

Deputy Director, Workplace Services Portfolio Management

Government Property Agency

Closing date: 11:55pm Friday 15th September 2023



Candidate Information Pack

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Welcome



I'm delighted that you're interested in this exciting and challenging new role helping to shape the future of our Agency's services to its customers and clients.

In Workplace Services our ambition is to support productivity across the civil service and to provide an excellent workplace experience for our customers. We want to help our clients be productive. We support them moving into and using their workspace through Smarter Working and customer insight; through the delivery of high quality services; through the innovative use of data and digital tools; and through a large and dynamic portfolio of workplace projects.

The new Workplace Services Portfolio Management team will ensure that GPA's workplace services continue to meet customer and client needs, anticipating future changes in our portfolio and service offer and building the capability needed to succeed. The team is an exciting combination of the GPA and our strategic Workplace Services Performance Partner, JLL.

We're embarking on a major transformation of our workplace services, alongside the continuing growth of the portfolio under the Agency's management. But we can't stand still. Even as we implement a new operating model, we need to be looking ahead to a next generation transformation. You will be driving that forward. You will also be a member of the GPA senior leadership group, leading our people through the exciting challenges ahead.

The role is part of a network across the GPA which, working together, will ensure our change programmes and projects deliver the improvements needed to achieve GPA's strategic ambitions and deliver against our strategy and business plan. If you have the strategic, customer service and change management experience and expertise to lead this change and our people as we deliver for clients and customers, I very much welcome your application.

Dominic Brankin

Director Workplace Services, Government Property Agency

Background

The Government Property Agency is changing the way the Civil Service works and is at the forefront of the Government's transformation agenda; reshaping the relationship civil servants have with their place of work. The Agency is central to the delivery of key Government policies including moving 22,000 Civil Service roles out of London by 2030 and tackling climate change by contributing to the Net Zero agenda. To do this we are delivering a major change programme across the UK and consolidating our portfolio in order to save £1.4 Bn over 10 years.

Beyond the bricks and mortar, the GPA is about providing great workplaces for our people. Through programmes like Hubs, Whitehall Campus and Smart Working you will be in the vanguard of creating model working environments and promoting flexible working practices.

This is an ambitious and exciting task, for which we need innovative people, with strong commercial acumen, who are passionate about visualising and implementing customer needs. Launched as an Executive Agency of the Cabinet Office in 2018, we're a relatively new department and we are growing fast so we also need people who thrive in ambiguity, can adapt quickly to change and are comfortable stepping outside of their remit to drive outcomes.

Diversity

The Civil Service is committed to becoming the most inclusive employer in the UK.

We are committed to understanding, respecting and representing as broad a range of views and backgrounds as we have in UK society. We know that diverse perspectives and experiences are critical to an effective, modern Civil Service.

Our vision is to ensure the Civil Service represents modern Britain and is a truly inclusive employer - an example to other employers. We will create an organisation where diversity is not only respected and valued - but celebrated.

We encourage applications from people from all backgrounds and aim to have a workforce that represents the communities and wider society that we serve. We pride ourselves on being an employer of choice. We champion diversity, inclusion and wellbeing and aim to create a sense of belonging in a workplace where everyone feels valued.

What's in it for me?

We want to maximise the potential of everyone who chooses to work for us - regardless of background.

If you're interested in becoming a world class leader, developing your career with us – starting with this interesting and challenging role – or doing things differently and inspiring colleagues, then the Civil Service is the place for you.

Our passion for diversity and equality means creating a work environment for all employees that is welcoming, respectful, engaging, and enriched with opportunities for personal and professional development.

You've taken the first step and looked through this job pack to understand the skills and experience needed to perform this role. Now join us in achieving our ambitions and let us help you achieve yours. [Apply now.](#)

Job Description

Role purpose

The Workplace Services Portfolio Management Deputy Director is a key leadership role ensuring the GPA's Workplace Services meet client and customer needs and reflect best practice across government and industry. This role is critical to supporting Workplace Services to anticipate and plan future Workplace Services solutions and to lead the change needed to ensure that the directorate is continually improving. The postholder will work with others across the GPA to ensure our programmes and projects come together to achieve our strategy.

Responsibilities

- Ensure alignment of Workplace Services teams' work on realising GPA's strategy and business plan (including all KPIs, with a focus on client satisfaction). Provide linkages across Workplace Services and wider GPA teams to support decision-making at the directorate level.
- Develop and implement a portfolio management approach to activities across Workplace Services, promoting accountability, planning and prioritisation. Ensure alignment of team's work to strategy and implementation plans and budget; continuously refine management dashboards, data, metrics, and models.
- Responsible for the success of two or three high-priority, cross-team initiatives at any given time (e.g., significant asset transfers, contract demobilisation / mobilisation, consultancy proposals).
- Articulate key insights from operational delivery, industry developments and vision to inform medium- and long-term goals; Identify opportunities to improve business efficiency and make changes to improve the business.
- Be the business owner for the Workplace Services Performance Partner contract, driving value from the contract and ensuring excellent service for clients and customers.
- Promote a learning culture across Workplace Services, including through development of a research agenda and other methodologies to cultivate medium and long-term learning; Oversee divisional measurement, learning and evaluation activities.
- Oversee team-specific and directorate-wide change management activities; Drive Workplace Services change initiatives, including succession planning, team performance, and employee support and development.

Objectives

- 1) Ensure Workplace Services supports delivery of the GPA strategy by providing workplace expertise and industry best practice to contribute to its development. Assure that performance across Workplace Services is achieving what's required by the GPA strategy.
- 2) Lead the strategic partner relationship with JLL. Secure best value as Senior Business Owner from the Workplace Services Performance Partner contract to deliver specified services and outcomes and deliver value to GPA and its clients, delivering high quality service to GPA's customers.
- 3) Lead strategic and resource planning to meet or exceed the Workplace Services KPIs and objectives in the GPA Business Plan.
- 4) Plan and deliver commercial delivery routes to Integrate new assets or services effectively in the Workplace Services service offer.
- 5) Lead Workplace Services business change activities to improve capability, diversity, equality, inclusion and belonging. Implement changes well, to time and within budget; realising benefits defined at initiation.
- 6) Oversee measurement, learning and evaluation activities which:
 - a) Defines and captures the data needed to support effective business and contract management, ensuring data accuracy and completeness.
 - b) Builds the capability needed to realise the benefits of the transformation of Workplace Services.

Person Specification

Essential Criteria

- Functional expertise in one or more fields related to Workplace Services, including workplace experience, security and facilities management, contract management, project management and data analytics.
- Track record of leadership independent of role; ability to work collaboratively and drive results with senior customers and leaders across the GPA and wider Civil Service.
- Industry experience and proven ability to make data-driven decisions.
- Excellent communications skills, including writing, editing, and verbal communication. Strong skills and experience advocating and communicating with a broad and diverse audience.
- Able to manage multiple tasks with competing timelines and deliverables; Proven effectiveness and interest in leading and coordinating colleagues from across various subject areas in a complex organisation.
- Experience with monitoring, learning and evaluation and using learning to inform decisions and strategy.

Desirable Criteria

- Degree level or equivalent qualification in property related discipline.
- Membership of a professional body such as RICS or IWFM.
- Holds or prepared to work towards a GPA Gold Standard.

Terms and Conditions

Location

If successful for this role you will be based in Birmingham, Bristol, Nottingham, Manchester, or Leeds.

Remuneration

£75,000 - £117,000 per annum

Period of appointment

This role is being offered on a permanent basis.

This includes:

- 25 days annual leave on entry, increasing on a sliding scale to 30 days after 5 years' service. This is in addition to 8 public holidays.
- This will be complimented by one further day paid privilege entitlement to mark the Queen's Birthday;
- Civil Service pension with an average employer contribution of 27% that you can enter as soon as you join where we will make a significant contribution to the cost of your pension; where your contributions come out of your salary before any tax is taken; and where your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die before you retire.
- Generous paid maternity and paternity leave which is notably more than the statutory minimum offered by many other employers;
- Childcare benefits (policy for new employees as of 5 April 2018): The government has introduced the Tax- Free Childcare (TFC) scheme. Working parents can open an online childcare account and for every £8 they pay in, the government adds £2, up to a maximum of £2000 a year for each child or £4000 for a disabled child. Parents then use the funds to pay for registered childcare. Existing employees may be able to continue to claim childcare vouchers, so please check how the policy would work for you [here](#);
- Interest-free loans allowing you to spread the cost of an annual travel season ticket or a new bicycle.
- The opportunity to use onsite facilities including fitness centres and staff canteens (where applicable), and occupational sick pay.

How to Apply

The recruitment process is being undertaken by GatenbySanderson on behalf of the Government Property Agency. If you wish to apply for this position, please supply the following:

- A comprehensive CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides of A4) highlighting your suitability and setting out how you meet the person specification. Please note that the covering letter is an important part of your application and is as much the means by which you will be assessed as your CV.
- A Diversity Monitoring Form and Conflicts of Interest Questionnaire will form part of your online application.

Failure to submit both documents will mean the panel only have limited information on which to assess your application against the criteria in the person specification.

As part of the online application process, you will be asked a number of diversity-related questions. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'. All monitoring data will be treated in the strictest confidence and will not be provided to the selection panel.

If you are unable to apply online, or have any issues with the online application process, please contact devon.coates@gatenbysanderson.com

To apply, please visit: <https://www.gatenbysanderson.com/job/GSe100751>

Disability Confident Scheme

Disabled applicants who meet the minimum selection criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to claim a guaranteed interview under the Disability Commitment, you should complete the relevant section of the online application. It is not necessary to state the nature of your disability.

Recruitment Process

Longlist

You will receive an acknowledgment of your application through the online process. If you do not receive a notification of your application, please contact devon.coates@gatenbysanderson.com.

The panel will then assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the essential criteria set out in the 'Person Specification' section. Failure to address any or all of these may affect your application.

The timeline later in this pack indicates the date by which decisions are expected to be made, and all candidates will be advised of the outcome as soon as possible thereafter. Candidates selected for longlisting will be invited for a preliminary discussion with GatenbySanderson to further explore their skills and experience.

Candidates applying under the **Disability Confident Scheme** who meet the minimum selection criteria in the job specification are guaranteed an interview.

Shortlist

The panel will review reports on those longlisted and will select a shortlist of candidates whose applications best demonstrate suitability for the role, by considering the evidence provided against the essential criteria set out in the Person Specification.

Due Diligence

Please note that due diligence will be carried out on shortlisted candidates. Candidates should expect this to include searches of previous public statements and social media, blogs or any other publicly available information. Prior to interview, you will be asked to provide details of two professional referees together with a brief statement of the capacity and over what period of time they have known you.

Expected timeline

We will try and offer as much flexibility as we can, but it may not be possible to offer alternative dates for interviews. You are therefore asked to note the below timetable, exercising flexibility through the recruitment and selection process, in order to meet the dates given.

Please note that these dates may be subject to change. The anticipated timetable is as follows:

Closing date for applications	11pm Friday 15 th September 2023
Longlist meeting	Week commencing 18 th September 2023
Preliminary interviews with GatenbySanderson	Week commencing 25 th September and 2 nd October 2023
Shortlist meeting	Week commencing 9 th October 2023
Final panel interviews	Week commencing 23 rd October 2023

The recruitment panel will consist of:

- Dominic Brankin, Director Workplace Services, GPA
- Louis Roberts, Deputy Director of Workplace Services Delivery, GPA
- Kate Guthrie, Deputy Director for Strategic Planning and Performance, GPA

Complaints

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact Devon Coates (devon.coates@gatenbysanderson.com) in the first instance.

Success Profiles

As part of the selection process during application process your Interview will be assessed against Success profiles.

What are the Success Profiles?

The Success Profile Framework is being introduced to attract and retain people of talent and experience from a range of sectors and all walks of life, in line with the commitment in the Civil Service Workforce Plan.

For this role you will be assessed against Experience, behaviours, and GPA Core Skills.

How we will assess experience:

We will be looking at your experience, career history and achievements that are relevant to the role. Some of the assessment methods which will be used to understand your experience include:

- 1250-word personal statement
- CV
- The final panel interview may include a presentation of a topic set 1 week in advance

How we will assess behaviours:

We will be assessing a number of behaviours at the interview stage of the process.

The behaviours that we will assess are:

- Managing a Quality Service
- Seeing the Bigger Picture
- Leadership
- Communicating and Influencing

How we will assess the Technical Success Profile (GPA core skills)

The Core Skills Framework has been developed to set out the fundamental skills required by all people in the Government Property Agency (GPA) to meet our business objectives and serve our clients and customers.

The GPA core skills that we will assess are:

- Commercial Acumen
- Innovation
- Customer Perspective
- Property Market Knowledge

FAQ's

1. Can I apply if I am not currently a civil servant?

Yes. This role is open to suitably qualified people in the external market as well as existing civil servants.

2. Is this role suitable for part-time working?

No, this role is available for full-time or flexible working arrangements, but you should discuss your needs with the hiring manager if you are invited to interview.

3. Will the role involve travel?

Some travel may be required for this role.

4. Where will the role be based?

If successful, the role will be based in Birmingham, Bristol, Nottingham, Manchester, or Leeds, with the offer of flexible working arrangements. Unfortunately, relocation costs will not be reimbursed.

5. Can I claim back any expenses incurred during the recruitment process?

No. Unfortunately we will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance.

6. Reserved for UK Nationals

Certain posts, notably those concerned with security and intelligence, are reserved for UK nationals only.

This is not a reserved post.

7. What nationality do I need to hold in order to apply?

To be eligible for employment to this role you must be a national from the following countries:

- UK nationals
- Nationals of Commonwealth countries who have the right to work in the UKs
- Nationals of the Republic of Ireland
- Nationals from the EU, EEA or Switzerland with settled or pre-settled status or who apply for either status by the deadline of the European Union Settlement Scheme (EUSS)
- Relevant EU, EEA, Swiss or Turkish nationals who have built up the right to work in the Civil Service
- Certain family members of the relevant EU, EEA, Swiss or Turkish nationals
- (*Commonwealth citizens not yet in the UK, who have no right of abode in the UK and who do not have leave to enter the UK are ineligible to apply.)

For further information on whether you are eligible to apply, please visit [Gov.UK](https://www.gov.uk).

8. What reasonable adjustments can be made if I have a disability?

We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. Reasonable adjustments could include allowing extra time during selection tests; ensuring that information is provided in an accessible format or by providing training.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact devon.coates@gatenbysanderson.com in the first instance.

9. Is Security Clearance required?

Successful candidates must undergo a criminal record check and must meet the security requirements before they can be appointed. The level of security needed is [security check](#)

[See our vetting charter](#)

People working with government assets must complete [baseline personnel security standard](#) checks.

10. Do you offer a Guaranteed Interview Scheme for Disabled Persons?

Disabled applicants who meet the minimum selection criteria in the job specification are guaranteed an interview. Selection will be on merit. If you wish to claim a guaranteed interview under the Disability Commitment, you should complete the relevant section of the online application. It is not necessary to state the nature of your disability.

11. Will this role be overseen by the Civil Service Commission?

No. However, the recruitment process will still be governed by the Civil Service Commission's Recruitment Principles. More detailed information can be found on the Civil Service Commission [website](#).

12. What do I do if I want to make a complaint?

The law requires that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the [Civil Service Commission's Recruitment Principles](#).

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact: devon.coates@gatenbysanderson.com in the first instance.

If you are not satisfied with the response you receive from the Department, you can contact the [Civil Service Commission](#).

13. What should I do if I think that I have a conflict of interest?

Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the Department.

If you believe that you may have a conflict of interest, please contact:
devon.coates@gatenbysanderson.com before submitting your application.

14. Civil Service Code

All civil servants are subject to the provisions of the Civil Service Code that details the Civil Service values, standards of behaviour and rights and responsibilities. For further information, click [here](#).

15. Is this role offered as part of A Great Place to Work for Veterans initiative?

This vacancy is part of the A Great Place to Work for Veterans initiative, for further information please see [here](#).

16. Redeployment Interview Scheme

Civil Service employees (including Senior Civil Servants and Crown Arm's Length Bodies) who are at risk of redundancy and who meet the minimum selection criteria in the job specification are guaranteed an interview. Selection will be on merit and at-risk candidates will be able to self-identify during the application stage. For all guaranteed interview schemes, there may be exceptions made on reasons of time/resource for high-volume recruitment where the vacancy manager may decide to select the candidates who best meet the minimum criteria rather than all of those that meet the minimum criteria.



Contact

If you would like an informal conversation about this role, please contact GatenbySanderson:

Khadeeja.khalid@gatenbysanderson.com