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Building the Future Estates Workforce: Skills, Leadership and Talent for a Changing Sector

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Content

Upskilling estates & property professionals to meet the demands of ~~net zero, digital transformation and modern construction methods~~ Back to Basics - *client briefs, demand capture (systems thinking), project management (RIBA stages), programme management, communications (written and verbal)*

Attracting and retaining talent by redefining public sector estates careers with clear progression, purpose and professional development

Building leadership capability at all levels to deliver complex estate transformation in fast-changing policy and economic environments

Expanding training, apprenticeships and entry routes to strengthen the pipeline of diverse, multidisciplinary talent

Embedding diversity, equity and inclusion in estates recruitment and workforce development strategies across central and local government

Fostering collaboration between departments, agencies and professional bodies to create a shared vision for estates workforce capability

Upskilling Estates & Property Professionals (B2B)

Upskilling estates & property professionals to meet the demands of ~~net zero, digital transformation and modern construction methods~~ Back to Basics - client briefs, demand capture (systems thinking), project management (RIBA stages), programme management, communications (written and verbal)

- Net zero is important of course – But not the biggest priority for Property Asset Managers.....
- Build clear professional pathways – Supported by professional bodies
- ‘Back to Basics’ approach - Compliance, commercial acumen, customer/client long term plans/SAMP
- Balance of internal and external collaboration - Professional services hybrid operation models

Accreditation, chartership, and CPD should not be optional extras – But embedded expectations

Attracting and Retaining Talent:

Attracting and retaining talent by redefining public sector estates careers with clear progression, purpose and professional development:

- Invest in talent pipelines– Apprentices at scale, graduate schemes, T Levels, primary & secondary pupils
- Reframe the narrative – Exciting Career (broad range of skills and pathways to transform communities)
- We cannot just recruit or outsource our way out of this challenge – We must re-skill (digital literacy, CPD, data, carbon)

Start to invest more in our people and less on expensive fee's and outsource short term fixes (balance)

Building Leadership Capability At All Levels

Building leadership capability at all levels to deliver complex estate transformation in fast-changing policy and economic environments

Effective Estates Leaders Typically Demonstrate:

- Strategic asset management thinking
- Strong financial and commercial acumen
- Stakeholder Influence
- Change and transformation capability
- Sustainability and net-zero leadership
- Contractor, consultants and supply chain management

Good Leadership = skilled people, inspire people and well lead people (Influence Finance...)

Expanding Training & Apprenticeships:

Expanding training, apprenticeships and entry routes to strengthen the pipeline of diverse, multidisciplinary talent

- Future/Current strategic estates needs hybrid skillsets
- We need to influence & innovate the entry level requirements from education, technical college and professional bodies (more hybrid than traditional silos – e.g. New capability PM or QS or Regeneration)
- Rotational learning across – Operations / Capital Projects / Asset Strategy / Commercial & Procurement / Sustainability

Create Visible Career Framework, Inspired by Rotational Learning

Embedding Equality, Diversity and Inclusion:

Embedding equality, diversity and inclusion in estates recruitment and workforce development strategies across central and local government

- Diverse interview panels (Inclusive interview panels)
- Target and focus on hard-to-reach communities, ethnicity and cultures
- Embed expectations in procurement contracts for social outputs (e.g. 5 apprentices/opportunities from local community and follow through – meet them/mentor them)

What are we each personally doing, how active are we daily, weekly, monthly ?

Fostering collaboration:

Fostering collaboration between departments, agencies and professional bodies to create a shared vision for estates workforce capability

- We all have a responsibility to act in the public's interest to create value from buildings land (usership vs ownership mindset)
- Devolution in GM has created conditions and emphasis to collaborate, support and enable each other more than ever – but this needs all parts of the system working together (not public vs private vs contractors etc)
- Collaboration is critical to focus on key system priorities (not departmental or partner silo approach)

Longer term planning and delivery requires the capability and capacity to share common goals

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Thanks for your time,

Welcome any questions?

Content

Other slides have useful things on, like tables and maps.

