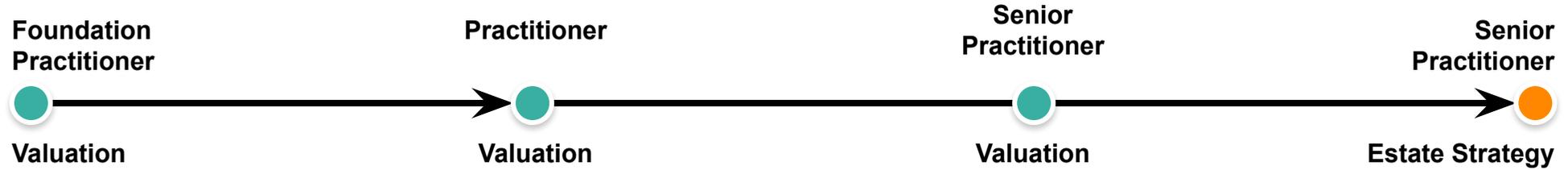
See the **Technical Specialisms and Assurance Role Details**



Case Study: Technical Specialisms and Assurance



Lucy Edwards, *Head of National Property Controls, Office of Government Property*



Q: What is your role?

A: I am Head of National Property Controls at the Office of Government Property.

Q: How did you get here?

A: I applied for a variety of jobs when I left school and I secured an administrative role at the Valuation Office Agency (VOA). My first job was transferring property details from hardcopy records on to the computer. The VOA offered the opportunity to become a Chartered Surveyor through a level 3 then level 6 apprenticeship. Whilst studying I was promoted to property inspector where I inspected and measured up commercial property. My journey to becoming qualified took 7 years of hard work and moments of thinking 'why ever did I start this' but getting the email to say I had passed the APC was a moment I won't ever forget and all the hard work had paid off. Once qualified I undertook valuations for Inheritance and capital gains tax purposes. After a couple of years, with the support and encouragement of my line manager at the time, I successfully obtained a Grade 7 post. I managed a team of surveyors to deliver the 2017 Revaluation for Business Rates purposes. After that project ended I did a variety of roles connected with Rating, moving to the Office of Government Property as Head of National Property Controls for my latest challenge.

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

A: The people and the opportunities. I have been incredibly lucky to have had mentoring from some very talented property professionals who have assisted me in my development to become a Chartered Surveyor and to continue broadening my knowledge, you don't stop learning after you become Chartered. I have also had the opportunity to undertake work which is complex early on in my career in particular I was a successful expert witness at Upper Tribunal (Lands Chamber) on the Rating Valuation of a high value headquarter city centre office, being questioned by a barrister for two hours is a real learning curve!

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

A: Its advice that I still give myself today; listen, watch and learn from those around you.



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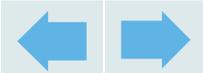
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Property Leadership

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	<ul style="list-style-type: none"> • 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. <i>(Continued overleaf)</i>

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Property Director/Head of Estates (2 of 3)



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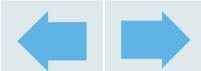
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Typical Responsibilities (continued)

- 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.
- Working with senior stakeholders across the Department at Ministerial, Director General and Director Level to provide advice, direction and assurance on all estates issues.
- Ensuring that all areas of property management throughout the property life cycle support the Greening Government commitments concerning sustainability.
- Develops effective environmental solutions in complex and diverse property portfolio.
- 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.
- To drive the One Public Estate strategy through liaison with Office of Government Property, other government departments and where appropriate, local authorities.
- Taking accountability for large and cross-organisation budgets, underpinned by understanding of financial and commercial management activities.

Civil Service Behaviours

- Ability to show examples across all Behaviours for level 5 & 6 of the Success Profiles Framework

Professional membership/ Technical qualifications

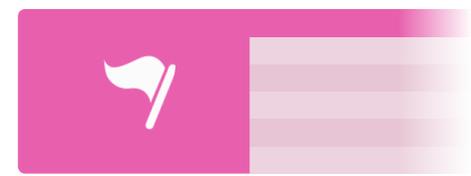
- Educated to degree level (or equivalent) preferable
 - Advanced level Professional membership eg MRICS/FRICS or equivalent of relevant professional body
- OR
- Advanced level Professional membership of relevant professional body eg CIOB, APM, PMI, RICS, RIBA,

Entry route

- Head of FM & Workplace
- Head of Programmes
- Head of Strategy & Portfolio
- Senior Programme Manager
- Qualified external candidates

Property Leadership

Property Director/Head of Estates (3 of 3)



Experience	<ul style="list-style-type: none"> ● Extensive appropriate experience (pre or post qualification) within a property profession discipline, preferably in strategic roles ● Proven track record of managing a substantial estates and facilities service, preferably in a complex environment ● Experience of leading and influencing stakeholder relationships at senior and board level ● Experience in developing and delivering estates function strategy and business plans ● Experience in delivering complex, multi-disciplinary programmes ● Strong financial and sound commercial acumen, with proven ability to forecast, prepare and manage large budgets ● Developing effective portfolio performance management indicators that can be rolled up and down all levels of organisation ● Excellent leadership, management, communication, presentational and influencing skills 		
Technical skills	<table border="0"> <tr> <td> <ul style="list-style-type: none"> ● Customer Focus 4 ● Strategic Planning 4 ● Property & Data Analytics 3 ● Future Focus 4 ● Sustainability 3 ● Change Management 4 ● Commercial Awareness & Procurement 4 </td> <td> <ul style="list-style-type: none"> ● Contract Management & Partnership 3 ● Financial Management 4 ● Compliance Management 3 ● Health & Safety 3 ● Property Programme & Project Management 3 ● Professional Practice 4 ● Application of Knowledge and Expertise 4 </td> </tr> </table>	<ul style="list-style-type: none"> ● Customer Focus 4 ● Strategic Planning 4 ● Property & Data Analytics 3 ● Future Focus 4 ● Sustainability 3 ● Change Management 4 ● Commercial Awareness & Procurement 4 	<ul style="list-style-type: none"> ● Contract Management & Partnership 3 ● Financial Management 4 ● Compliance Management 3 ● Health & Safety 3 ● Property Programme & Project Management 3 ● Professional Practice 4 ● Application of Knowledge and Expertise 4
<ul style="list-style-type: none"> ● Customer Focus 4 ● Strategic Planning 4 ● Property & Data Analytics 3 ● Future Focus 4 ● Sustainability 3 ● Change Management 4 ● Commercial Awareness & Procurement 4 	<ul style="list-style-type: none"> ● Contract Management & Partnership 3 ● Financial Management 4 ● Compliance Management 3 ● Health & Safety 3 ● Property Programme & Project Management 3 ● Professional Practice 4 ● Application of Knowledge and Expertise 4 		
Future pathways	<ul style="list-style-type: none"> ● Head of Profession ● Head of Programmes ● Property Director/Head of Estates ● Property Project Director 		

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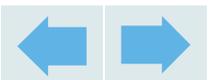
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Property Leadership

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 the department's strategic development of the Property Profession, 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.
- 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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Property Leadership

Department Head of Profession (2 of 2)



Experience	<ul style="list-style-type: none"> • Knowledge of professional community within the department and its ALBs and governance mechanisms to connect these • 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 • Visible leadership, mentor and sponsor experience
Civil Service Behaviours	<ul style="list-style-type: none"> • Ability to show examples across all Behaviours for level 5 & 6 of the Success Profiles Framework
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • Educated to degree level (or equivalent) preferable • Advanced level Professional membership of relevant professional body eg RICS (MRICS/FRICS) or equivalent eg IWFM, RIBA, ICE, IET
Entry route	<ul style="list-style-type: none"> • Direct entry for appropriately qualified individuals (internal or external) • Progression route for any Government Property Profession job family with sufficient breadth of property and leadership experience • Suitable role for established property professionals only
Technical skills	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 4 • Property & Data Analytics 3 • Future Focus 4 • Sustainability 3 • Change Management 4 • Commercial Awareness & Procurement 3 • Contract Management & Partnership 3 • Financial Management 3 • Compliance Management 3 • Health & Safety 3 • Property Programme & Project Management 3 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future pathways	<ul style="list-style-type: none"> • Government Head of Profession is the only standalone role

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Property Leadership

Head of Facilities & Workplace Management (1 of 3)



Role summary	The Head of Facilities & 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.
Typical Responsibilities	<ul style="list-style-type: none"> ● Provide leadership and direction to the FM & workplace functions with oversight of all facilities services, property management and projects related to operational delivery for the portfolio. ● 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. ● Ensure that all areas of property management throughout the property life cycle support the Greening Government commitments concerning sustainability. ● 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. ● 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. ● Define and monitor service level agreements and drive performance through continuous improvement methodologies to meet/exceed these at all times. ● Ensuring best value objectives are met through procurement, budgeting and cost improvement projects identifying new ways of 'smart' working including compliance with PAS3000. ● Develops, promotes, and implements measures to achieve cost effective improvements in operations, increase customer satisfaction, and ensure compliance with policies and regulation. ● Develops effective environmental solutions in complex and diverse property portfolios. ● 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. ● 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.

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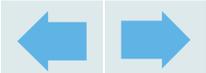
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Property Leadership

Head of Facilities & Workplace Management (2 of 3)



Experience	<ul style="list-style-type: none"> • A property professional who has experience of managing a large portfolio of buildings and associated facilities management services at a senior level • Excellent leadership, management, communication, presentational and influencing skills • 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 • Solid understanding of supplier and contract management, with the ability to lead and influence supplier relationships at the most senior level • An understanding Health and Safety in complex property operating structures • Knowledge of risk management, governance arrangements, control procedures & audit processes • Excellent organisational skills supported by robust planning and prioritisation • Excellent change management leadership skills experience of steering an organisation through substantial change. In particular, strong communications and staff engagement skills • Experience in delivering complex, multi-disciplinary programmes • Excellent judgement and stakeholder management • Experience in commercial planning and management • Proficient in the principles, methods, techniques and tools for the preparation and monitoring of budgets to minimise costs and ensure cost effectiveness • Strong financial acumen, with ability to forecast, prepare and manage large budgets
Civil Service Behaviours	<ul style="list-style-type: none"> • Ability to show examples across all Behaviours for level 5 & 6 of the Success Profiles Framework
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • Educated to degree level (or equivalent) experience preferable • Working towards IWFM (Levels 6-7) with a preference if already held • Working towards NEBOSH, with a preference if already held <p>OR</p> <ul style="list-style-type: none"> • CIPS qualified an advantage

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Property Leadership

Head of Facilities & Workplace Management (3 of 3)



Entry route	<ul style="list-style-type: none"> • Direct entry for appropriately qualified individuals (internal or external) • Progression route for any property profession job family with sufficient breadth of property and leadership experience. • Suitable role for established property professionals only
Technical skills	<ul style="list-style-type: none"> • Customer Focus 4 • Strategic Planning 4 • Property & Data Analytics 3 • Future Focus 4 • Sustainability 3 • Change Management 4 • Commercial Awareness & Procurement 4 • Contract Management & Partnership 3 • Financial Management 4 • Compliance Management 3 • Health & Safety 3 • Property Programme & Project Management 3 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future pathways	<ul style="list-style-type: none"> • Head of Profession • Head of Programmes • Property Director/Head of Estates • Property Project Director

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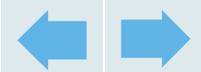
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Property Leadership

Head of Strategy & Portfolio (1 of 2)



Role summary	<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>
Typical Responsibilities	<ul style="list-style-type: none"> ● 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 excellent 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 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 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. ● Working with senior stakeholders across the Department at Ministerial, Director General and Director Level to provide advice, direction and assurance on all estates issues. ● Ensuring that each property within the portfolio is managed in accordance with the Government Functional Standard for property. ● Ensuring that all areas of property management throughout the property life cycle support the Greening Government commitments concerning sustainability. ● Develops effective environmental solutions in complex and diverse property portfolios. ● To drive the One Public Estate strategy through liaison with Office of Government Property, other government departments and where appropriate, local authorities. ● Taking accountability for large and cross-organisation budgets, underpinned by understanding of financial and commercial management activities.

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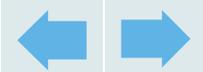
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Property Leadership

Head of Strategy & Portfolio (2 of 2)



Experience	<ul style="list-style-type: none"> ● Extensive appropriate experience (pre or post qualification) within a property profession discipline, preferably in strategic roles ● Experience of leading and influencing stakeholder relationships at senior and board level ● Experience in developing and delivering estates function strategy and business plans ● Experience in delivering complex, multi-disciplinary programmes ● Strong financial and sound commercial acumen, with proven ability to forecast, prepare and manage large budgets. ● Experience in feasibility analysis and scenario planning ● Developing effective portfolio performance management indicators that can be rolled up and down all levels of organisation ● Excellent leadership, management, communication, presentational and influencing skills;
Civil Service Behaviours	<ul style="list-style-type: none"> ● Ability to show examples across all Behaviours for level 5 & 6 of the Success Profiles Framework
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> ● Educated to degree level (or equivalent experience) preferable ● Advanced level Professional membership of relevant professional body eg RICS (MRICS/FRICS) or equivalent
Entry route	<ul style="list-style-type: none"> ● Portfolio Manager ● Senior Programme Manager ● Other Property Leadership roles ● Qualified external candidates
Technical skills	<ul style="list-style-type: none"> ● Customer Focus 4 ● Strategic Planning 4 ● Property & Data Analytics 3 ● Future Focus 4 ● Sustainability 2 ● Change Management 3 ● Commercial Awareness & Procurement 4 ● Contract Management & Partnership 3 ● Financial Management 4 ● Compliance Management 3 ● Health & Safety 2 ● Property Programme & Project Management 3 ● Professional Practice 4 ● Application of Knowledge and Expertise 4
Future pathways	<ul style="list-style-type: none"> ● All other Property Leadership roles

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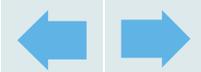
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Property Leadership

Programmes Director (1 of 3)



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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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Programmes Director (2 of 3)



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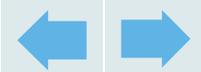
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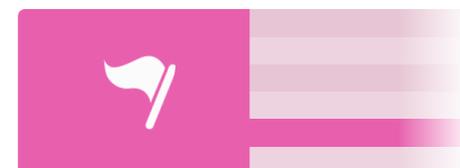
Role Details



Experience	<ul style="list-style-type: none"> • Extensive experience leading complex and large scale projects • Experience of working in a multi-client service organisation in a relevant field • Ability to lead and influence senior stakeholders, including relationships at Ministerial and Director General level • A successful track record in construction/refurbishment project management against set delivery objectives • Proficient in the principles, methods, techniques and tools for the preparation and monitoring of budgets to minimise costs and ensure cost effectiveness • A track record of managing a complex supply chain and handling challenging commercial relationships. • Proven experience in developing business cases and approvals processes • An understanding of health and safety in complex operating structures • Knowledge of risk management, governance arrangements, financial management, control procedures & audit processes • Excellent change management leadership skills experience of steering an organisation through substantial change
Civil Service Behaviours	<ul style="list-style-type: none"> • Ability to show examples across all Behaviours for level 5 & 6 of the Success Profiles Framework
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • Educated to degree level (or equivalent) experience preferable • Advanced level Professional membership of relevant professional body eg CIOB, APM, PMI, RICS, RIBA, • OR • Relevant Project Management Qualification eg APM Registered project Professional / P3O practitioner / Major projects Leadership Academy • NEBOSH or equivalent desirable
Entry route	<ul style="list-style-type: none"> • Suitable for an external individual who has successfully managed several low or medium complexity property/construction programmes or projects • Extensive internal experience in roles from Property and Construction Projects Family

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Programmes Director (3 of 3)



Technical skills	<ul style="list-style-type: none"> ● Customer Focus 4 ● Strategic Planning 4 ● Property & Data Analytics 3 ● Future Focus 3 ● Sustainability 3 ● Change Management 4 ● Commercial Awareness & Procurement 4 	<ul style="list-style-type: none"> ● Contract Management & Partnership 3 ● Financial Management 3 ● Compliance Management 4 ● Health & Safety 3 ● Property Programme & Project Management 4 ● Professional Practice 4 ● Application of Knowledge and Expertise 4
Future pathways	<ul style="list-style-type: none"> ● Head of Profession ● Head of Facilities and Workplace Management ● Property Director/Head of Estates ● Property Project Director 	

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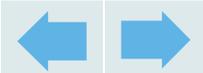
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Property Leadership

Property Project Director (1 of 3)



Role summary	<p>This role will lead on a high level property project, strategically overseeing, monitoring and managing the project and the project team from a senior level on a day-to-day basis. The project will typically have a high level of complexity and uncertainty, will be large in size, politically sensitive, technically complex, with a large number of high profile or misaligned stakeholders.</p>
Typical Responsibilities	<ul style="list-style-type: none"> • Lead responsibility for delivery of a major project location/s, managing supplier relationships including Digital/IT, HR, Comms and external colleagues. Ensuring colleagues and stakeholders have a clear understanding of objectives, activities and time-frames. • Understand the strategic drivers for the property portfolio whilst aligning activities to contribute to wider organisational priorities understanding how activities create value and meets the diverse needs of all stakeholders. • Define and document project scope, objectives and deliverables. Develop full-scale project plans and associated project documentation, ensuring plans and activities reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. • Identify and manage project dependencies and critical path. Ownership of time, cost and quality. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Making decisions confidently even when details are unclear or if they prove not to be popular. • Responsibility for the drafting of the site business case and associated approvals, welcome and responding to views and challenges from others, despite any conflicting pressures. • Lead in cost management and procurement accountability, seeking out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. • Ensure that the major project delivery conforms with all statutory and legislative standards and is compliant with government policies and governance procedures, standing by, promote or defend own and team's actions and decisions where required to support this compliance. • Project stakeholder management and mapping, including liaison and incorporating senior client requirements. Act as the single point of contact and escalating through the appropriate channels where necessary. • Proactively manage risks and identify solutions whilst identifying trends or key themes and reviewing and adjusting procedures accordingly. • Manage the provision and authorisation of environment, health and safety standards, along with reporting of non-compliance and issue resolution. • 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,

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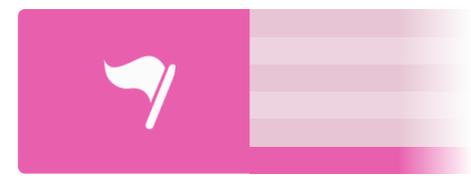
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Property Leadership

Property Project Director (2 of 3)



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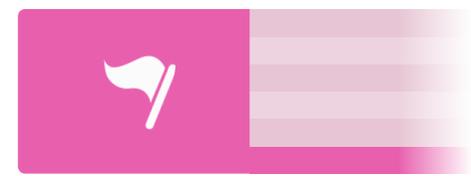
Role Details



Experience	<ul style="list-style-type: none"> • A proven track record of managing large-scale capital infrastructure projects and programmes, of comparable scale and complexity, and with a complex stakeholder environment • Extensive experience of senior leadership across a multi tasked organisation • A track record of managing a complex supply chain and handling challenging commercial relationships • Management of key stakeholders resulting in solutions that that balance commercial performance and business strategy • Understanding and complying with real estate and related statutory, regulatory and professional requirements • Proficient in the principles, methods, techniques and tools for the preparation and monitoring of budgets to minimise costs and ensure cost effectiveness • Self-motivated, diligent and accurate, able to work under pressure to meet project demands, and able to respond with urgency to solve problems as they emerge, through effective communication and coordination with the wider project team, support functions and supplier partners • Proven experience in developing business cases and approvals processes • Knowledge of risk management, governance arrangements, control procedures & audit processes
Civil Service Behaviours	<ul style="list-style-type: none"> • Ability to show examples across all Behaviours for level 5 & 6 of the Success Profiles Framework
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • Educated to degree level (or equivalent experience) preferable • Advanced level Professional membership of relevant professional body eg CIOB, APM, PMI, RICS, RIBA, OR • Relevant Project Management Qualification eg APM Registered project Professional / P3O practitioner / Major projects Leadership Academy • NEBOSH or equivalent desirable
Entry route	<ul style="list-style-type: none"> • Suitable for an external individual who has successfully managed several low or medium complexity property/construction programmes or projects • Extensive internal experience in roles from Property and Construction Projects Family

Property Leadership

Property Project Director (3 of 3)



Technical skills	<ul style="list-style-type: none"> ● Customer Focus 4 ● Strategic Planning 4 ● Property & Data Analytics 3 ● Future Focus 3 ● Sustainability 3 ● Change Management 4 ● Commercial Awareness & Procurement 4 	<ul style="list-style-type: none"> ● Contract Management & Partnership 3 ● Financial Management 3 ● Compliance Management 4 ● Health & Safety 3 ● Property Programme & Project Management 4 ● Professional Practice 4 ● Application of Knowledge and Expertise 4
Future pathways	<ul style="list-style-type: none"> ● Head of Profession ● Head of Facilities and Workplace Management ● Property Director/Head of Estates ● Head of Programmes 	

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Estate Strategy (1 of 3)

Role summary	<p>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.</p> <p>For Senior Leadership please see <u>Property Director</u> or <u>Head of Strategy and Portfolio</u>.</p>	
Level	Practitioner	Senior Practitioner
Could include	<ul style="list-style-type: none"> • Understand the strategic business drivers for the Department, contributing to the development of Strategic Asset Management Plans at portfolio and individual asset level • Factor demand, scenario plans and analysis of options to optimising the estate, bringing together diverse needs of stakeholders • Support the design and development of reporting, dashboard and metrics to provide portfolio analysis, sharing strong Management Information as appropriate • 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 • Build strong business cases to provide solutions to property requirements, where appropriate developing feasibility, financial appraisal and return on investment analysis • Work with the Office of Government Property colleagues as the key interface to the business 	<ul style="list-style-type: none"> • Lead on the production of Strategic Asset Management Plans • Translating x-departmental business strategies into real estate related consequences which will be channelled to design the Strategic Asset/Portfolio Plan • Translate customer/business strategy information through a portfolio lens ensuring the consequences shape an effective strategic asset management plan • 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 • Ensure that appropriate portfolio and programme management processes are in place • Ensure good relations with Office of Government Property (OGP) at organisational level • Lead on production of business cases for major estate investment • Own risk and closely monitor benefits • Be a role model for strong strategic asset management practices

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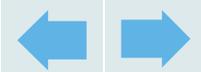
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Level	Practitioner	Senior Practitioner
Experience	<ul style="list-style-type: none"> • Experience with senior stakeholder and customer relationship management • Experience in the development of business cases • Experience in risk identification and management • Experience working in the property field would be beneficial but not essential • A strategic thinker with experience in obtaining, managing and analysing data • Understanding of strategic portfolio modelling techniques, feasibility analysis and scenario planning would be beneficial but not essential • Experience working in an environment where numeracy is important 	<ul style="list-style-type: none"> • Demonstrable experience within a real estate/property profession discipline • Experience of engaging with senior stakeholders • Experience in portfolio strategic planning and scenario analysis, incorporating demand management • Lease events, market opportunities and business requirements • Experience in feasibility analysis and financial appraisal, identifying return on investment analysis • Experience of leadership either in a project team / peer leadership environment or a traditional team leader role
Civil Service Behaviours	<ul style="list-style-type: none"> • Seeing the Bigger Picture • Making Effective Decisions • Communication and Influencing • Managing a Quality Service • Changing and Improving 	<ul style="list-style-type: none"> • Seeing the Bigger Picture • Making Effective Decisions • Communication and Influencing • Managing a Quality Service • Changing and Improving • Leadership
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • HEO: Working towards AssocRICS with a preference if already held. • SEO: Working towards RICS (MRICS/FRICS) with a preference if already held • Equivalent relevant experience 	<ul style="list-style-type: none"> • Full membership of relevant professional body, eg RICS (MRICS/FRICS) or equivalent relevant experience



Level	Practitioner	Senior Practitioner
Entry route	<ul style="list-style-type: none"> • Graduate or Junior portfolio analysts • Customer relationship managers from non property background • Financial or data analysts from non property background • Operational property roles with strategic experience 	<ul style="list-style-type: none"> • Practitioner and Senior Practitioners from across the job family • Operational property managers at similar level, especially with a strategic background
Technical skills	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 2 • Property & Data Analytics 3 • Future Focus 2 • Sustainability 2 • Change Management 2 • Commercial Awareness & Procurement 2 • Contract Management & Partnership 2 • Financial Management 2 • Compliance Management 2 • Health & Safety 2 • Property Programme & Project Management 2 • Professional Practice 2 • Application of Knowledge and Expertise 2 (SEO 3) 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 (G6 4) • Property & Data Analytics 3 • Future Focus 3 • Sustainability 2 • Change Management 3 • Commercial Awareness & Procurement 2 • Contract Management & Partnership 2 • Financial Management 3 • Compliance Management 3 • Health & Safety 2 • Property Programme & Project Management 3 • Professional Practice 3 • Application of Knowledge and Expertise 3
Future Pathways	<ul style="list-style-type: none"> • All roles across this specific job family • Senior operational property roles • Head of Strategy and Portfolio • Property Director 	<ul style="list-style-type: none"> • All roles across this specific job family • Head of Strategy and Portfolio • Property Director/Head of Estates

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Strategic Asset Management / Intelligent Client Function



Property Data Management (1 of 4)

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

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Strategic Asset Management / Intelligent Client Function

Property Data Management (2 of 4)



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

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Case Studies:

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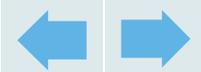
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Strategic Asset Management / Intelligent Client Function

Property Data Management (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • Qualification in data science or business analytics an advantage • Working towards Analysis standard GovS010 with a preference if already held OR <ul style="list-style-type: none"> • Equivalent experience 	<ul style="list-style-type: none"> • Working towards AssocRICS or preference if already held • Qualification in data science or business analytics an advantage OR <ul style="list-style-type: none"> • Working towards analysis standard GovS010 with a preference if already held • Equivalent experience 	<ul style="list-style-type: none"> • Working towards full membership of relevant professional body eg RICS (MRICS/FRICS) with a preference if already held • Analysis standard GovS010 an advantage 	<ul style="list-style-type: none"> • Full membership of relevant professional body eg RICS (MRICS/FRICS) • Analysis standard GovS010 an advantage
Entry route	<ul style="list-style-type: none"> • No previous property profession experience required • Data gathering & analysis experience an advantage 	<ul style="list-style-type: none"> • Data analyst preferably with property background • Space planning background • Operational property roles with strategic experience 	<ul style="list-style-type: none"> • Practitioner and Senior Practitioners from across the job family • Operational property managers at similar level, especially with a strategic background 	<ul style="list-style-type: none"> • Portfolio Manager • Estates Manager • Senior Surveyor with large or complex portfolio experience • Senior Programme Manager • Other Property Leadership roles • Qualified external candidates

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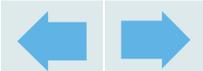
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Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
Technical skills	<ul style="list-style-type: none"> Customer Focus 1 Strategic Planning 1 Property & Data Analytics 2 Future Focus 1 Sustainability 1 Change Management 1 Commercial Awareness & Procurement 1 Contract Management & Partnership 1 Financial Management 1 Compliance Management 1 Health & Safety 1 Property Programme & Project Management 1 Professional Practice 1 Application of Knowledge and Expertise 1 	<ul style="list-style-type: none"> Customer Focus 2 Strategic Planning 2 Property & Data Analytics 3 Future Focus 2 Sustainability 1 Change Management 2 Commercial Awareness & Procurement 2 Contract Management & Partnership 2 Financial Management 2 Compliance Management 2 Health & Safety 2 Property Programme & Project Management 2 Professional Practice 2 Application of Knowledge and Expertise 2 (SEO 3) 	<ul style="list-style-type: none"> Customer Focus 3 Strategic Planning 3 Property & Data Analytics 4 Future Focus 3 Sustainability 2 Change Management 3 Commercial Awareness & Procurement 2 Contract Management & Partnership 2 Financial Management 3 Compliance Management 3 Health & Safety 2 Property Programme & Project Management 2 Professional Practice 3 Application of Knowledge and Expertise 3 (G6 4) 	<ul style="list-style-type: none"> Customer Focus 4 Strategic Planning 4 Property & Data Analytics 4 Future Focus 3 Sustainability 2 Change Management 3 Commercial Awareness & Procurement 3 Contract Management & Partnership 3 Financial Management 3 Compliance Management 3 Health & Safety 2 Property Programme & Project Management 3 Professional Practice 4 Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> All roles across this specific job family Other profession disciplines from entry level to practitioner 	<ul style="list-style-type: none"> All roles across this specific job family Operational property roles Change management Head of Strategy and Portfolio Property Director 	<ul style="list-style-type: none"> All roles across this specific job family Operational property roles Change management Head of Strategy and Portfolio Property Director 	<ul style="list-style-type: none"> All other Property Leadership roles

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Property Portfolio Management (1 of 3)

Role summary	<p>The principal 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.</p> <p>For Senior Leadership please see <u>Property Director</u> or <u>Head of Strategy and Portfolio</u>.</p>	
Level	Practitioner	Senior Practitioner
Could include	<ul style="list-style-type: none"> 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 Support the optimisation of the portfolio plan based on lease events, market opportunities and business requirements Support evidence based decision making and shaping into the development of the Estates Strategic Portfolio Plan, using data and MI in conjunction with the intelligence gathered from our customers to determine the strategic view and optimal use of the estate Develop long term strategic space needs in order to proactively address demand and ensure the best use of portfolio space Undertake simple economic appraisals Actively managing property portfolio including sales, acquisitions and inspections Procuring and commissioning specialised technical advice and managing suppliers as intelligent client Researching statutory and legal background, interpreting and applying property law To drive the One Public Estate strategy through liaison with OGP (Office of Government Property) 	<ul style="list-style-type: none"> Manage and optimise the departmental/functional portfolio based on lease events, market opportunities and business requirements Direct execution of the portfolio strategy, leading as required and working in partnership with relevant colleagues Strive to maximise space utilisation and flexibility, minimise costs, support estates awareness, provide innovative solutions and superior customer service Ensure portfolio plans and strategies are developed balancing business need, property quality & sustainability, total property cost & VFM, lifecycle investment, market cycles & supply, utilisation Work with finance colleagues to develop and maintain tenure strategy (eg buy versus lease), the impact of lease accounting changes Working with lawyers and colleagues where necessary to challenge legal interpretations and undertaking more advanced economic appraisals ensuring robust business cases Acting as intelligent client to senior professional advisors and providing assurance for work of more junior colleagues

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Case Studies:

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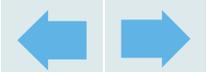
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Level	Practitioner	Senior Practitioner
Experience	<ul style="list-style-type: none"> Experience within a real estate and property profession discipline Experience in supporting the development of estates function strategy and business plans through the analysis of customer insight and data driven decision making. Understanding of strategic portfolio modelling techniques, feasibility analysis and scenario planning Experience of strategic modelling techniques and creating reporting structures Experience in feasibility analysis and scenario planning Ability to understand client's business needs and be solution based in approach 	<ul style="list-style-type: none"> Experienced in Corporate Real Estate Management, Estate Surveying, or Valuation surveying with additional experience of leadership Experience in developing and delivering real estates function strategy and business plans. Excellent change management leadership skills, experience of steering an organisation through substantial change. Ability to lead and influence supplier relationships at the most senior level; Ability to manage and influence senior stakeholder relationships up to and including Ministerial and Director General level Experience in financial management and planning Proficient in the principles, methods, techniques and tools for the preparation and monitoring of budgets to minimise costs and ensure cost effectiveness
Civil Service Behaviours	<ul style="list-style-type: none"> Seeing the Bigger Picture Making Effective Decisions Communication and Influencing Managing a Quality Service Changing and Improving 	<ul style="list-style-type: none"> Seeing the Bigger Picture Making Effective Decisions Communication and Influencing Managing a Quality Service Changing and Improving Leadership
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> HEO: Working towards AssocRICS with a preference if already held SEO: Working towards RICS (MRICS/FRICS) with a preference if already held OR Equivalent Experience 	<ul style="list-style-type: none"> G7: Working towards RICS (MRICS/FRICS) with a preference if already held, or equivalent G6: MRICS/FRICS or senior membership (G6) OR Degree or equivalent in real estate, strategic planning and analysis or a related technical field



Level	Practitioner	Senior Practitioner
Entry route	<ul style="list-style-type: none"> Operational property roles with strategic experience Junior property estates strategy or analyst role Graduate Surveyor Space planning background Operational or property manager working towards surveyor qualifications 	<ul style="list-style-type: none"> Practitioner and Senior Practitioners from across the job family Operational property managers at similar level, especially with a strategic background with surveying qualification
Technical skills	<ul style="list-style-type: none"> Customer Focus 3 Strategic Planning 2 Property & Data Analytics 3 Future Focus 2 Sustainability 1 Change Management 2 Commercial Awareness & Procurement 2 Contract Management & Partnership 2 Financial Management 2 Compliance Management 2 Health & Safety 1 Property Programme & Project Management 2 Professional Practice 2 Application of Knowledge and Expertise 2 (SEO 3) 	<ul style="list-style-type: none"> Customer Focus 4 Strategic Planning 3 Property & Data Analytics 4 Future Focus 3 Sustainability 2 Change Management 3 Commercial Awareness & Procurement 2 Contract Management & Partnership 2 Financial Management 3 Compliance Management 3 Health & Safety 2 Property Programme & Project Management 2 Professional Practice 3 Application of Knowledge and Expertise 3 (G6 4)
Future Pathways	<ul style="list-style-type: none"> All roles across this specific job family Senior operational property roles Head of Strategy and Portfolio Property Director 	<ul style="list-style-type: none"> All roles across this specific job family Head of Strategy and Portfolio Property Director/Head of Estates

Workplace & FM

Facilities Management (1 of 4)



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

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Workplace & FM

Facilities Management (2 of 4)



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

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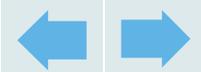
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Facilities Management (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> Working towards associate level membership of relevant professional body eg IWFM Level 2 / 3 – Associate; AssocRICS, with a preference if already held <p>OR</p> <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> Working towards associate (HEO) or full (SEO) level membership of relevant professional body eg IWFM Level 4 / 5 – Member; RICS FM Pathway or MRICS, with a preference if already held <p>OR</p> <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> Working towards full level membership of relevant professional body eg IWFM Level 6 – Certified; MRICS/FRICS with a preference if already held <p>OR</p> <ul style="list-style-type: none"> Equivalent experience
Entry route	<ul style="list-style-type: none"> Apprentice or entry level role Individual working towards associate membership of relevant professional body Customer relations role 	<ul style="list-style-type: none"> Facilities Officer Operational role Individual working towards membership of relevant professional body or able to demonstrate the equivalent experience Project Manager 	<ul style="list-style-type: none"> Facilities manager Property Project Manager Individual working towards membership of relevant professional body or able to demonstrate the equivalent experience

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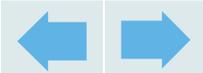
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Workplace & FM

Facilities Management (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 1 • Property and Data Analytics 1 • Future Focus 1 • Sustainability 2 • Change Management 2 • Commercial Awareness and Procurement 1 • Contract Management and Partnership 1 • Financial Management 1 • Compliance Management 2 • Health and Safety 2 • Property Programme and Project Management 1 • Professional Practice 1 • Application of Knowledge and Expertise 2 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 2 • Future Focus 2 • Sustainability 2 • Change Management 2 • Commercial Awareness and Procurement 3 • Contract Management and Partnership 3 • Financial Management 3 • Compliance Management 3 • Health and Safety 3 • Property Programme and Project Management 3 • Professional Practice 2 • Application of Knowledge and Expertise 3 	<ul style="list-style-type: none"> • Customer Focus 4 • Strategic Planning 3 • Property and Data Analytics 2 • Future Focus 3 • Sustainability 3 • Change Management 4 • Commercial Awareness and Procurement 3 • Contract Management and Partnership 4 • Financial Management 4 • Compliance Management 4 • Health and Safety 4 • Property Programme and Project Management 4 • Professional Practice 3 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Facilities Manager • Property Project Manager • Supplier Performance Manager 	<ul style="list-style-type: none"> • Estates strategy • Contract Manager • Any senior leader in this Job Family 	<ul style="list-style-type: none"> • Property Director/Head of Estates • Head of Facilities & Workplace Management

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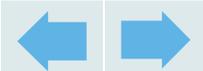
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Workplace & FM

Workplace Management (1 of 4)



<p>Role summary</p>	<p>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.</p> <p>For Senior Leadership please see Head of Facilities and Workplace or Property Director.</p>		
<p>Level</p>	<p>Foundation Practitioner</p>	<p>Practitioner</p>	<p>Senior Practitioner</p>
<p>Could include</p>	<ul style="list-style-type: none"> • Leading on local issues around property and workplace challenges and developing responses. • Floor walking to provide support to new building occupiers • Promoting clear desk policy • Providing information and support to building users regarding smart working and new ways of working • Support in the post occupation evaluation of smart working project implementation • incorporating lessons learned and sharing best practice to ensure consistency and improvements in future initiatives • Ensuring building user understanding and satisfaction in smart working practices 	<ul style="list-style-type: none"> • Roll out the adoption of smart working practice through the compliance with PAS 3000:2015 • Support enhanced user experience by harnessing digitisation and modern technology in collaboration with IT, HR and property colleagues • Provide post occupation evaluation of smart working projects, with ongoing continuous engagement and improvement planning • Incorporating lessons learned and sharing best practice to ensure consistency and improvements in future initiatives • Providing clear communication to building users regarding ways of working • Supporting the Government Hubs strategy • Awareness of PAS 3000:2015 (or latest revision) 	<ul style="list-style-type: none"> • Drive enhanced user experience by harnessing digitisation and modern technology in collaboration with IT, HR and property colleagues • Ensure adoption of smart working practice through the compliance with PAS 3000:2015 (or latest revision) • Champion inclusive and accessible design across the portfolio and wider government • Turning challenging operational requirements into innovative design solutions, exploiting technology and digitisation for an enhanced user experience • Representation of department strategy in conjunction with the Government Hubs strategy as appropriate • Lead on workplace planning and space optimisation to develop and ensure diverse workspaces

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Case Studies:

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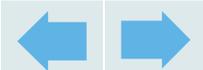
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Workplace & FM

Workplace Management (2 of 4)



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

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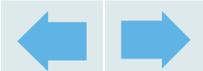
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Workplace Management (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> Working towards Associate level membership of relevant professional body eg IWFM Level 2 / 3 – Associate; AssocRICS, with a preference if already held <p>OR</p> <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> Working towards Associate (HEO) or Full (SEO) level membership of relevant professional body eg IWFM Level 4 / 5 – Member; RICS FM Pathway or MRICS, with a preference if already held <p>OR</p> <ul style="list-style-type: none"> Working towards IWFM Diploma in Workplace Leadership and Change Equivalent experience 	<ul style="list-style-type: none"> Working towards Full level membership of relevant professional body eg IWFM Level 6 – Certified; MRICS/FRICS with a preference if already held <p>OR</p> <ul style="list-style-type: none"> IWFM Diploma in Workplace Leadership and Change Equivalent experience
Entry route	<ul style="list-style-type: none"> Apprentice or entry level role Individual working towards associate membership of relevant professional body Customer relations role 	<ul style="list-style-type: none"> Facilities Management Operational role IT Customer relationship role Individual working towards membership of relevant professional body or able to demonstrate the equivalent experience Project Manager 	<ul style="list-style-type: none"> Facilities Management Property Project Manager Customer relationship IT background Individual working towards membership of relevant professional body or able to demonstrate the equivalent experience

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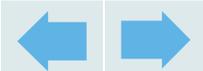
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Workplace Management (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 1 • Property and Data Analytics 1 • Future Focus 1 • Sustainability 2 • Change Management 2 • Commercial Awareness and Procurement 1 • Contract Management and Partnership 1 • Financial Management 1 • Compliance Management 2 • Health and Safety 2 • Property Programme and Project Management 1 • Professional Practice 1 • Application of Knowledge and Expertise 2 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 2 • Future Focus 2 • Sustainability 2 • Change Management 2 • Commercial Awareness and Procurement 3 • Contract Management and Partnership 2 • Financial Management 3 • Compliance Management 3 • Health and Safety 2 • Property Programme and Project Management 3 • Professional Practice 2 • Application of Knowledge and Expertise 3 	<ul style="list-style-type: none"> • Customer Focus 4 • Strategic Planning 3 • Property and Data Analytics 2 • Future Focus 3 • Sustainability 3 • Change Management 4 • Commercial Awareness and Procurement 3 • Contract Management and Partnership 3 • Financial Management 4 • Compliance Management 4 • Health and Safety 3 • Property Programme and Project Management 4 • Professional Practice 3 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Facilities Manager • Property Project Manager • Supplier Performance Manager 	<ul style="list-style-type: none"> • Estates strategy • Facilities Management senior roles • Contract Manager • Any senior leader in this job family 	<ul style="list-style-type: none"> • Property Director/ Head of Estates • Head of Facilities & Workplace Management

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Property & Construction Projects

Property & Construction Project Management (1 of 4)



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

Introduction



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Role Details



Property & Construction Projects

Property & Construction Project Management (2 of 4)



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

Introduction



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Technical Skills



Recruitment



Case Studies:

Property Leaders

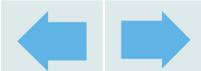
Asset Mgmt. /Intell. Client

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Technical & Assurance

Role Details



Property & Construction Projects

Property & Construction Project Management (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> Desirable to be working towards Student or graduate level professional membership of relevant professional body eg CIOB, APM, PMI, RICS, RIBA, <p>OR</p> <ul style="list-style-type: none"> Relevant project management qualification eg APM Registered project Professional / P3O practitioner / Major projects Leadership Academy / PRINCE II Equivalent experience 	<ul style="list-style-type: none"> Associate (HEO) or Full (SEO) professional membership of relevant professional body eg CIOB, APM, PMI, RICS, RIBA, <p>OR</p> <ul style="list-style-type: none"> Relevant project management qualification eg APM Registered project Professional / P3O practitioner / major projects leadership academy / PRINCE II <p>OR</p> <ul style="list-style-type: none"> Qualification to NVQ Level 5 or higher in a construction or infrastructure related discipline 	<ul style="list-style-type: none"> Full professional membership of relevant professional body eg CIOB, APM, PMI, RICS, RIBA, <p>OR</p> <ul style="list-style-type: none"> Relevant Project Management qualification eg APM registered project professional / P3O practitioner / major projects leadership academy / PRINCE II <p>OR</p> <ul style="list-style-type: none"> Qualification to NVQ Level 5 or higher in a construction or infrastructure related discipline. Degree level or higher in a construction or Infrastructure related discipline an advantage NEBOSH or equivalent desirable
Entry route	<ul style="list-style-type: none"> Formal apprenticeship Experience in a property profession discipline, for example FM or operational Direct entry into a project related project support post e.g. Project Management Office administrator Direct entry recruitment based on experience, skills and qualification 	<ul style="list-style-type: none"> Graduate entry or formal apprenticeship Appointment from a junior PM role, project management specialism, property management role FM or Workplace Management with experience of supervised project management Direct entry recruitment based on experience, skills and qualification 	<ul style="list-style-type: none"> Project management or property oriented roles Direct entry recruitment based on experience, skills and qualification FM or Workplace Management with experience of project management

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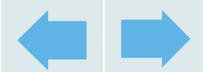
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Role Details



Property & Construction Projects

Property & Construction Project Management (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 1 • Strategic Planning 1 • Property & Data Analytics 2 • Future Focus 1 • Sustainability 1 • Change Management 1 • Commercial Awareness & Procurement 1 • Contract Management & Partnership 1 • Financial Management 1 • Compliance Management 1 • Health & Safety 1 • Property Programme & Project Management 2 • Professional Practice 2 • Application of Knowledge and Expertise 1 	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 2 • Property & Data Analytics 3 • Future Focus 2 • Sustainability 2 • Change Management 3 • Commercial Awareness & Procurement 2 (3 SEO) • Contract Management & Partnership 2 (3 SEO) • Financial Management 2 • Compliance Management 2 • Health & Safety 2 • Property Programme & Project Management 3 • Professional Practice 2 • Application of Knowledge and Expertise 2 	<ul style="list-style-type: none"> • Customer Focus 4 • Strategic Planning 3 • Property & Data Analytics 3 • Future Focus 3 • Sustainability 3 • Change Management 3 • Commercial Awareness & Procurement 3 • Contract Management & Partnership 3 • Financial Management 3 • Compliance Management 4 • Health & Safety 3 • Property Programme & Project Management 4 • Professional Practice 3 • Application of Knowledge and Expertise 3
Future Pathways	<ul style="list-style-type: none"> • Project Support Officer • Junior Project Manager • Project Management Apprentice • FM & workplace Management 	<ul style="list-style-type: none"> • PMO/Project Leader • Functional specialist e.g. Risk Manager • Project Manager • Senior Project Manager • FM & workplace Management 	<ul style="list-style-type: none"> • Head of Strategy & Portfolio • Programmes Director • Head of Facilities & Workplace Management

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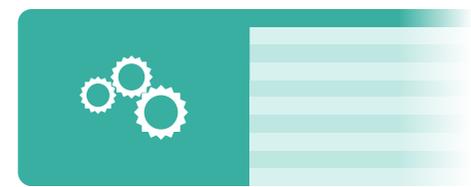
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Cost Management (1 of 4)



Role summary 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.

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

Level	Foundation Practitioner	Practitioner	Senior Practitioner
Could include	<ul style="list-style-type: none"> Assist in all aspects of estimating and cost planning on the estate for various stakeholders pre- and post-contract evaluation Contribute to continually exploring ways to improve performance of the estate in connection with facilities management and new-build capital projects Build effective relationships with various internal and external stakeholders in order to effectively identify and respond to customer enquiries Preparation of monthly forecasts/reports Support final account evaluation and agreement 	<ul style="list-style-type: none"> Valuation of construction works, calculating the quantities of materials for the build, including labour and work costs Assist with preparing tender and contract documents, including bills of quantities with designers and/or client Assist in cost analysis and generation and control of project budgets Assist in establishing client requirements and undertake feasibility studies Manage commercial risk registers and use professional knowledge to advise on risk mitigation Provide post-occupancy advice, FM service and life-cycle costing advice Engage with supply chain partners to obtain pricing and quality information in support of tender bids Preparation of supplier contracts and to be involved in all supplier negotiations Ensure robust and timely cost reporting at both project and business unit level 	<ul style="list-style-type: none"> Develop supply chain management strategies for construction projects, in conjunction with commercial professionals Identify, analyse and develop responses to commercial risks Take responsibility for tender and contract documents, including bills of quantities with designers and/or client Manage commercial relationships including dispute avoidance and resolution Negotiate/approve final account settlements Provide post-occupancy advice, FM services and life-cycle costing advice including advice on the maintenance costs of specific buildings Maintain commercial information and ensuring compliance with contractual requirements Actively seek to improve processes and procedures cross all cost management processes

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Technical Specialisms & Assurance

Cost Management (2 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Experience	<ul style="list-style-type: none"> • Entry level role, no experience expected although an advantage • Attention to detail and a methodical approach to work • Analytical with a focused approach to learning 	<ul style="list-style-type: none"> • Ability to interpret working drawings and specifications • Ability to collate, adjust and analyse evidence, where there are gaps and inconsistencies, and arrive at a sound judgement • Ability to give clear written and oral advice and to explain legal issues • Sound financial and commercial awareness • Strong knowledge of contract documents, construction practices and techniques • Attention to detail and a methodical approach to work 	<ul style="list-style-type: none"> • Strong stakeholder management and influencing skills to use high levels of negotiating, consulting and interpersonal skills to achieve cooperation over mutually acceptable solutions • Strong commercial and financial management • Extensive experience in commercial supply chain management and procurement • Ability to demonstrate a good knowledge of monthly reporting and earned value analysis • Experience of dispute avoidance and resolution

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Case Studies:

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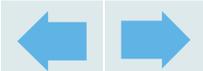
Asset Mgmt. /Intell. Client

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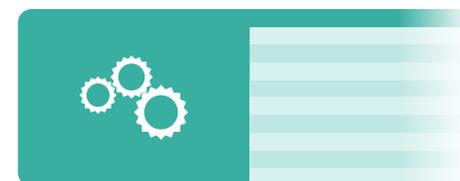
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Cost Management (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Civil Service Behaviours	<ul style="list-style-type: none"> Communicating and influencing Changing and Improving Working together Making Effective Decisions Developing self and others 	<ul style="list-style-type: none"> Communicating and influencing Changing and Improving Working together Making Effective Decisions Developing self and others 	<ul style="list-style-type: none"> Communicating and influencing Changing and Improving Working together Making Effective Decisions Leadership
Professional membership/Technical Qualifications	<ul style="list-style-type: none"> Working towards AssocRICS or associate membership of relevant professional body with a preference if already held <p>OR</p> <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> Working MRICS or equivalent of relevant professional body with a preference if already held <p>OR</p> <ul style="list-style-type: none"> HND/degree in Quantity Surveying, or equivalent <p>OR</p> <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> MRICS/FRICS or equivalent full membership of relevant professional body <p>OR</p> <ul style="list-style-type: none"> HND/degree in Quantity Surveying, or equivalent
Entry route	<ul style="list-style-type: none"> No previous property profession experience required but must be willing to work towards relevant qualification <p>OR</p> <ul style="list-style-type: none"> Construction background or experience 	<ul style="list-style-type: none"> Current property or project professional or working towards the relevant memberships Surveying background 	<ul style="list-style-type: none"> Promotion through role levels internally or externally Current property professional with the relevant technical memberships or equivalent experience. Surveying background

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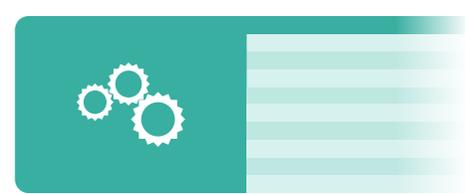
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Cost Management (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 1 • Strategic Planning 1 • Property and Data Analytics 1 • Future Focus 1 • Sustainability 1 • Change Management 1 • Commercial Awareness and Procurement 1 • Contract Management and Partnership 1 • Financial Management 1 • Compliance Management 1 • Health and Safety 1 • Property Programme and Project Management 1 • Professional Practice 1 • Application of Knowledge and Expertise 1 	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 2 • Property and Data Analytics 2 • Future Focus 2 • Sustainability 2 • Change Management 3 • Commercial Awareness and Procurement 3 • Contract Management and Partnership 3 • Financial Management 3 • Compliance Management 2 • Health and Safety 2 • Property Programme and Project Management 2 • Professional Practice 2 • Application of Knowledge and Expertise – 3 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 3 • Future Focus 3 • Sustainability 3 • Change Management 4 • Commercial Awareness and Procurement 4 • Contract Management and Partnership 4 • Financial Management 3 • Compliance Management 3 • Health and Safety 3 • Property Programme and Project Management 3 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Practitioner role in cost management or property construction project management 	<ul style="list-style-type: none"> • Senior Practitioner in cost management, planning and development, property and construction project management. 	<ul style="list-style-type: none"> • Property Project Director • Programmes Director • Property Director/Head of Estates

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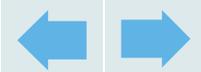
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Role Details



Technical Specialisms & Assurance

Design (1 of 4)



Role summary	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 workplace design solutions and deliver an enhanced user experience by creating 'great places to work'. 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.			
Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
Could include	<ul style="list-style-type: none"> Contribute to and continuously improve internal processes and outputs, such as client briefs, design and FFE (Furniture, Fittings and Equipment guides) Engage effectively with project stakeholders Commission and collate high quality workspace analysis from a range of sources, to meet the needs of Design managers and key external stakeholders Coordinate meetings and events, taking minutes of meetings and ensuring actions are followed up Hosting external stakeholders as requested to communicate the design principles and vision of Government Hubs 	<ul style="list-style-type: none"> Quality and technical assurance ensuring new and upgraded properties are fit for purpose and comply with industry standards The maintenance and development of a Building Information Modelling (BIM) technical standards library Support the design and implement 'Look and feel' design guides in support of office work environment Production and revision of client briefs including management of external consultants Manage project design elements of projects, becoming the go-to person for customers and technical colleagues Support the development of technical property standards for various building types 	<ul style="list-style-type: none"> Lead the development of technical property standards for all building types across the portfolio matching legislative standards Lead design and implement 'Look and feel' design guides in support of office work environment eg Smart Working & PAS3000 Lead on all aspects of Workplace planning for the diverse workforce, working in partnership with the supply chain to ensure innovative solutions Provide direction and advice to consultants to ensure designs meet the operational needs of business users Advise and guide senior business stakeholders when necessary through the RIBA lifecycle and demonstrate advocacy of smart working and effective, accessible and inclusive workspace design 	<ul style="list-style-type: none"> 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 Maintain the Programme Blueprint and associated documentation relating to "Place" and ensure quality standards are met Principle workspace design client and director for design and furniture supply chains across government and beyond Drive enhanced user experience by harnessing digitisation and modern technology Champion inclusive and accessible design Play key role across government for all aspects of design standards and authority, supporting a network of professionals

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Case Studies:

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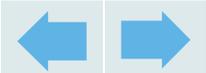
Asset Mgmt. /Intell. Client

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Technical & Assurance

Role Details



Technical Specialisms & Assurance

Design (2 of 4)



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

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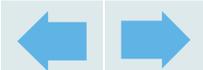
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Role Details



Technical Specialisms & Assurance

Design (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> Working towards Associate membership of relevant professional body eg AssocRICS or RIBA with a preference if already held OR <ul style="list-style-type: none"> Working towards Architect Diploma OR <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> HEO: working towards AssocRICS; Architect Diploma or similar associate membership of relevant professional body SEO: Working towards RICS (MRICS/FRICS) with a preference if already held OR <ul style="list-style-type: none"> RIBA (Chartered Member) OR <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> Working towards RICS (MRICS/FRICS), with a preference if already held OR <ul style="list-style-type: none"> RIBA (Chartered Member) OR <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> RIBA (Chartered Member) or Qualified RICS (MRICS/FRICS)
Entry route	<ul style="list-style-type: none"> No previous property profession experience required OR <ul style="list-style-type: none"> Construction background with knowledge of process an advantage OR <ul style="list-style-type: none"> Experienced in compliance and assurance role 	<ul style="list-style-type: none"> Current property professional or working towards the relevant memberships Design background (technical or architectural) an advantage Project Manager, advantage if property fit out or refurbishment 	<ul style="list-style-type: none"> Current property professional with the relevant technical memberships or equivalent experience. Design background (technical or architectural) an advantage Project Manager, advantage if property fit out or refurbishment 	<ul style="list-style-type: none"> Property Design role eg in fit out or refurbishment Senior project management role

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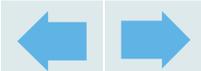
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Technical Specialisms & Assurance

Design (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
Technical skills	<ul style="list-style-type: none"> Customer Focus 2 Strategic Planning 1 Property and Data Analytics 2 Future Focus 2 Sustainability 2 Change Management 2 Commercial Awareness and Procurement 2 Contract Management and Partnership 2 Financial Management 2 Compliance Management 2 Health and Safety 2 Property Programme and Project Management 2 Professional Practice 2 Application of Knowledge and Expertise 2 	<ul style="list-style-type: none"> Customer Focus 3 Strategic Planning 3 Property and Data Analytics 3 Future Focus 3 Sustainability 3 Change Management 3 Commercial Awareness and Procurement 3 Contract Management and Partnership Financial Management 2 Compliance Management 3 Health and Safety 3 Property Programme and Project Management 3 Professional Practice 3 Application of Knowledge and Expertise 3 	<ul style="list-style-type: none"> Customer Focus 4 Strategic Planning 3 Property and Data Analytics 3 Future Focus 4 Sustainability 3 Change Management 4 Commercial Awareness and Procurement 3 Contract Management and Partnership 4 Financial Management 3 Compliance Management 4 Health and Safety 3 Property Programme and Project Management Professional Practice 4 Application of Knowledge and Expertise 4 	<ul style="list-style-type: none"> Customer Focus 4 Strategic Planning 4 Property and Data Analytics 3 Future Focus 4 Sustainability 4 Change Management 4 Commercial Awareness and Procurement 4 Contract Management and Partnership 4 Financial Management 3 Compliance Management 4 Health and Safety 3 Property Programme and Project Management 4 Professional Practice 4 Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> Designer Workplace Manager 	<ul style="list-style-type: none"> Senior Designer Design Lead Workplace Manager 	<ul style="list-style-type: none"> Head of Workplace Design Head of FM & Workplace Head of Design & User Experience 	<ul style="list-style-type: none"> Head of Programmes Property Project Director Head of FM & Workplace

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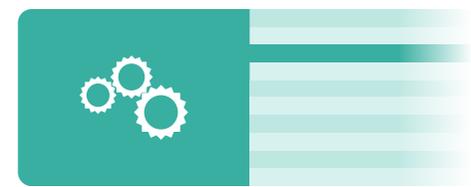
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Engineering (1 of 3)



<p>Role summary</p>	<p>Engineering is responsible for the development, maintenance and delivery of mechanical and electrical (M&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 <u>Head of Facilities and Workplace Management</u>, <u>Property Director</u> and <u>Property Project Director</u>,</p>
<p>Level</p>	<p>Senior Practitioner</p>
<p>Could include</p>	<ul style="list-style-type: none"> ● Provide expertise in design of capex projects, from concept design to project handover and post-occupancy evaluation ● Working with in house colleagues and external consultants to finalise the M&E design project input as required ● Development of initial strategic concepts for projects ensuring solutions are appropriate for the brief and regulatory standards. ● Taking responsibility for solid technical delivery in your work either alone or part of a team ● Appointment of contractors and supply chain partners ● Monitor fee expenditure, resource and work delivered through effective SLA and KPI management of supplier partners ● Support the development of engineering standards/specifications ● Provide advice and assurance on engineering contract/lease content ● Commission/procure specialist engineering input ● Develop and implement end to end assurance processes to demonstrate engineering compliance ● Identify engineering risks to project delivery and develop mitigations ● Identify and share engineering best practice ● Provide monthly assurance reports on the engineering aspects of all projects ● Actively managing and influencing stakeholders where there are risks to delivery

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Case Studies:

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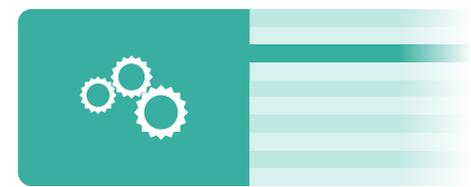
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Engineering (2 of 3)



Level	Senior Practitioner
Experience	<ul style="list-style-type: none"> • Extensive experience in senior engineering role • Experience working in a client facing role • Experience of using technical architecture design systems • Carrying out technical investigations and analysis to provide data for problem assessment or resolution and for design of improvements • Production, review and approval of calculations, analyses, drawings, models, design basis documentation and technical reports as assigned • Evaluating technical issues in order to develop proposals for investigations and/or solutions, including process improvements • Acting as Technical Authority or Engineering lead and make engineering decisions within delegated authority • Providing help and direction to team members with reference to M&E experience.
Civil Service Behaviours	<ul style="list-style-type: none"> • Communicating and Influencing • Delivering at Pace • Changing and Improving • Working Together • Managing a Quality Service • Seeing the Bigger Picture
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • Holds full professional membership with CIBSE, IET or similar relevant professional body <p>OR</p> <ul style="list-style-type: none"> • Degree educated in Mechanical Engineering, Building Services Engineer, Architectural Engineering, Electrical Engineering or similar
Entry route	<ul style="list-style-type: none"> • M&E Maintenance Manager • Design Engineer background • Engineering project management

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Technical Skills



Recruitment



Case Studies:

Property Leaders

Asset Mgmt. /Intell. Client

Workplace & FM

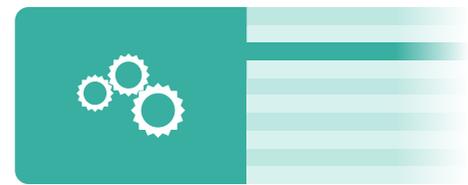
Prop./Constr. Projects

Technical & Assurance

Role Details



Technical Specialisms & Assurance Engineering (3 of 3)



Level	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 4 • Future Focus 3 • Sustainability 3 • Change Management 3 • Commercial Awareness and Procurement 3 • Contract Management and Partnership 4 • Financial Management 3 • Compliance Management 4 • Health and Safety 3 • Property Programme and Project Management 3 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Property Project Director • Property Director/Head of Estates • Head of Facilities and Workplace Management

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Case Studies:

Property Leaders

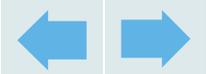
Asset Mgmt. /Intell. Client

Workplace & FM

Prop./Constr. Projects

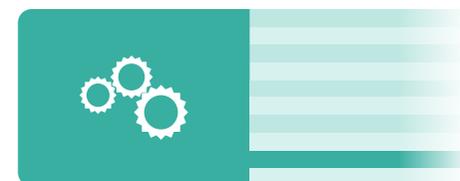
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Environmental Sustainability (1 of 4)



Role summary This role is responsible for driving all aspects of environmental sustainability, including the effective strategy inputs relating to energy and utilities management. Identifying potential areas to improve the environment in premises the business operates in, they analyse and predict the present and future practice and watch over the environmental impact of the department's practices. Environmental Sustainability will provide the strategic direction and promote opportunities, defining inputs for the estate strategy to embrace all aspects of sustainable development including energy efficiency, waste reduction and utilities management in partnership with supplier partners, aiming to maximise the contribution to sustainability and the wider government objectives for these areas.

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

Level	Foundation Practitioner	Practitioner	Senior Practitioner
Could include	<ul style="list-style-type: none"> Supporting in the collation and analysis of sustainability, energy and utilities related data Supporting the delivery of operational building level environmental and energy audits Analysis and benchmarking of energy and environmental performance data Promoting sustainability initiatives throughout the estate and staff Work in collaboration with sustainability practitioner to develop initiatives to reduce carbon footprint of the civil estate Working across departments to ensure compliance 	<ul style="list-style-type: none"> Support development and implementation of estates strategy for sustainability, energy and utilities in conjunction with key stakeholders and supplier partners Provide the functions management point of BREEAM with the responsibility to plan, regulate and monitor energy use to improve efficiency Benchmark energy consumptions against best practice guidelines to identify and understand performance, usage and opportunities vs the market Review and verify project designs in accordance with sustainability requirements Utility management controls, including standards, systems and governance to continually reduce consumption, emissions and costs Compliance with energy, water and emissions legislation and other obligations Detailed understanding of the property lifecycle 	<ul style="list-style-type: none"> Develop, implement and deliver the estates strategy for sustainability, energy and utilities in conjunction with stakeholders 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 Encourage the use of renewable and sustainable energy resources across the portfolio, driving innovation and championing industry best practice Keep abreast of all industry trends, developments, and legislation on carbon, waste and the environment Ensure updated legislation is communicated and acted upon as required offering training as appropriate Ensure that all areas of property management are driving towards the reduction of environmental impact and supporting the government's sustainability agenda and targets

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Case Studies:

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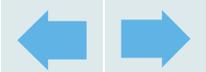
Asset Mgmt. /Intell. Client

Workplace & FM

Prop./Constr. Projects

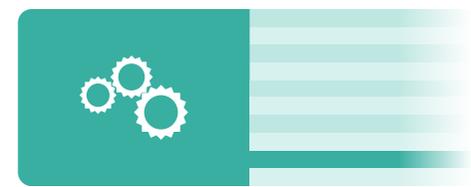
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Environmental Sustainability (2 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Experience	<ul style="list-style-type: none"> No formal experience necessary although an interest in sustainability within a built environment A desire to work with customers and stakeholders 	<ul style="list-style-type: none"> Knowledge of BREEAM and relevant construction/engineering standards eg ISO4001 standards Experienced in energy or environmental role 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 Able to lead key senior stakeholders, colleagues and customers towards environmentally sustainable solutions that support the business strategy Experience in environmental risk and compliance auditing or permit authorisation/issuing 	<ul style="list-style-type: none"> Extensive experience of the application of BREEAM and relevant construction/engineering standards eg ISO40001 standards 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 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 strate Experience in environmental aspects, risk and impact assessments

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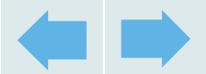
Asset Mgmt. /Intell. Client

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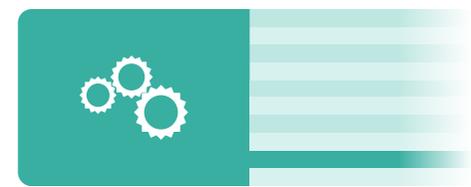
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Environmental Sustainability (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Civil Service Behaviours	<ul style="list-style-type: none"> Working Together Managing a quality service Delivering at pace 	<ul style="list-style-type: none"> Communicating and Influencing Delivering at Pace Changing and Improving Working together Managing a Quality Service 	<ul style="list-style-type: none"> Communicating and Influencing Delivering at Pace Changing and Improving Working together Managing a Quality Service
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> Working towards AssocRICS with preference if already or other relevant professional body Equivalent experience 	<ul style="list-style-type: none"> Working towards Practitioner level with IEMA or relevant professional body (eg RICS, Energy Institute, Energy Managers Association. ICE or CIOB) with a preference if already held or equivalent experience 	<ul style="list-style-type: none"> Chartered Environmentalist or equivalent experience <p>OR</p> <ul style="list-style-type: none"> Full membership of relevant professional body (eg RICS, Energy Institute, Energy Managers Association, ICE or CIOB)
Entry route	<ul style="list-style-type: none"> Non property background Junior, graduate or apprentice in relevant subject 	<ul style="list-style-type: none"> Building manager with previous experience focusing on sustainability and environmental issues Graduate with interest and education in sustainability and environment 	<ul style="list-style-type: none"> Through experience in job role and family External with required qualifications

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Case Studies:

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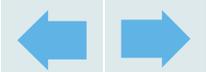
Asset Mgmt. /Intell. Client

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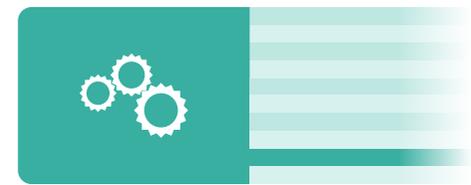
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Environmental Sustainability (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 1 • Strategic Planning 1 • Property and Data Analytics 1 • Future Focus 1 • Sustainability 2 • Change Management 1 • Commercial Awareness and Procurement 1 • Contract Management and Partnership 1 • Financial Management 1 • Compliance Management 1 • Health and Safety 1 • Property Programme and Project Management 1 • Professional Practice 1 • Application of Knowledge and Expertise 1 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 2 • Property and Data Analytics 3 • Future Focus 3 • Sustainability 3 • Change Management 3 • Commercial Awareness and Procurement 2 • Contract Management and Partnership 2 • Financial Management 2 • Compliance Management 3 • Health and Safety 3 • Property Programme and Project Management 2 • Professional Practice 3 • Application of Knowledge and Expertise 3 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 3 • Future Focus 3 • Sustainability 4 • Change Management 3 • Commercial Awareness and Procurement 2 • Contract Management and Partnership 2 • Financial Management 3 • Compliance Management 4 • Health and Safety 4 • Property Programme and Project Management 2 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Sustainability Manager • Project Manager • FM and Workplace Manager 	<ul style="list-style-type: none"> • Workplace Manager • Facilities Manager • Project or Change Manager • Senior Practitioner Environment Sustainability 	<ul style="list-style-type: none"> • Head of Facilities & Workplace Management • Property Director/Head of Estates

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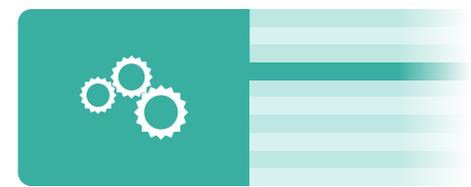
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Fire, Health & Safety and Physical Security (1 of 4)



Role summary	<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, Fire Safety Management System and Physical Security Standards 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 and Physical Security.</p>		
Level	Practitioner	Senior Practitioner	Senior Leader
Could include	<ul style="list-style-type: none"> • Promote and support the development and implementation of a positive health & safety culture and environment across the estate • Serve as a focal point for all H&S matters, including regular liaison with key stakeholders to ensure roles and responsibilities are clearly defined • Seek and provide assurance to ensure compliance with legal and departmental standards and ensure effective risk assessments are in place • Ensure the business operating system are up to date and effectively managing all policies, standards and guidelines • Develop and maintaining the H&S risk register and auditing process escalating any risks as appropriate • Investigate and respond to estates related incidents • Receive and communicate on regional and national safety alerts, ensuring communication has a clear purpose and maximises understanding and impact 	<ul style="list-style-type: none"> • Provide assurance and advice on H&S, fire or physical security standards for the estate, including training. Providing proactive and reactive data • Develop and implement a positive H&S culture and environment across the estates for employees, customers, and the public • Providing estates H&S, fire or physical security policy guides and subsequent document management and communication and advice on contractual definition of requirements • Identifying and reviewing H&S, fire or physical security risks to the estate, staff and customers • Liaising with relevant H&S, fire and physical security authorities • Enforce regulations in all aspects providing guidance on compliance and preserving the authority’s integrity • Monitor, evaluate and review existing, new and upcoming legislation and regulations to ensure ongoing compliance 	<ul style="list-style-type: none"> • Lead on assurance on all aspects of H&S, fire and physical security, establishing and maintaining comprehensive safe systems of work, governance frameworks and processes, including providing advice to key stakeholders • Promoting a strong H&S, fire and security culture • 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 • Enforcing regulations in all aspects and levels of business, providing guidance on compliance • Monitoring, evaluating and reviewing existing, new and upcoming legislation and regulations to ensure ongoing compliance

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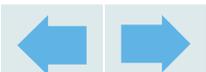
Asset Mgmt. /Intell. Client

Workplace & FM

Prop./Constr. Projects

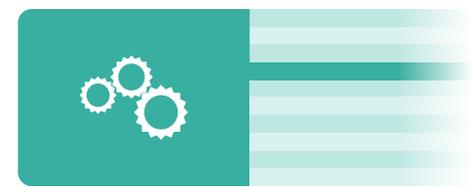
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Fire, Health & Safety and Physical Security (2 of 4)



Level	Practitioner	Senior Practitioner	Senior Leader
Experience	<ul style="list-style-type: none"> • Relevant experience in an estates / commercial environment with demonstrable record of continuing professional development. • Good knowledge of property related legislative, statutory and professional requirements • Proven health and safety management in the cascade and coordination across a large portfolio or complex organisation • Experience of working in a property management (or similar) organisation including experience of managing fire safety and asbestos safety management • A thorough understanding of HSE management and a demonstrable track record of safety culture transformation. 	<ul style="list-style-type: none"> • Experience working in a property management organisation or equivalent, including experience of managing fire safety and asbestos safety management • Interpretation and analysis of data to inform decision making • Understanding and complying with real estate and property related legislative, statutory, regulatory and professional requirements • A thorough understanding of HSE management and a demonstrable track record of safety culture transformation. 	<ul style="list-style-type: none"> • Extensive health and safety management in the cascade and coordination across a large portfolio or complex organisation • Significant senior level experience in a real estate, consulting or planning function • Extensive knowledge of property related legislative, statutory, and professional requirements • Knowledge of risk management, governance arrangements, control procedures & audit processes

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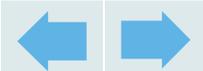
Asset Mgmt. /Intell. Client

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Prop./Constr. Projects

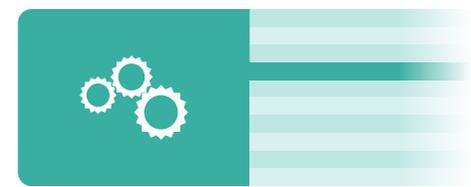
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Fire, Health & Safety and Physical Security (3 of 4)



Level	Practitioner	Senior Practitioner	Senior Leader
Civil Service Behaviours	<ul style="list-style-type: none"> • Making Effective Decisions • Working Together • Delivering at Pace. 	<ul style="list-style-type: none"> • Communicating and Influencing • Making Effective Decisions • Changing and Improving • Delivering at Pace 	<ul style="list-style-type: none"> • Communicating and Influencing • Changing and Improving • Delivering at Pace • Delivering Value for Money • Seeing the Big Picture
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • Working towards Associated membership of relevant professional body eg IWFM, AssocRICS, CIOB, IOSH, with a preference if already held <p>OR</p> <ul style="list-style-type: none"> • Associate/Technical (AIOSH/Tech IOSH) and Graduate (Grad IOSH) membership. 	<ul style="list-style-type: none"> • Chartered Membership of IOSH (CMIOSH) <p>OR</p> <ul style="list-style-type: none"> • NEBOSH Diploma (or equivalent) • Working towards IWFM Level 6/7 with preference if held <p>OR</p> <ul style="list-style-type: none"> • Security qualification eg CEng/IEng 	<ul style="list-style-type: none"> • Working towards IOSH (Full Chartered Member), with a preference if already held <p>OR</p> <ul style="list-style-type: none"> • NEBOSH Diploma (or equivalent) and • Working towards BIFM (Levels 6-7), with a preference if already held • Security qualification eg CEng/IEng
Entry route	<ul style="list-style-type: none"> • Current property professionals or working towards, those in other industries. 	<ul style="list-style-type: none"> • Current property professionals with the relevant technical memberships or equivalent experience. 	<ul style="list-style-type: none"> • Current property professional with the relevant technical memberships or equivalent experience.

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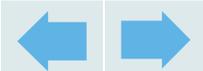
Asset Mgmt. /Intell. Client

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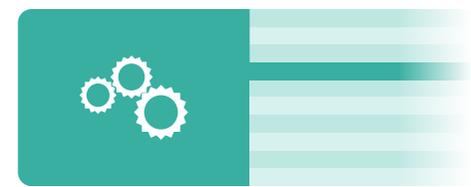
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Fire, Health & Safety and Physical Security (4 of 4)



Level	Practitioner	Senior Practitioner	Senior Leader
Technical skills	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 2 • Property and Data Analytics 2 • Future Focus 2 • Sustainability 2 • Change Management 2 • Commercial Awareness and Procurement 2 • Contract Management and Partnership 2 • Financial Management 2 • Compliance Management 3 • Health and Safety 3 • Property Programme and Project Management 2 • Professional Practice 2 • Application of Knowledge and Expertise 2 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 3 • Future Focus 3 • Sustainability 3 • Change Management 3 • Commercial Awareness and Procurement 2 • Contract Management and Partnership 2 • Financial Management 2 • Compliance Management 4 • Health and Safety 4 • Property Programme and Project Management 3 • Professional Practice 3 • Application of Knowledge and Expertise – 3 	<ul style="list-style-type: none"> • Customer Focus 4 • Strategic Planning 3 • Property and Data Analytics 3 • Future Focus 4 • Sustainability 3 • Change Management • Commercial Awareness and Procurement • Contract Management and Partnership • Financial Management 3 • Compliance Management 4 • Health and Safety 4 • Property Programme and Project Management 4 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Health & Safety or Fire Lead 	<ul style="list-style-type: none"> • Head of Real Estate Policy & Compliance • Promotion within Compliance, audit or assurance roles 	<ul style="list-style-type: none"> • Property Director/Head of Estates • Head of Policy & Compliance • Head of Strategy & Portfolio

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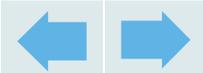
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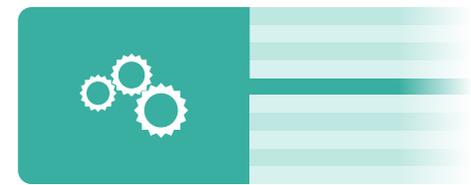
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Maintenance Management (1 of 4)



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

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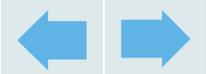
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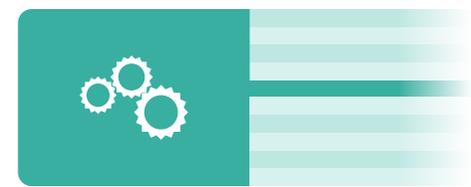
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Maintenance Management (2 of 4)



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

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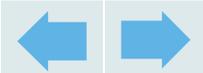
Asset Mgmt. /Intell. Client

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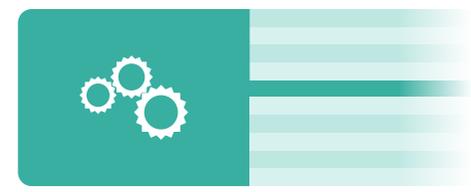
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Role Details



Technical Specialisms & Assurance

Maintenance Management (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> Junior or apprentice engineer or building surveyor <p>OR</p> <ul style="list-style-type: none"> Maintenance membership of CIBSE or relevant professional body (IWFM, RICS, IET or ICE) Equivalent experience 	<ul style="list-style-type: none"> Working towards CIBSE (Chartered Member) or RICS (Chartered Surveyor) or CIOB (Chartered Builder) or other relevant professional body (ICE, IWFM) with a preference if already held Equivalent experience 	<ul style="list-style-type: none"> Chartered Member or Fellow of CIBSE, RICS, CIOB or similar relevant professional body (ICE, IWFM)
Entry route	<ul style="list-style-type: none"> Apprentice or graduate in relevant property, mechanical or engineering qualification No previous property profession experience required but working towards appropriate qualification Construction background with knowledge of process Experienced in compliance and assurance role 	<ul style="list-style-type: none"> Current property professional Experienced maintenance role within another field Working towards the relevant memberships with experience in property environment 	<ul style="list-style-type: none"> Current property professional with the relevant technical memberships or equivalent experience.

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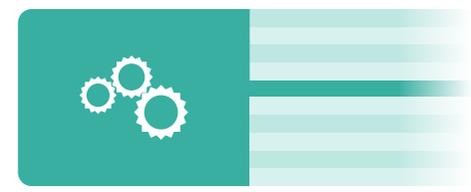
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Technical Specialisms & Assurance

Maintenance Management (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 1 • Strategic Planning 1 • Property and Data Analytics 1 • Future Focus 1 • Sustainability 1 • Change Management 1 • Commercial Awareness and Procurement 1 • Contract Management and Partnership 1 • Financial Management 1 • Compliance Management 2 • Health and Safety 2 • Property Programme and Project Management 1 • Professional Practice 2 • Application of Knowledge and Expertise 2 	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 2 • Property and Data Analytics 2 • Future Focus 2 • Sustainability 3 • Change Management 2 • Commercial Awareness and Procurement 2 • Contract Management and Partnership 3 • Financial Management 2 • Compliance Management 3 • Health and Safety 3 • Property Programme and Project Management 3 • Professional Practice 3 • Application of Knowledge and Expertise 3 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 3 • Future Focus 3 • Sustainability 3 • Change Management 3 • Commercial Awareness and Procurement 3 • Contract Management and Partnership 4 • Financial Management 3 • Compliance Management 4 • Health and Safety 4 • Property Programme and Project Management 3 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Promotion in Maintenance role • Facilities Manager • Project management 	<ul style="list-style-type: none"> • Facilities manager • Health & Safety manager • Project Manager 	<ul style="list-style-type: none"> • Head of Facilities & Workplace Management • Project Manager • Senior property role

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Case Studies:

Property Leaders

Asset Mgmt. /Intell. Client

Workplace & FM

Prop./Constr. Projects

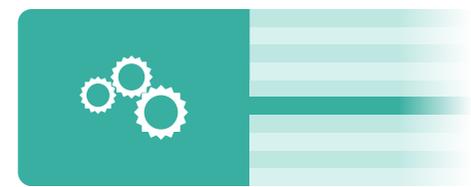
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Planning & Development (1 of 4)



Role summary	<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 <u>Property Director</u>.</p>		
Level	Foundation Practitioner	Practitioner	Senior Practitioner
Could include	<ul style="list-style-type: none"> Consider the physical, environmental and social impact of proposed development or policy proposals Assess land and property use requirements, including traffic and infrastructure interpret data from various sources to support the preparation and presentation of applications for planning permission Research technical planning information, data and surveys Visit sites to assess the effects of proposals and support the production of policy solutions Advocate the conservation and protection of historic or environmentally sensitive sites 	<ul style="list-style-type: none"> Consider the physical, environmental and social impact of proposed development or policy proposals Assess environmental, spatial and land use requirements, including housing, jobs, climate change, traffic and infrastructure Prepare, present and negotiate development and land use proposals including project briefings and planning permission applications Advise on the feasibility of planning permission and the impact of policy interventions Promote the use of effective land management and administration as one of the key drivers behind economic growth 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 	<ul style="list-style-type: none"> Take an organisational view of how planning and property impacts on the business objectives of the organisation Oversee planning applications on all approved land and building acquisitions Provides professional assurance for their own work and that of staff Compile evidence and design regulatory policies to guide local and national decisions for sustainable development and monitor outcomes Provide strategic advice on complex elements of policy and project implementation including risks and community impacts Identify key issues, courses of action and projects regarding the planning of land and buildings, and allocation of environmental, social and economic resources Respond quickly to changes in market conditions, organisation requirements and government policies

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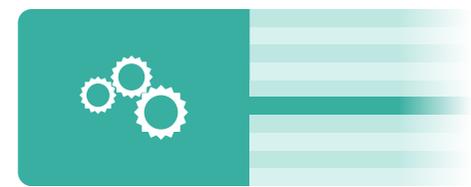
Prop./Constr. Projects

Technical & Assurance

Role Details

Technical Specialisms & Assurance

Planning & Development (2 of 4)



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

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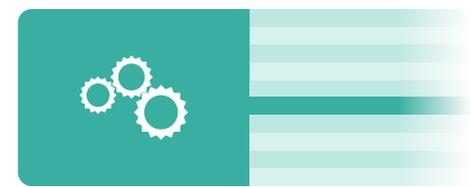
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Planning & Development (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Civil Service Behaviours	<ul style="list-style-type: none"> • Making Effective Decisions • Working Together • Delivering at Pace 	<ul style="list-style-type: none"> • Seeing the Bigger Picture • Making Effective Decisions • Working Together • Communicating and influencing • Delivering at Pace 	<ul style="list-style-type: none"> • Seeing the Bigger Picture • Leadership • Communicating and Influencing • Making Effective Decisions • Changing and Improving • Delivering at Pace
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • Working towards AssocRICS, or relevant professional body, with preference if already <p>OR</p> <ul style="list-style-type: none"> • Apprenticeship Level 3 or level 6 <p>OR</p> <ul style="list-style-type: none"> • Hold or be working toward a construction / design related professional qualification eg HNC/HND/Degree <p>OR</p> <ul style="list-style-type: none"> • Equivalent experience 	<ul style="list-style-type: none"> • Working towards MRICS/FRICS, RTPI or full membership of relevant professional body eg IRRV or CAAV with preference if already held <p>OR</p> <ul style="list-style-type: none"> • Equivalent experience 	<ul style="list-style-type: none"> • Qualified MRICS/FRICS/IRRV/CAAV/RTPI or considerable experience within the role
Entry route	<ul style="list-style-type: none"> • Graduate entry route or direct entry with the relevant technical qualifications. • Apprenticeship at Level 6 • Experience in other role within the built environment 	<ul style="list-style-type: none"> • Graduate entry route or direct entry with the relevant technical qualifications. 	<ul style="list-style-type: none"> • Existing property professional with relevant technical qualifications and experience.

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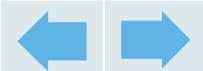
Asset Mgmt. /Intell. Client

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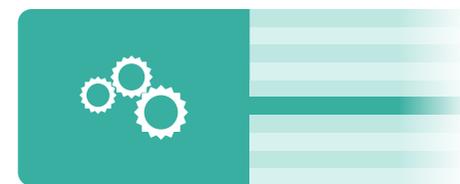
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Planning & Development (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 1 • Strategic Planning 1 • Property and Data Analytics 1 • Future Focus 1 • Sustainability 1 • Change Management 1 • Commercial Awareness and Procurement 1 • Contract Management and Partnership 1 • Financial Management 1 • Compliance Management 2 • Health and Safety 1 • Property Programme and Project Management 1 • Professional Practice 1 • Application of Knowledge and Expertise 1 	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 2 • Property and Data Analytics 2 • Future Focus 2 • Sustainability 2 • Change Management 2 • Commercial Awareness and Procurement 3 • Contract Management and Partnership 2 • Financial Management 2 • Compliance Management 2 • Health and Safety 2 • Property Programme and Project Management 3 • Professional Practice 3 • Application of Knowledge and Expertise 3 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 3 • Future Focus 3 • Sustainability 3 • Change Management 3 • Commercial Awareness and Procurement 4 • Contract Management and Partnership 3 • Financial Management 3 • Compliance Management 3 • Health and Safety 2 • Property Programme and Project Management 3 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Planning and Development Surveyor • Town Planner • Other surveying roles, eg Rural, Residential, Valuation etc 	<ul style="list-style-type: none"> • Senior Development Surveyor • Senior Town Planner • Promotion through job family, in particular surveying related roles • Asset management/Intelligent Client function roles 	<ul style="list-style-type: none"> • Head of Planning and Development • Head of Policy and Strategy • Head of Delivery and Implementation • Strategic Asset Management/Intelligent Client function roles

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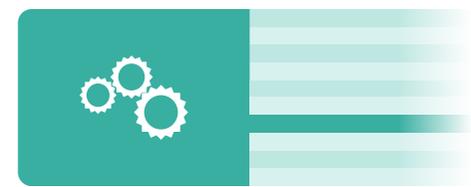
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Residential Management (1 of 4)



Role summary	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 <u>Property Director</u> .		
Level	Foundation Practitioner	Practitioner	Senior Practitioner
Could include	<ul style="list-style-type: none"> • Casework under supervision but gaining responsibility for their own caseload as their experience grows • Building knowledge about residential management and development of skills in landlord and tenant relationship management • Assisting in residential valuation assignments, including inspections, report writing and dealing with stakeholders • Support in site visits across all stages • Provide analysis of data and information relating to for rent, rates, capital taxation, acquisitions and disposals 	<ul style="list-style-type: none"> • Advising on residential management strategies • Applying expert knowledge and awareness of the local property market in valuation of properties • Assess the impact of a major development in terms of economic viability and environmental impact • Write detailed reports on property for purposes such as rent reviews, investment potential, valuations for mortgages and other purposes, marketability and building surveys • Assess properties for rent, rates, capital taxation, acquisitions and disposals • Work closely with other professionals such as highways and structural engineers, town planners and architects, in considering new developments 	<ul style="list-style-type: none"> • Leadership role or advisory roles providing advice to senior leaders and practitioners • Rent reviews, enfranchisement and preparing submissions for dispute resolution • Advising on potential demand, valuation and planning related matters • Acting in residential property transactions including acquiring or disposing property for occupational purposes • Surveys of residential property to produce reports on the condition of the building and its environment • Actively managing and influencing stakeholders where there are risks to delivery • Apply appropriate law for landlord and tenant negotiations and enforce health and safety regulations

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Case Studies:

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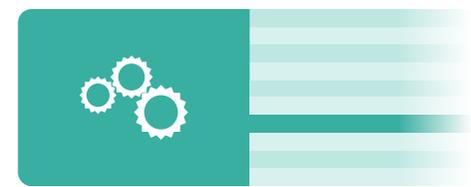
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Residential Management (2 of 4)



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

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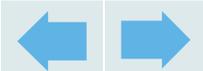
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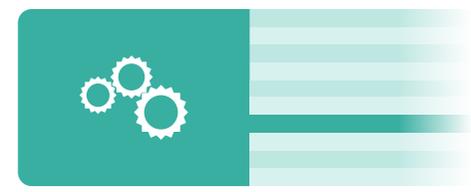
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Role Details



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Residential Management (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> Working towards AssocRICS, or relevant professional body, with preference if already OR <ul style="list-style-type: none"> Apprenticeship Level 3 or level 6 OR <ul style="list-style-type: none"> hold or be working toward a construction / design related professional qualification eg HNC/HND/Degree 	<ul style="list-style-type: none"> Working towards MRICS/FRICS, or full membership of relevant professional body eg IRRV or CAAV with preference if already held OR <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> Qualified MRICS/FRICS/IRRV/CAAV or relevant experience within surveying sector
Entry route	<ul style="list-style-type: none"> Graduate entry route or direct entry with the relevant technical qualifications. Apprenticeship at Level 6 Direct entry with no technical qualifications but an interest in built environment OR <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> Graduate entry route or direct entry with the relevant technical qualifications. OR <ul style="list-style-type: none"> Equivalent experience 	<ul style="list-style-type: none"> Existing property professional with relevant technical qualifications and experience.

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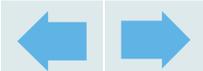
Asset Mgmt. /Intell. Client

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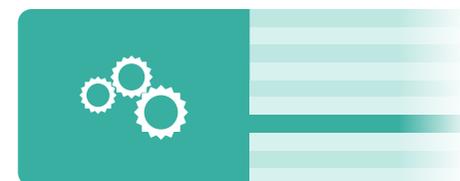
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Residential Management (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 1 • Strategic Planning 1 • Property and Data Analytics 1 • Future Focus 1 • Sustainability 1 • Change Management 1 • Commercial Awareness and Procurement 1 • Contract Management and Partnership 1 • Financial Management 1 • Compliance Management 2 • Health and Safety 1 • Property Programme and Project Management 1 • Professional Practice 1 • Application of Knowledge and Expertise 1 	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 2 • Property and Data Analytics 2 • Future Focus 2 • Sustainability 2 • Change Management 2 • Commercial Awareness and Procurement 3 • Contract Management and Partnership 2 • Financial Management 2 • Compliance Management 2 • Health and Safety 2 • Property Programme and Project Management 3 • Professional Practice 3 • Application of Knowledge and Expertise 3 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 3 • Future Focus 3 • Sustainability 3 • Change Management 3 • Commercial Awareness and Procurement 4 • Contract Management and Partnership 3 • Financial Management 3 • Compliance Management 3 • Health and Safety 2 • Property Programme and Project Management 3 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Planning and Development Surveyor • Town Planner • Other surveying roles, eg Rural, Residential, Valuation etc 	<ul style="list-style-type: none"> • Senior Development Surveyor • Senior Town Planner • Promotion through job family, surveying related roles • Asset management/Intelligent Client function roles 	<ul style="list-style-type: none"> • Head of Planning and Development • Strategic Asset Management/Intelligent Client function roles

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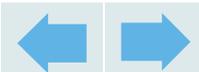
Asset Mgmt. /Intell. Client

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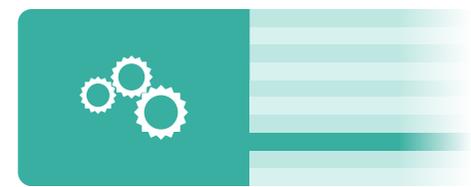
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Rural Management (1 of 3)



Role summary	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 <u>Property Director</u> .	
Level	Practitioner	Senior Practitioner
Could include	<ul style="list-style-type: none"> • 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 • 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 • Consult with other public organisations where required in order to manage the estate • Advise on estate rationalisation opportunities including potential disposals • Valuing land, property, crops, machinery and livestock • Assisting in buying and selling rural land or property, possibly by auction • 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 • Advising on the possible development of land for alternative uses • Keeping up to date with relevant legislation relating to land, agriculture and the environment 	<ul style="list-style-type: none"> • Lead a variety of estate and surveying programmes across rural land and buildings • Lead at a strategic level on subject matter advice on technical matters • 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 • Lead on valuation techniques relating to rural land and property, crops, machinery, livestock and trees etc • Provide strategic advice on Town & Country Planning

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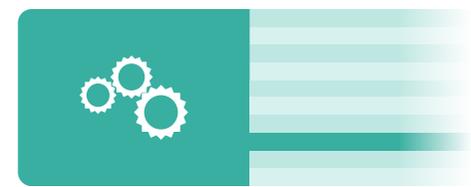
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Role Details



Technical Specialisms & Assurance

Rural Management (2 of 3)



Level	Practitioner	Senior Practitioner
Experience	<ul style="list-style-type: none"> • Demonstrate knowledge and understanding of the principles, characteristics and organisation of agriculture • 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 • Ability to collate, adjust and analyse evidence, where there are gaps and inconsistencies, and arrive at a sound judgement • Ability to give clear written and oral advice and to explain legal issues 	<ul style="list-style-type: none"> • Practical knowledge and experience of rural land and property management, including agriculture, conservation, residential, commercial and public amenity • Up to date understanding of the current issues within the rural sector • Confidence interpreting legal documentation and a variety of data sources and using your findings to influence colleagues and stakeholders • Excellent people skills, adept at listening, building trust or negotiating to achieve cooperation over mutually acceptable solutions
Civil Service Behaviours	<ul style="list-style-type: none"> • Seeing the Bigger Picture • Making Effective Decisions • Working Together • Communicating and influencing • Delivering at pace. 	<ul style="list-style-type: none"> • Seeing the Bigger Picture • Leadership • Communicating and Influencing • Making Effective Decisions • Changing and Improving • Delivering at Pace
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> • Working towards MRICS/FRICS, or full membership of relevant professional body eg IRRV or CAAV with preference if already held <p>OR</p> <ul style="list-style-type: none"> • Equivalent experience 	<ul style="list-style-type: none"> • Qualified MRICS/FRICS/IRRV/CAAV
Entry route	<ul style="list-style-type: none"> • Graduate entry route at HEO level. • Direct entry at SEO level with relevant technical qualifications <p>OR</p> <ul style="list-style-type: none"> • Relevant experience 	<ul style="list-style-type: none"> • Existing property professional with relevant technical qualifications <p>OR</p> <ul style="list-style-type: none"> • Demonstrable experience in this specialism

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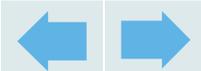
Asset Mgmt. /Intell. Client

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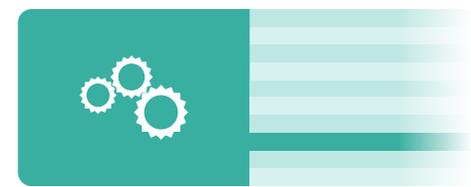
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Role Details



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Rural Management (3 of 3)



Level	Practitioner	Senior Practitioner
Technical skills	<ul style="list-style-type: none"> • Customer Focus 2 • Strategic Planning 2 • Property and Data Analytics 2 • Future Focus 2 • Sustainability 2 • Change Management 2 • Commercial Awareness and Procurement – 3 • Contract Management and Partnership 2 • Financial Management 2 • Compliance Management 2 • Health and Safety 2 • Property Programme and Project Management 3 • Professional Practice 3 • Application of Knowledge and Expertise 3 	<ul style="list-style-type: none"> • Customer Focus 3 • Strategic Planning 3 • Property and Data Analytics 3 • Future Focus 3 • Sustainability 3 • Change Management 3 • Commercial Awareness and Procurement 4 • Contract Management and Partnership 3 • Financial Management 3 • Compliance Management 3 • Health and Safety 2 • Property Programme and Project Management 3 • Professional Practice 4 • Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> • Senior Development Surveyor • Senior Town Planner • Promotion through job family, surveying related roles • Asset management/Intelligent Client function roles 	<ul style="list-style-type: none"> • Head of Planning and Development • Strategic Asset Management/Intelligent Client function roles

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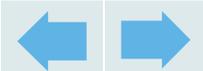
Asset Mgmt. /Intell. Client

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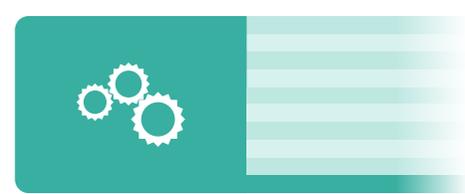
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Valuation (1 of 4)



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

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Case Studies:

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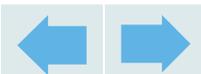
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Valuation (2 of 4)



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

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Case Studies:

Property Leaders

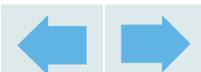
Asset Mgmt. /Intell. Client

Workplace & FM

Prop./Constr. Projects

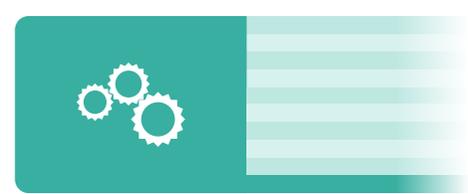
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Valuation (3 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
Professional membership/ Technical qualifications	<ul style="list-style-type: none"> Working towards AssocRICS, or relevant professional body, with preference if already <p>OR</p> <ul style="list-style-type: none"> Valuation Surveying Apprenticeship Level 3 or level 6 <p>OR</p> <ul style="list-style-type: none"> hold or be working toward a construction / design related professional qualification eg HNC/HND/Degree 	<ul style="list-style-type: none"> Working towards MRICS/FRICS, or full membership of relevant professional body eg IRRV or CAAV with preference if already held 	<ul style="list-style-type: none"> Qualified MRICS/FRICS/IRRV/CAAV 	<ul style="list-style-type: none"> Qualified MRICS/FRICS/IRRV/CAAV
Entry route	<ul style="list-style-type: none"> Graduate entry route or direct entry with the relevant technical qualifications. Valuation apprenticeship at Level 6 	<ul style="list-style-type: none"> Graduate entry route or direct entry with the relevant technical qualifications. 	<ul style="list-style-type: none"> Existing property professional with relevant technical qualifications and experience. 	<ul style="list-style-type: none"> Existing property professional with relevant technical qualifications and experience.

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Career Framework



Technical Skills



Recruitment



Case Studies:

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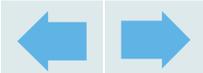
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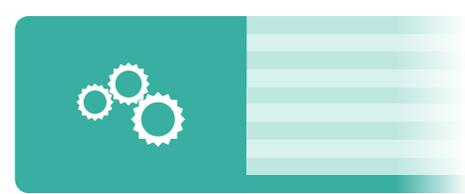
Technical & Assurance

Role Details



Technical Specialisms & Assurance

Valuation (4 of 4)



Level	Foundation Practitioner	Practitioner	Senior Practitioner	Senior Leader
Technical skills	<ul style="list-style-type: none"> Customer Focus 1 Strategic Planning 1 Property and Data Analytics 2 Future Focus 1 Sustainability 1 Change Management 1 Commercial Awareness and Procurement 2 Contract Management and Partnership Financial Management 1 Compliance Management 1 Health and Safety 1 Property Programme and Project Management 1 Professional Practice 2 Application of Knowledge and Expertise 1 	<ul style="list-style-type: none"> Customer Focus 2 Strategic Planning 2 Property and Data Analytics 3 Future Focus 2 Sustainability 2 Change Management 2 Commercial Awareness and Procurement 3 Contract Management and Partnership 2 Financial Management 2 Compliance Management 2 Health and Safety 2 Property Programme and Project Management 1 Professional Practice 3 Application of Knowledge and Expertise 2 	<ul style="list-style-type: none"> Customer Focus 3 Strategic Planning 3 Property and Data Analytics 3 Future Focus 2 Sustainability 2 Change Management 2 Commercial Awareness and Procurement 3 Contract Management and Partnership 2 Financial Management 2 Compliance Management 3 Health and Safety 3 Property Programme and Project Management 2 Professional Practice 4 Application of Knowledge and Expertise 4 	<ul style="list-style-type: none"> Customer Focus 3 Strategic Planning 3 Property and Data Analytics 3 Future Focus 2 Sustainability 2 Change Management 2 Commercial Awareness and Procurement 3 Contract Management and Partnership 2 Financial Management 2 Compliance Management 3 Health and Safety 3 Property Programme and Project Management 2 Professional Practice 4 Application of Knowledge and Expertise 4
Future Pathways	<ul style="list-style-type: none"> Progression through the valuation pathway Technical property specialisms such as Asset Management 	<ul style="list-style-type: none"> Progression through the valuation pathway. Strategic Asset Management 	<ul style="list-style-type: none"> Progression through the valuation pathway. Strategic Asset Management Head of Strategy and Portfolio management Head of Estates (with a breadth of experience) 	<ul style="list-style-type: none"> Strategic Asset Management Property Director/Head of Estates (with a breadth of experience). Head of Strategy and Portfolio

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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

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Annex

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Career Framework



Technical Skills



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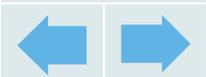
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Recognised Property Professional Bodies

APM

Association of Project Management

CAAV

Central Association of Agricultural Valuers

CIAT

Chartered Institute of Architectural Technologists

CIBSE

Chartered Institution of Building Services Engineers

CIH

Chartered Institute of Housing

CIOB

Chartered Institute of Building

CIPS

Chartered Institute of Procurement and Supply

CIWM

Chartered Institution of Wastes Management

CIWEM

Chartered Institution of Water and Environmental Management

ICE

Institution of Civil Engineers

IEMA

Institute of Environmental Management and Assessment

IET

Institution of Engineering and Technology

IHBC

Institute of Historic Building Conservation

IHE

Institute of Highway Engineers

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

SAAVA

Scottish Agricultural Arbiters and Valuers

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