



Cabinet Office

Government Property Profession Capability Improvement Plan* 2014-2015

Improving the skills and capability of the central government professional property community.

February 2014

**Based on the Best Practice Professions' Framework
Maturity Gap Analysis December 2013*



Current Board Governance*

- Sherin Aminossehe (GPU) (Head of Profession)
- Andrew Howarth (GPU) (Secretariat)
- Clare Johnson (VOA) (Secretariat)
- Richard Waterhouse (VOA) (Secretariat)
- Roger Taylor (UKSBS)
- Alan Wickert (DWP)
- Ricky McSeveney (MoJ)
- Deborah Rowland (GPU)
- Richard McKinney (DIO)
- Malcolm Twite (DfT)
- John Richards (Defra)
- Tony Edwards (HO)
- Dave Robinson (NHS Business Services)

*pending election
of new GPP Board
members April 2014



What is the Government Property Profession?

- *The **Government Property Profession** encompasses those involved in the strategic and operational management of land and property (including policy) on behalf of central civil government for the purpose of supporting organisational business objectives. Because the GPP represents a wide range of property-related specialisms, each with their own professional institutes, standards and codes of conduct, the term ‘property community’ may often be substituted for ‘profession’.*
- *The GPP community is open to members of other government professions who may have a career anchor in another professional area, such as Finance, Project Delivery or Policy, but are currently working in a property context.*

Governance

- Governance arrangements
- Codes of Conduct

Leadership

- Visible and engaged
- Raising the profile
- Championing professionalism
- Communicating widely

Standards & Competencies

- Professional standards
- Ensuring Competency (individual & corporate)
- Job roles and grading
- Recruitment and promotion

Curriculum & Qualifications

- Learning & Development
- CPD
- Seminars & Conferences
- Mentoring
- Professional accreditation

Talent Management

- Recognising talent
- Sharing expertise X govt
- Career development
- Workforce data
- Recruitment/vacancy mgt

Networks

- Public/Private sector Orgs
- Professional Bodies
- Higher Education Sectors
- Built-Environment Networks

- Ensuring the best people are appointed to key GPP roles
- Professional and commercial skills at the forefront of Civil Service competencies
- Increased professional affiliation
- External consultancy only engaged where internal skills not available
- Ensuring Best Practice and Lessons-Learned
- Sharing and increasing expertise
- Ensuring “Right skills, right place, right time”
- GPP Profession becoming strategic and operating horizontally across the Civil Service
- Head of Profession’s input to workforce planning
- Improved talent management and career planning
- Improved efficiency of Government property to reduce costs
- Improved data management
- Supporting Civil Service Reform through GPP



GPP Capability Improvement Plan

GPP Work Stream – Governance	Target date
<ul style="list-style-type: none"> • A fully inclusive governance structure that engages all members of the profession • An effective information dissemination strategy • The Civil Service Code and any additional professional code of conduct adhered to • Clear lines of accountability and robust processes in place for holding decision-makers to account • Governing body works collaboratively to address varying priorities and needs of members across departments • Objectives set and mechanisms in place to monitor delivery and value • An ability to respond in a timely fashion to both current and emerging needs 	April 2015
New Governance arrangements for the Government Property Profession agreed and in place to ensure maintenance of professional standards at both corporate and individual level	Feb 2014
Agreement to Profession Capability Plan and submission to Civil Service Learning	Feb 2014
Formal launch of Government Property Profession	Feb 2014
Election of new GPP Board members and allocation of work stream responsibilities	July 2014
GPP Board members to have created governance arrangements for their respective disciplines	Dec 2014
Head of Profession and GPP Board to have developed a communications strategy to ensure optimum engagement with the membership	Oct 2014
GPP membership to be surveyed biennially to confirm data (next survey Nov 2015)	Nov 2015

Governance

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Standards & Competencies

Curriculum & Qualifications

Talent Management

Networks



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GPP Work Stream – Leadership	Target date
<ul style="list-style-type: none"> Enhancing credibility and reputation so that professional expertise is sought to add value to the organisation Establishing an influential and penetrating network with both internal and external stakeholders Aligning the profession’s objectives and performance to business requirements Visible and engaged leadership Evolving professional capability to support the business Profession-led talent management and succession planning to attract, develop and retain high calibre staff Creating and maintaining a professional curriculum of learning and development that meets business needs 	Sept ember 2014
Head of Profession to champion the profession through regular meetings with Departmental Permanent Secretaries and senior officials on the capacity and capability of their professional resource, to ensure appropriate level of client intelligence and deliver business objectives	Ongoing
Embedding the role of the Head of Profession with external commercial organisations as the specialist advisor to government on property matters	Ongoing
Head of Profession to have key involvement in cross-government workforce planning to broker recruitment, promotion and succession planning across government	Ongoing
Head of Profession to be sufficiently visible to the membership through regular communications, visits, fora, conferences and web sites	Ongoing
Head of Profession and GPP Board to maintain a learning & development curriculum to ensure ongoing professional capability	Ongoing



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GPP Work Stream – Standards & Competencies	Target date
<ul style="list-style-type: none"> Where appropriate, an established code of conduct or other set of professional standards is being utilised A professional competency framework is adhered to, supports the organisation’s core competency requirements, and is universally embedded across the profession 	April 2015
GPP Board members to understand how their own professional Codes interface with the Civil Service Code and provide guidance to their respective disciplines as necessary	Sept 2014
Head of Profession and GPP Board to ensure professional discipline/conduct across the community	Ongoing
GPP Board members to develop and establish their own competence frameworks for their disciplines using the three principal headings of Technical Expertise; Statutory, Regulatory and Professional requirements; and Interpretation of Data and Analysis	Sept 2014
Head of Profession and the GPP Board to ensure the competence frameworks are up to date and reflect the skills and underpinning knowledge required	Sept 2014
GPP Board to establish standards across the community through generic job descriptions, qualifications, experience and grading to reinforce the professional standards expected, and to assist future recruitment and promotion exercises	April 2015
PAMCAM v2 re-introduced as a corporate capability assessment tool from April 2014 . All the main departments to have completed an assessment by April 2015	April 2015



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GPP Work Stream – Curriculum & Qualifications	Target date
<ul style="list-style-type: none"> A professional curriculum in place, fully utilised and subject to regular review and evaluation Where appropriate, accredited qualifications in place 	April 2015
Head of Profession and GPP Board to develop a professional curriculum for the GPP disciplines. Professional standards to be maintained through use of learning & development interventions and compliance with appropriate CPD obligations	April 2015
Head of Profession and GPP Board to establish a list of formally recognised professional qualifications to ensure professional standards for future appointments to property roles across central civil government	April 2015
GPP to increase the number of members who have (or are studying for) GPP-recognised qualifications from 34% (2010) to 60% by 2015	April 2015
GPP to have its own web site, accessible to all members, as the principal information and learning & development medium for the profession	Ongoing



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GPP Work Stream – Talent management	Target date
<ul style="list-style-type: none"> • Profession-led Talent Management strategy, subject to regular review and evaluation • Profession is able to identify and track current and future capability requirements • Development strategy that addresses capability requirements and is commensurate with competency frameworks • Accessible career information and guidance clearly signposted for members • Structured deployment strategy that cuts across boundaries and promotes access to expertise 	April 2015
Head of Profession and GPP Board to establish a Talent Management Strategy to identify and develop exceptional individual capability	April 2015
Head of Profession to have input to Talent Management assessments for senior GPP members in central government organisations	April 2014
Head of Profession and GPP Board to identify specialist expertise across GPP membership to provide departments with direct access to the necessary skills	April 2015
Head of Profession and GPP Board to monitor data on membership to ensure a ‘full tank’ of professional expertise and exert influence through cross-government workforce planning, loans/secondments, mentoring, succession planning and general career development	Ongoing



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GPP Work Stream – Networks	Target date
<ul style="list-style-type: none"> A visible two-way relationship with the relevant professional bodies or Councils A programme that overcomes silo working and barriers and promotes inter-profession and cross-organisation collaboration A strategy that targets and cultivates mutually beneficial partnerships with external organisations, where appropriate 	Sept 2014
Head of Profession and the GPP Board to engage with the principal professional institutes to explore opportunities for sharing learning, experience and developing skills	Ongoing
Head of Profession and the GPP Board to develop a communications strategy that promotes inter-profession and cross-organisation collaboration	April 2015
Head of Profession and GPP Board to engage with Higher Education bodies to explore opportunities for sharing learning, experience and skills	Ongoing
Head of Profession and GPP Board to engage with public/private sector organisations to keep abreast of leading edge thinking and best practice	Ongoing
Head of Profession and GPP Board to maintain active membership of The Workplace Network (TWN), the Public Real Estate Network (PuRE-Net), and the Worldwide Workplace Web (W4)	Ongoing
Head of Profession and GPP Board to organise and deliver an annual GPP Conference to update membership on developments	July 2014