## Role Code: PFM-PSA-AD-1

## Role Definition

The Vacant Space Letting Manager is responsible for overseeing the end-to-end process managing lettings designed to reduce vacant space within the NHSPS portfolio and to support ICB and other customers to reduce the amount of vacant space they hold. They work to attract potential tenants, negotiate lease agreements, and ensure that all vacant spaces are effectively marketed and maintained. They will work closely with various teams to identify units for marketing, agreeing on strategies for letting, and supporting customers with marketing their space under the NSHSP value proposition.

## Responsibilities

* Developing and implementing strategies for letting vacant NHSPS accommodation to reduce space, holding costs, and generate rental income
* Collaborating with Comms & Marketing to promote lettings via NHSPS websites and engaging external agents for agency services
* Analysing vacant space data to agree on marketing strategies
* Creating a letting pipeline and managing agents from the framework
* Reporting on performance against goals and supporting the business to achieve corporate goals
* Building a network of landowners, local authorities and leverage these in the disposal of sites
* Overseeing the legal process of lettings to ensure timely completion of documentation
* Supporting Regional Estate Leadership Teams on marketing issues and regularly updating customers
* Delivering professional advice and bringing forward commercial acumen to encourage efficiency and effectiveness
* Providing strategic town planning, land development and estate management advice on how to optimise complex disposal projects through all stages from design to implementation

### Qualifications

Holds or is working towards Chartered Membership or Fellow of RICS or RTPI

## Job Profession / Family

**Property Specialisms and Assurance**

## Role Classification

Job Level   
**People Manager/Specialist**   
Supervising and coordinating the work of a team and its members; offering guidance and coaching (managers). Carrying out specialised technical and administrative tasks.

**Legend**

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## Skill Competencies

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| --- | --- | --- | --- | --- | --- | --- |
| **Estate Management** | **0** | **1** | **2** | **3** | **4** |  |
| Asset Management | c | c | c | c | c | Extensive knowledge and experience |
| Business Management and Performance Optimisation | c | c | c | c | c | Foundational hands-on knowledge and experience |
| Property Inspection and Valuation | c | c | c | c | c | Extensive knowledge and experience |

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| --- | --- | --- | --- | --- | --- | --- |
| **Business** | **0** | **1** | **2** | **3** | **4** |  |
| Customer Focus | c | c | c | c | c | Extensive knowledge and experience |
| Stakeholder Management | c | c | c | c | c | Foundational hands-on knowledge and experience |
| **Leadership and Management** | **0** | **1** | **2** | **3** | **4** |  |
| Change Management | c | c | c | c | c | Extensive knowledge and experience |
| Decision Making | c | c | c | c | c | Foundational hands-on knowledge and experience |
| Strategic Thinking | c | c | c | c | c | Foundational hands-on knowledge and experience |
| **Personal** | **0** | **1** | **2** | **3** | **4** |  |
| Commitment | c | c | c | c | c | Foundational hands-on knowledge and experience |
| Diversity, Equity and Inclusive Collaboration | c | c | c | c | c | Extensive knowledge and experience |
| Planning and Organising | c | c | c | c | c | Extensive knowledge and experience |

## Appendix: Competency Descriptors

### Estate Management

**Asset Management:** Manages a portfolio of properties to maximise value, optimise performance, ensure legal and regulatory compliance and align with organisational objectives. Includes financial management, lifecycle management, risk management and stakeholder engagement.

★ **Required level: Extensive knowledge and experience (3)**

* Develops long-term asset strategies, balancing financial performance and operational needs.
* Analyses return on investment (ROI) and lifecycle costs of assets. Develops financial models for capital planning and property investment.
* Develops long-term asset lifecycle management strategies.
* Develops risk management frameworks for asset security, legal obligations and financial risks.
* Negotiates lease agreements, service contracts and partnerships.

**Business Management and Performance Optimisation:** Develops, implements and supports, business and initiatives for improving efficiency, performance, outcomes and quality of services.

★ **Required level: Foundational hands-on knowledge and experience (2)**

* Highlights the objectives and approaches of continuous improvement vs. targeted improvement initiatives.
* Involves stakeholders to communicate on desired performance and service levels.
* Uses quantitative and qualitative analysis techniques, identifies trends, patterns and root causes of operational inefficiencies.
* Creates the clear key performance indicators with measures.
* Collects, analyses, interprets and reports on performance data.

**Property Inspection and Valuation:** Conducts property and land inspections, assessing condition and compliance. Determines valuation based on market trends, asset condition, location and legal factors.

★ **Required level: Extensive knowledge and experience (3)**

* Conducts detailed inspections to assess the structural integrity, safety and functionality of a property or land asset.
* Develops strategies for maximising asset value through rezoning, redevelopment or conservation.
* Assesses property and land value based on market conditions, economic trends and investment potential.
* Mitigates exposure to environmental and financial liabilities.
* Advises on financing structures, including debt financing, equity investments and joint ventures.

### Business

**Customer Focus:** Responds to customer's needs in a manner that provides added value and generates customer satisfaction.

★ **Required level: Extensive knowledge and experience (3)**

* Acts as a customer advocate and inspires others to improve focus on the customer.
* Facilitates improvements to methods for maintaining customer responsiveness.
* Delivers superior customer value consistently and within targets.
* Evaluates customer satisfaction and changing needs, and updates approaches based on feedback.
* Focuses product and service features and functions on the customer’s critical success factors.
* Facilitates the development of organisational processes to improve customer service and responsiveness.

**Stakeholder Management:** Builds a broad network of relationships with stakeholders to identify problems and opportunities for improvement and structure performance expectations.

★ **Required level: Foundational hands-on knowledge and experience (2)**

* Identifies and builds network of key stakeholder contacts in relevant functions and departments.
* Maintains trust, openness, and credibility with internal and external constituencies.
* Builds buy-in and ownership for key issues with senior management.
* Collaborates with the top management team to identify target constituencies to focus on and influence.
* Shares high impact information to gain common commitment and understanding in achieving objectives.

### Leadership and Management

**Change Management:** Implements new ideas and initiatives that improve the organisation's performance.

★ **Required level: Extensive knowledge and experience (3)**

* Provides change management consulting in design, development and implementation of complex/large change programs.
* Guides on best practices for introducing, driving, and sustaining major change initiatives.
* Structures change teams and allies whose participation improves program success.
* Guides stakeholders on the development of change programs that respond to current and future business needs.
* Leads teams in preparing and sustaining change.
* Consults on the beneficial outcomes of change programs to help others adapt.
* Coaches the management team to ensure effective implementation of change programs.

**Decision Making:** Makes sound decisions in a timely manner, exercising a combination of analysis and good judgement.

★ **Required level: Foundational hands-on knowledge and experience (2)**

* Translates complex data or information into simple concepts (i.e. conceptual integration skills).
* Actively seeks out and considers input from appropriate sources before making decisions.
* Determines the right activities to work on from a range of competing priorities.
* Communicates decisions confidently and resolutely.
* Follows a systematic process for applying data or information to make decisions.
* Monitors execution of decisions to ensure consistency with original intention.

**Strategic Thinking:** Actively pursues strategies and high potential opportunities for the benefit of the organisation.

★ **Required level: Foundational hands-on knowledge and experience (2)**

* Supports strategic direction by developing positive suggestions for changing work activities to produce better alignment with higher level goals.
* Evaluates opportunities for improving organisational capability.
* Implements processes for data gathering and analysis that improve the team's ability to contribute suggestions for strategic improvements.
* Proposes changes in team activities which address key issues and support organisational strategies.

### Personal

**Commitment:** Acts with steadfast resilience and pushes self and others to achieve goals.

★ **Required level: Foundational hands-on knowledge and experience (2)**

* Exhibits behaviours valued by organisational leaders for fortitude, energy and achievement of goals.
* Aligns motivation/inspiration of others with line of business vision and strategy.
* Pushes self to improve performance, quality, customer satisfaction or other key metric.
* Pushes self and others with the fortitude to deliver long-term results.
* Maintains focus on completing tasks and resolving problems while minimising the risks involved.

**Diversity, Equity and Inclusive Collaboration:** Supports and promotes a collaborative culture that actively seeks, respects, and values individual differences, ensuring equitable participation and opportunity for every colleague.

★ **Required level: Extensive knowledge and experience (3)**

* Interprets the differing and preferred working styles of individuals and uses this information to enhance the operation of the team.
* Generates a team spirit that leverages the unique talents and differences among individuals.
* Builds project teams that include individuals with diverse opinions and perspectives.
* Leverages diversity by considering diverse ideas and perspectives when formulating approaches to work.
* Implements strategic initiatives aimed at the recruitment, development and retention of a diverse workforce, ensuring equitable growth opportunities for underrepresented groups.

**Planning and Organising:** Mobilises, plans, and controls time and resources to get things done.

★ **Required level: Extensive knowledge and experience (3)**

* Optimises time and resources to achieve strategic priorities and resolves competing priorities effectively.
* Plans resource requirements and sets priorities, goals, and milestone timetables to achieve maximum productivity.
* Oversees project planning, prepares well with contingencies and is well positioned to take advantage of opportunities as they arise.
* Monitors status of plans, optimises resource utilisation and handles situations which may result in changing the course of action to stay on track.
* Follows through with commitments and takes responsibility for team outcomes.