

Head of FM Service Delivery Service Manager				
	Level A1 ENTRY - Criteria and Guidance Assessment at Level A1 will be undertaken through application and interview. Candidates should provide clear and relevant examples that demonstrate their ability to meet the criteria. Evidence may be drawn from current or previous employment and should demonstrate the scale of responsibility, complexity of the situation, actions taken, outcomes achieved, and learning applied.			
	Qualifications	Knowledge	Experience	Skills
1.	Criteria:	Criteria: Basic awareness of the One Medway Council Plan and Council’s priorities.	Criteria: Experience of supporting efficient delivery in a defined service area, maintaining operational standards and achieving agreed performance targets.	Criteria: Proficient in the use of Microsoft Office 365 applications, including Excel, Word, PowerPoint, and Teams, to enhance productivity and collaboration.
1.	Guidance:	Guidance: Assessed through application or interview looking for: - Demonstrate a clear understanding of the strategic priorities within the One Medway Council Plan and how these shape council wide delivery expectations. - Explain how you have aligned service level objectives, projects, or performance frameworks to broader corporate priorities in previous roles. - Articulate how your service contributes to corporate outcomes, cross council working, and improved resident experience.	Guidance: Assessed through application or interview looking for: - Led a service, team, or programme of work with clear responsibility for direction, delivery, or outcomes. - Implemented or contributed to measurable service improvements (e.g., improved performance indicators, streamlined processes, enhanced customer experience, successful project delivery). - Played a key role in organisational change, such as restructuring, new operating models, digital transformation, or cultural change programmes. - Demonstrated the ability to motivate teams, manage performance, and support staff through periods of transition. - Provided examples of solving complex problems, managing competing priorities, or influencing stakeholders to achieve change.	Guidance: Assessed through application or interview looking for: - Can use Excel for basic to intermediate analysis, such as tables, charts, filtering, or simple formulas to support decision making. - Produces clear, well-structured documents and reports in Word. - Creates effective presentations in PowerPoint that communicate key messages succinctly. - Uses Teams confidently for collaboration, including meetings, chat, document sharing and coauthoring. - Can provide examples of how these tools have supported efficient working, improved communication, or strengthened analysis and reporting.
2.		Criteria: An understanding of Equality, Diversity and Inclusion (EDI) principles, alongside essential obligations relating to Data Protection, Safeguarding, and Health & Safety compliance.	Criteria: Some experience in leading teams, developing staff, managing complex issues, and ensuring strong governance. Focused on collaboration, continuous improvement, and delivering high-quality customer experience.	Criteria: Ability to translate legislation and policy into clear operational requirements for teams and projects.
2.		Guidance: Assessed through application or interview looking for: - Understanding of local authority governance, including decision making structures such as the Constitution and Scheme of Delegation. - Practical knowledge of GDPR requirements, such as DPIAs, breach handling, and documentation obligations under the UK GDPR. - Awareness of statutory Safeguarding duties, including Working Together to Safeguard Children 2023 and adult safeguarding duties under the Care Act 2014.	Guidance: Assessed through application or interview looking for: - Led a service, team, or programme of work with clear responsibility for direction, delivery, or outcomes. Implemented or contributed to measurable service improvements (e.g., improved performance indicators, streamlined processes, enhanced customer experience, successful project delivery). - Played a key role in organisational change, such as restructuring, new operating models, digital	Guidance: Assessed through application or interview looking for: - Can read and understand legislation, statutory guidance or organisational policy, identifying the key duties, constraints and implications for service delivery. - Translates legal or policy requirements into practical procedures, workflows, guidance or staff instructions. - Ensures that operational changes reflect compliance obligations while remaining proportionate and workable for frontline teams. - Communicates complex requirements in a clear, concise way that supports

		- Knowledge of Equality Act 2010 responsibilities, including the Public Sector Equality Duty and use of Equality Impact Assessments. - Understanding of Health & Safety responsibilities, including employer duties under the Health and Safety at Work etc. Act 1974.	transformation, or cultural change programmes. - Demonstrated the ability to motivate teams, manage performance, and support staff through periods of transition. - Provided examples of solving complex problems, managing competing priorities, or influencing stakeholders to achieve change.	staff understanding and consistent implementation. Can provide examples where your interpretation of legislation or policy led to improved compliance, safer practice or clearer operational standards.
3.		Criteria: Basic knowledge of how to design clear and SMART measures aligned to outcomes, set baselines, and track improvement.	Criteria: Some experience of preparing briefings for senior managers or Members and working within governance frameworks (board papers, exception reports).	Criteria: Upholds council values and statutory duties, demonstrating integrity, professionalism, confidentiality, and representing the council credibly.
3.		Guidance: Assessed through application or interview looking for: - Understands the difference between outputs, outcomes and impact. - Can develop simple SMART measures aligned to service objectives. - Understands how baselines are established and used to measure improvement. - Can interpret performance information and identify emerging trends. - Provides examples of using performance measures to monitor progress or support decision-making.	Guidance: Assessed through application or interview looking for: - Evidence of preparing succinct, evidence based briefings for senior leadership on service pressures, risks, complaints themes, performance trends, or legislative changes. - Evidence of completing exception reports when KPIs, statutory deadlines, or budget forecasts deviate from expected performance. - Experience presenting information at governance boards, contributing to discussions, and responding to questions. - Demonstrable experience of coordinating cross service or multiagency actions arising from decisions taken by Cabinet, Safeguarding Board, or Directorates.	Guidance: Assessed through application or interview looking for: - Develops positive working relationships grounded in trust, credibility and consistent follow through. - Communicates clearly and professionally with Members, senior leaders and partners, adapting style to suit political, strategic or operational audiences. - Consistently models organisational values through your behaviour, communication and decision making. - Can provide examples where your values led leadership improved morale, strengthened team cohesion or contributed to a positive organisational culture.
4.		Criteria: Understands the basics of wellbeing, inclusion and psychological safety and how they link to individual and organisational performance.	Criteria: Led or contributed to the successful delivery of discrete projects, ensuring alignment with objectives, timelines, and quality standards.	Criteria: Communicates with clarity and capable of effective collaboration with colleagues and stakeholders.
4.		Guidance: Assessed through application or interview looking for: - Understands recognised leadership behaviour frameworks and can describe how you apply these in practice. - Is aware of organisational EDI commitments and can explain how you embed inclusive behaviours in your leadership approach. - Has knowledge of core workforce policies, including performance management, employee wellbeing, and employee relations processes. - Can provide examples of applying these policies to support positive culture, effective management, and fair workforce outcomes.	Guidance: Assessed through application or interview looking for: - Represented your service in a multiagency project group (e.g., community safety workstream, SEND pathway improvement, early help redesign). - Managed a discrete project end-to-end, ensuring milestones were met and quality was upheld (e.g., launching a new form, updating a database, creating a resource hub). - Evidence of Status reports, highlight reports, RAG updates, or board papers showing progress against objectives and timelines. - Provide meeting agendas, minutes, or action logs showing you chaired or facilitated project meetings. - Show records of consultation sessions, workshops, or co-production activities you ran.	Guidance: Assessed through application or interview looking for: - Understands how effective collaboration supports better outcomes across services, partners, and multiagency settings. - Demonstrates awareness of the need for trust, transparency, and clarity of roles when working collaboratively. - Works collaboratively across organisational boundaries to resolve issues and progress shared objectives. - Can provide examples where effective relationship building improved outcomes, strengthened partnership working or supported strategic alignment, building improved outcomes.
5.		Criteria: Basic understanding of change management and benefits realisation, with some knowledge of project management methods, governance, and key delivery tools.	Criteria: Some experience of responding to complaints, performance issues or inspection findings	Criteria: Able to identify and address routine workplace disagreements promptly and constructively.

5.		Guidance: Assessed through application or interview looking for: - Implemented or contributed to measurable service improvements (e.g., improved performance indicators, streamlined processes, enhanced customer experience, successful project delivery). - Played a key role in organisational change, such as restructuring, new operating models, digital transformation, or cultural change programmes. - Uses tools, systems, or routines to stay organised and maintain oversight of tasks and commitments. - Can provide examples where strong organisation and time management directly supported successful delivery or prevented issues.	Guidance: Assessed through application or interview looking for: - Introduced practice changes following complaint outcomes, such as improved record-keeping guidance, customer communication standards, or revised handover processes. - Identified underperformance through performance dashboards, KPI reports, audit findings, or supervision. - Developed performance improvement plans (PIPs) with clear, measurable actions and timescales. - Evidence of working with teams to redesign processes or introduce new quality assurance tools when performance issues were identified. - Developed or contributed to an improvement plan following Ofsted, CQC, internal audit, or peer review findings. - Examples of updated operational guidance, templates, or training materials to embed new expectations.	Guidance: Assessed through application or interview looking for: - Handles disagreement or tension calmly and professionally, maintaining respect for all parties involved. - Facilitates discussions that uncover shared goals and move groups towards practical, mutually acceptable solutions. - Can give examples where you successfully resolved conflict or aligned differing viewpoints to achieve positive outcomes.
6.		Criteria: Basic understanding of legislation, policies, and procedures relating to GDPR and data protection, equality, and safeguarding.	Criteria: Some experience of Implementing predefined strategies (rather than designing them)	Criteria: Remains impartial, promotes collaborative problem-solving, and negotiates fair solutions aligned with organisational goals.
6.		Guidance: Assessed through application or interview looking for: - Practical knowledge of GDPR requirements, such as DPIAs, breach handling, and documentation obligations under the UK GDPR. - Awareness of statutory Safeguarding duties, including Working Together to Safeguard Children 2023 and adult safeguarding duties under the Care Act 2014. - Knowledge of Equality Act 2010 responsibilities, including the Public Sector Equality Duty and use of Equality Impact Assessments.	Guidance: Assessed through application or interview looking for: - Evidence of supporting the delivery of corporate change programmes such as restructures, service redesigns, or IT system upgrades. - Examples of taking an inspection action plan (e.g., Ofsted, CQC, internal audit, Peer Review) and translating it into clear tasks for your team or service. - Evidence of using council performance frameworks or budget strategies created by senior/corporate teams. - Implemented organisational culture priorities (e.g., staff wellbeing initiatives, values based leadership expectations).	Guidance: Assessed through application or interview looking for: - Provides clear direction and priorities that help teams understand expectations and deliver consistently. - Demonstrates leadership that is visible, approachable and aligned with corporate values in day-to-day behaviour. - Remains calm, focused and professional during high pressure situations or unexpected challenges. - Shows resilience, adaptability and openness, especially during periods of challenge, uncertainty or change. - Can provide examples where your leadership positively influenced team performance, culture or service delivery.
7.		Criteria: Awareness of statutory Safeguarding duties, including Working Together to Safeguard Children 2023 and adult safeguarding duties under the Care Act 2014.	Criteria: Line management of a medium sized team with responsibility for performance management, sickness absence and recruitment, supporting teams through periods of organisational change or restructuring and demonstrating an emerging commitment to inclusive leadership and staff wellbeing.	Criteria: Skilled in conflict management, promoting understanding among stakeholders and driving constructive outcomes.
7.		Guidance: Assessed through application or interview looking for: - Clear understanding of statutory safeguarding responsibilities for children and adults. - Working knowledge of Working Together to Safeguard Children	Guidance: Assessed through application or interview looking for: - Examples of supervision records, workload allocation evidence or team meeting agendas you led. - Provide emails or reports showing actions taken to address performance concerns.	Guidance: Assessed through application or interview looking for: - Able to Find balanced solutions by negotiating fairly, identifying compromise positions, and ensuring outcomes are workable for everyone. - Can communicate clearly, calmly, and respectfully, preventing

		(2023) and local safeguarding arrangements. • Awareness of adult safeguarding duties under the Care Act 2014, including Section 42 enquiries. • Ability to recognise, escalate, and respond appropriately to safeguarding concerns. • Understanding of multi-agency safeguarding roles and responsibilities. • Evidence of promoting safeguarding as a core leadership responsibility. • Experience ensuring services and providers comply with safeguarding policies and procedures.	• Provide reports showing improved attendance or reduced sickness after management intervention. • Records of contributing to workforce planning or filling vacancies efficiently • Examples of onboarding plans or induction schedules you created. • Evidence of your contribution to a restructure proposal or impact assessment. • Team engagement survey results showing improved inclusion or satisfaction. • Evidence of wellbeing action plans or wellbeing activities you introduced (e.g., check-ins, flexibility, workload management).	miscommunication and reducing escalation. • Evidence showing you used fair processes to address tension or disagreements. • Provide minutes from meetings with partners (e.g., health, police, schools, voluntary sector) where you navigated differing priorities. • Evidence of clear written communication reframing conflict and steering conversations toward resolution. • Provide workshop notes, consultation feedback, or meeting outputs showing you facilitated agreement among diverse viewpoints. • Evidence of briefings or guidance you created to clarify expectations and prevent disagreements. • Provide commendations, emails, or appraisal comments praising your calmness, fairness, or problem-solving in difficult situations.
8.		Criteria: Basic understanding of budgeting processes, including monitoring, forecasting, and variance analysis, along with awareness of financial regulations, procurement rules, approval procedures, and value-for-money principles.	Criteria: Managed a small to medium revenue budget with some experience of monitoring spend, forecasting pressures, identifying savings and contributing to budget setting.	Criteria: Recognise how statutory duties translate into service policies, assurance statements, action plans, and audit trails.
8.		Guidance: Assessed through application or interview looking for: • Understands how to read and interpret a budget monitoring report. • Demonstrable knowledge of the importance of forecasting ahead of quarterly and year-end reporting cycles. • Know when to engage with finance, procurement, or corporate governance teams. • Can demonstrate the application of standing financial instructions (SFIs) or financial guidelines in your work.	Guidance: Assessed through application or interview looking for: • Provide monthly budget monitoring spreadsheets you completed or updated. • Provide written summaries explaining likely cost pressures (e.g., agency staffing, increased demand, contract cost rises). • Evidence showing implementation of cost saving initiatives such as reviewing contracts or revising staffing rotas. • Demonstrate your involvement in annual budget planning meetings or workshops. • Provide audit trails demonstrating compliant financial decision making.	Guidance: Assessed through application or interview looking for: • Read, interpret, and understand statutory duties (e.g., Children Act, Working Together, SEND Code of Practice) and can identify which duties are legally mandatory and which are advisory. • Align workflows, forms, templates, or instructions with statutory expectations. • Can identify where the service is or isn't meeting statutory obligations. • Develops or contributes to improvement plans based on statutory shortfalls • Examples of data used to evaluate whether the service is meeting required standards
9.		Criteria: Basic awareness of multi-agency governance and collaborative delivery models.	Criteria: Significant experience managing Facilities Management services across a complex, multi-site estate.	Criteria: Reliable and consistent in meeting deadlines and delivering on commitments.
9.		Guidance: Assessed through application or interview looking for: • Understanding of the purpose, roles, and responsibilities of partnership boards (e.g., Safeguarding Children Partnership, SEND Partnership Board, Health & Wellbeing Board, Community Safety Partnership). • Provide examples of how services are jointly delivered across social care, education, health, police, and the voluntary sector. • Helped to create or deliver joint action plans (e.g., community safety action plans, homelessness pathways, SEND improvement plans, public health campaigns). • Evidence of collaborating with SEN officers, educational psychologists, health providers, and schools on joint EHCP assessments and plans.	Guidance: Assessed through application or interview looking for: • Examples of managing Facilities Management services across multiple sites, locations, or service environments. • Evidence of coordinating resources, service delivery, and operational performance across a diverse estate. • Experience balancing operational priorities, compliance requirements, and customer needs. • Examples of delivering improvements in service performance, efficiency, or customer satisfaction.	Guidance: Assessed through application or interview looking for: • Provide a project plan or Gantt chart where you were responsible for deliverables completed on time • Evidence of meeting internal deadlines for supervision, appraisals, or returns • Emails or comments praising your reliability or timely delivery • Provide risk logs showing early identification and mitigation of delays.

		• Providing case files, attending case learning sessions, or reviewing findings to identify improvements. • Evidence of presenting service updates, risks, and performance data to partners		
10.		Criteria: Basic awareness of council constitutions, schemes of delegation, decision-making processes, audit/assurance cycles, and risk management policy.	Criteria: Experience of delivering statutory compliance programmes and maintaining associated assurance frameworks.	Criteria: Demonstrates resilience by remaining composed under pressure and adapting effectively to evolving priorities.
10.		Guidance: Assessed through application or interview looking for: • Examples of applying risk management frameworks to identify, assess and mitigate operational risks, showing how risks were embedded into service or corporate registers. • Evidence of working with or responding to assurance activities such as internal audit, compliance reviews or governance panels, and implementing resulting improvement actions. • Case studies showing how enhanced governance or assurance practices improved transparency, compliance, decision making or organisational integrity.	Guidance: Assessed through application or interview looking for: • Examples of managing compliance programmes and ensuring statutory obligations are met. • Evidence of maintaining compliance records, assurance arrangements, and governance processes. • Experience identifying and managing compliance risks and implementing corrective actions. • Examples of improving compliance performance, assurance, or audit outcomes.	Guidance: Assessed through application or interview looking for: • Remains calm, focused and professional during high pressure situations or unexpected challenges. • Adapts quickly to new information, shifting priorities or changing organisational needs. • Maintains performance and sound judgement when faced with ambiguity, setbacks or fastmoving issues. • Demonstrates emotional resilience and a proactive approach to managing stress. • Can provide examples where adaptability and composure helped them navigate a difficult situation or deliver successful outcomes despite obstacles
11.		Criteria: Basic understanding of budgeting processes, including monitoring, forecasting, and variance analysis, along with awareness of financial regulations, procurement rules, approval procedures, and value-for-money principles.	Criteria: Experience of managing planned and reactive maintenance services and associated contractor performance.	Criteria: Committed to continuous professional development and maintaining an in-depth knowledge of council priorities and statutory requirements.
11.		Guidance: Assessed through application or interview looking for: • Understands how to read and interpret a budget monitoring report. • Demonstratable knowledge of the importance of forecasting ahead of quarterly and year-end reporting cycles. • Know when to engage with finance, procurement, or corporate governance teams. • Can demonstrate the application of standing financial instructions (SFIs) or financial guidelines in your work.	Guidance: Assessed through application or interview looking for: • Examples of overseeing planned and reactive maintenance programmes. • Experience managing contractor performance against agreed standards and service levels. • Evidence of ensuring timely, cost-effective, and quality service delivery. • Examples of resolving performance issues and improving maintenance outcomes.	Guidance: Assessed through application or interview looking for: • Provide a recorded log of completed CPD with dates, topics, and reflections. • Provide copies of team briefings you delivered summarising council priorities. • Evidence showing you aligned team or personal objectives with council strategic aims. • Provide notes from training on statutory guidance (e.g., Working Together, Care Act, SEND Code of Practice, Procurement rules). • Evidence of Audit records showing improved practice following statutory updates.
12.		Criteria: Basic awareness of multi-agency governance and collaborative delivery models.	Criteria: Experience of managing significant operational budgets and monitoring expenditure against agreed objectives	Criteria: Demonstrates analytical capability, accurately interpreting policies and data to spot inefficiencies, propose incremental improvements and inform decision-making.
12.		Guidance: Assessed through application or interview looking for: • Understanding of the purpose, roles, and responsibilities of partnership boards (e.g., Safeguarding Children Partnership, SEND Partnership Board, Health & Wellbeing Board, Community Safety Partnership).	Guidance: Assessed through application or interview looking for: • Examples of managing substantial operational budgets and financial resources. • Evidence of budget monitoring, forecasting, and financial performance management.	Guidance: Assessed through application or interview looking for: • Able to read, understand, and interpret council policies, statutory guidance, and procedural documents to identify your operational implications. • Applied structured reasoning to break down complex problems, assess root

		• Provide examples of how services are jointly delivered across social care, education, health, police, and the voluntary sector. • Helped to create or deliver joint action plans (e.g., community safety action plans, homelessness pathways, SEND improvement plans, public health campaigns). • Evidence of collaborating with SEN officers, educational psychologists, health providers, and schools on joint EHCP assessments and plans. • Providing case files, attending case learning sessions, or reviewing findings to identify improvements. • Evidence of presenting service updates, risks, and performance data to partners.	• Experience identifying efficiencies, managing financial risks, and achieving value for money.	causes, and evaluate options objectively. • Able to combine data, performance information, policy changes, and operational intelligence into coherent insights. • Provide performance reports analysing trends in KPIs or dashboards you built or contributed to (Power BI, Excel). • Share an improvement paper you out together/ drafted pitching an incremental change (e.g., new form, new triage process, better rota model) or documentation showing proposed actions and expected improvements. • Provide service review findings identifying gaps or trends, and demonstrate what data you used and how you gathered the data.
13.		Criteria: Basic awareness of council constitutions, schemes of delegation, decision-making processes, audit/assurance cycles, and risk management policy.	Criteria: Experience of procuring and managing specialist maintenance, compliance and facilities management contracts	Criteria: Highly organised and able to effectively manage time and resources to achieve objectives.
13.		Guidance: Assessed through application or interview looking for: • Examples of applying risk management frameworks to identify, assess and mitigate operational risks, showing how risks were embedded into service or corporate registers. • Evidence of working with or responding to assurance activities such as internal audit, compliance reviews or governance panels, and implementing resulting improvement actions. • Case studies showing how enhanced governance or assurance practices improved transparency, compliance, decision making or organisational integrity.	Guidance: Assessed through application or interview looking for: • Examples of procuring and managing specialist service contracts. • Experience monitoring contractor performance, compliance, and contractual outcomes. • Evidence of securing value for money and managing commercial risks. • Examples of improving service delivery through effective contract and supplier management.	Guidance: Assessed through application or interview looking for: • Manages a busy workload effectively, demonstrating the ability to balance multiple priorities. • Plans and structures work to meet deadlines consistently, even under pressure or in fast paced environments. • Uses tools, systems or routines to stay organised and maintain oversight of tasks and commitments. • Anticipates upcoming demands and adjusts plans accordingly to avoid delays or bottlenecks. • Can provide examples where strong organisation and time management directly supported successful delivery or prevented issues.
14.		Criteria: Knowledge of statutory building compliance requirements including fire safety, asbestos management, water hygiene, gas safety, electrical safety, lifting equipment, legionella management and building-related health and safety obligations.	Criteria: Experience of leading multidisciplinary teams and delivering operational service improvements.	Criteria: Takes accountability for decisions and outcomes, consistently demonstrating ownership and responsibility.
14.		Guidance: Assessed through application or interview looking for: • Understanding of statutory compliance responsibilities associated with the safe operation of buildings and facilities. • Awareness of inspection, testing, monitoring, and assurance requirements. • Understanding of how compliance risks are identified, managed, and reported.	Guidance: Assessed through application or interview looking for: • Examples of leading teams across different professional or operational disciplines. • Evidence of improving performance, productivity, or service outcomes through effective leadership. • Experience developing staff capability and fostering collaborative working. • Examples of delivering measurable operational improvements and efficiencies.	Guidance: Assessed through application or interview looking for: • Able to make decisions in line with organisational values and policy frameworks, demonstrating integrity and professional accountability. • Evidence of open communication about progress, challenges, and decisions, ensuring others understand the rationale and implications. • Provide case management notes showing your recorded decision-making rationale. • Evidence of completed risk assessments or mitigation plans you developed.

				Evidence of improvements you introduced after identifying an issue.
15.		Criteria: Knowledge of facilities management service delivery models, including planned preventative maintenance (PPM), reactive maintenance, helpdesk and contractor management functions.	Criteria: Experience of developing procedures, service standards and performance reporting arrangements within an FM environment.	Criteria: Upholds the highest standards of professionalism and confidentiality, consistently representing the council in a positive and credible manner.
15.		Guidance: Assessed through application or interview looking for: - Your understanding of key facilities management functions and service delivery approaches. - Awareness of how maintenance, contractor management, and service support activities contribute to operational performance. - Understanding of the importance of service standards, responsiveness, and customer experience.	Guidance: Assessed through application or interview looking for: - Examples of developing or implementing procedures, standards, or performance frameworks. - Experience establishing reporting arrangements to monitor service delivery and outcomes. - Evidence of using performance information to identify issues and drive improvement. - Examples of improving consistency, quality, compliance, or operational performance through effective service management.	Guidance: Assessed through application or interview looking for: - Consistently maintains a high standard of professional behaviour, language, and presentation in all interactions, both internal and external. - Acts as a credible, trustworthy representative of the council when engaging with staff, partners, external agencies, and the public. - Evidence of applying data protection standards (e.g., secure email use, restricted access controls). - Provide meeting agendas or minutes showing you represented the council at partnership meetings, multiagency groups, or public events. - Provide performance appraisal comments referencing professionalism, conduct, or integrity. - Evidence of raising concerns or risks correctly through governance structures. - Documentation showing objective, professional handling of conflict or disagreement.
16.		Criteria: Understanding of local authority property portfolios, operational estate management and facilities service requirements.		Criteria: Proficient in coaching, delivering constructive feedback, and managing performance, while actively promoting wellbeing and championing diversity within the team.
16.		Guidance: Assessed through application or interview looking for: - Understanding of the role of property and facilities services in supporting organisational objectives and service delivery. - Awareness of the challenges and priorities associated with managing a diverse estate. - Understanding of how asset performance, utilisation, and operational requirements influence decision-making.		Guidance: Assessed through application or interview looking for: - Evidence of coaching conversations leading to improved performance or capability. - Records of regular supervision, 1:1s, or reflective practice. - Examples of timely, constructive feedback given, including addressing underperformance. - Use of formal performance management processes where required. - Demonstrated improvement in individual or team performance outcomes. - Actions taken to support wellbeing during periods of pressure or change. - Evidence of managing absence, workload, or burnout risks proactively. - Staff engagement, retention, or feedback outcomes evidencing a positive team culture. - Examples of inclusive leadership and psychologically safe working practices.
17.		Criteria: Knowledge of public sector procurement processes and contract administration relating to facilities management and maintenance services.		Criteria: Ability to lead operational Facilities Management services across a diverse property portfolio while maintaining high standards of customer service and compliance.
17.		Guidance: Assessed through application or interview looking for: Understanding of procurement and contract management principles within a public sector environment.		Guidance: Assessed through application or interview looking for: Examples of leading Facilities Management services across a varied property portfolio.

		• Awareness of governance, compliance, and value-for-money requirements. • Understanding of how supplier performance contributes to service delivery and outcomes.		• Evidence of maintaining high standards of compliance, operational performance, and customer service. • Experience balancing competing operational priorities while delivering service objectives.
18.		Criteria: Understanding of asset lifecycle management, condition surveys and maintenance planning principles.		Criteria: Ability to assess property-related risks and implement practical and proportionate mitigation measures.
18.		Guidance: Assessed through application or interview looking for: • Understanding of how assets are managed throughout their lifecycle to maintain performance and value. • Awareness of the role of condition information in investment and maintenance planning. • Understanding of how planned interventions support long-term asset sustainability and service delivery.		Guidance: Assessed through application or interview looking for: • Examples of you identifying, assessing, and managing property-related risks. • Evidence of implementing effective and proportionate risk mitigation measures. • Experience maintaining safe, compliant, and resilient service delivery.
19.		Criteria: Knowledge of energy management, sustainability initiatives and carbon reduction measures within operational estates.		Criteria: Strong contract monitoring and contractor performance management skills
19.		Guidance: Assessed through application or interview looking for: • Understanding of sustainability and energy efficiency principles relevant to property management. • Awareness of approaches to reducing environmental impact and improving resource efficiency. • Understanding of how sustainability objectives can support organisational and operational outcomes.		Guidance: Assessed through application or interview looking for: • Examples of monitoring contractor performance against agreed standards and service levels. • Evidence of addressing performance issues and driving service improvements. • Experience managing supplier relationships to achieve quality, compliance, and value-for-money outcomes.
20.		Criteria: Understanding of business continuity planning and operational risk management within facilities management environments		Criteria: Ability to interpret technical compliance information and provide clear operational guidance to stakeholders
20.		Guidance: Assessed through application or interview looking for: • Understanding of the principles of business continuity and service resilience. • Awareness of how operational risks can affect service delivery and organisational performance. • Understanding of approaches to identifying, managing, and mitigating operational risks.		Guidance: Assessed through application or interview looking for: • Examples of interpreting technical, compliance, or regulatory information. • Ability to communicate complex requirements clearly to a range of stakeholders. • Evidence of supporting informed decision-making and compliant operational practice.
21.				Criteria: Strong organisational skills with the ability to manage multiple workstreams, priorities and deadlines.
21.				Guidance: Assessed through application or interview looking for: • Examples of managing multiple priorities, deadlines, and operational demands simultaneously. • Evidence of effective planning, coordination, and delivery of work. • Highlight your ability to adapt priorities and resources in response to changing demands, emerging issues, or organisational needs.
22.				Criteria: Ability to analyse property and maintenance performance data and use insights to improve service delivery.
22.				Guidance: Assessed through application or interview looking for:

				• Examples of using performance, maintenance, or operational data to identify trends and issues. • Evidence of implementing improvements based on analysis and insight. • Experience using data to improve efficiency, service quality, or customer outcomes
23.				Criteria: Ability to translate strategic objectives into effective operational delivery plans.
23.				Guidance: Assessed through application or interview looking for: • Examples of managing multiple priorities, deadlines, and operational demands simultaneously. • Evidence of effective planning, coordination, and delivery of work. • Ability to adapt to changing circumstances while maintaining service quality and delivery against agreed objectives.
Level A2 Criteria and Guidance - Developing				
	Qualifications	Knowledge	Experience	Skills
1.	Criteria: Medway Council induction and onboarding completed		In addition to A1 • Minimum of 6 months satisfactory performance and attendance	
1.	Guidance: Assessed through: • Completion of all mandatory induction and onboarding requirements. • Completion of mandatory corporate training and compliance modules. • Demonstration of understanding of key council policies, procedures and values. • Evidence of successful integration into the role and service. • Manager confirmation that induction objectives have been achieved.		Guidance: Assessed through: • Satisfactory performance against agreed objectives during the review period. • Attendance record meets organisational standards and expectations. • Evidence of applying A1 knowledge, skills and experience effectively in role. • Positive manager feedback regarding conduct, reliability and contribution o service. • No active capability or attendance management processes.	
2.	Completion of Medway Senior Leadership Development Programme			
2.	Guidance: Confirmation of attendance and completion.			
Level B Practicing - Criteria and Guidance				
Evidence may be drawn from an application form, interview responses, presentations, stakeholder feedback, performance reviews, project outcomes, inspection results, appraisal records, or examples from previous employment.				
	Qualifications	Knowledge	Experience	Skills
1.	In addition to A1 and A2	In addition to A1 and A2 Criteria: Understands the key laws, duties, and standards for your service; how regulatory inspections work and the evidence required; the basics of public law and accountability; how to interpret new legislation or policy; and the risk,	In addition to A1 and A2 Criteria: Minimum of 18 months' satisfactory performance and attendance working at Level A2.	In addition to A1 and A2 Uses good strategic planning and analytical skills to shape service plans aligned with council priorities and statutory requirements.

		audit, and compliance frameworks needed for strong, inspection ready governance.		
1.		Guidance: Assessed through application or interview looking for: - Specific examples where you applied legislation or statutory guidance to operational decisions (e.g. revised practice guidance, assurance statements, service instructions). - Evidence of preparing or contributing to inspection evidence packs, audit responses, or regulatory action plans. - Examples of decisions demonstrating application of public-law principles (lawfulness, proportionality, procedural fairness), supported by documents, minutes or recorded rationales. - Completed risk assessments or risk register entries you authored or owned, showing mitigations and review cycles. - Evidence that governance or compliance actions you led reduced risk, improved assurance outcomes, or supported inspection readiness.	Guidance: Assessed through application or interview looking for: - To progress beyond Level A2, colleagues must demonstrate consistent performance, reliability, and behavioural alignment over a sustained period. This ensures that progression reflects proven capability, accountability, and readiness for increased responsibility. Evidenced by: - Performance appraisals over the 18-month period. - Attendance records - Manager observations and feedback - Recorded achievements, contributions, and development progress - Absence of active performance management measures	Guidance: Assessed through application or interview looking for: - Service plans, delivery plans or business plans authored or co-authored, clearly aligned to the One Medway Council Plan and statutory duties. - Evidence showing how performance data, demand analysis or risk assessments shaped priorities, staffing or budgets. - Examples where you balanced political priorities, statutory requirements and operational capacity, with documented options appraisals or briefing papers. - Performance reports or dashboards evidencing delivery against agreed objectives. - Demonstrable outcomes from service plans, such as improved performance indicators, reduced risk, or efficiency gains.
2.		Criteria: Good understanding of how to analyse data to support decisions, tell the difference between inputs, outputs, outcomes and impact, use basic statistics to spot trends and forecast demand, design and track KPIs and dashboards, follow data governance and protection rules, and present information clearly to senior leaders and elected members.	Criteria: Experienced in designing and implementing service strategies aligned to corporate plans and translating political priorities into robust, deliverable service plans.	Criteria: Shows good project and programme management capability, consistently delivering planned outcomes to tie, scope and quality
2.		Guidance: Assessed through application or interview looking for: - Performance reports, dashboards or analysis you produced or directly influenced. - Clear examples showing how you distinguished inputs, outputs, outcomes and impact within reporting frameworks. - Evidence of KPIs you designed, reviewed or retired, with rationale linked to outcomes. - Confirmation that data handling complied with data protection and governance requirements. - Briefing papers or presentations where you translated complex data into clear recommendations for senior leaders or Members.	Guidance: Assessed through application or interview looking for: - Strategy or improvement plans that you led or owned, not just contributed to. - Documented examples linking political or corporate priorities to operational delivery plans. - Evidence showing implementation progress, milestone tracking, and review points. - Examples of strategy adaptation in response to performance, inspection feedback or demand changes. - Stakeholder engagement records (workshops, consultations, briefings) informing strategy development.	Guidance: Assessed through application or interview looking for: - Project plans, highlight reports or RAG status updates you produced or owned. - Evidence of governance arrangements, escalation routes and decision-making. - Risk and issue logs demonstrating proactive management. - Stakeholder engagement records linked to project delivery. - Evidence of benefits delivered and lessons learned captured.
3.		Criteria: Good understanding of how digital tools improve services and customer experience, the basics of user centered and accessible design, how to work with IT teams to develop and adopt solutions, how to modernise processes, and the change management needed to embed digital ways of working.	Criteria: Delivers measurable improvements through innovative delivery models, partnerships, and digital solutions.	Criteria: Manages staff effectively, applying leadership and people management skills to drive performance and engagement, while championing change and influencing sustainable transformation.
3.		Guidance: Assessed through application or interview looking for:	Guidance: Assessed through application or interview looking for:	Guidance: Assessed through application or interview looking for:

		• Evidence of involvement in digital or process redesign initiatives (e.g. system changes, digital forms, workflow redesign). • Documentation showing application of user-centered or accessibility principles. • Examples of working with IT, transformation or digital teams to deliver change. • Evidence that change-management activity (training, communications, transition support) supported adoption. • Measurable improvements achieved (efficiency, access, data quality, user experience).	• Concrete examples of service redesign, innovation, or alternative delivery models you led or implemented. • Memoranda, action plans or delivery frameworks evidencing partnership-based solutions. • Evidence of piloting, testing, or phased implementation approaches. • Benefits realisation data demonstrating improvement in outcomes, quality or cost. • Examples showing learning from initiatives that did not fully succeed and how this informed revised approaches.	• Evidence of leading teams through service change or transformation. • Change plans, communications or engagement materials you authored or delivered. • Performance or engagement data showing sustained improvement post-change. • Examples of influencing beyond direct line management. • Evidence of embedding change rather than short-term compliance.
4.		Criteria: Good understanding of how behaviour and motivation drive performance, using coaching, emotional intelligence, and inclusive, unbiased leadership to resolve conflict and support effective teams	Criteria: Develops teams and managers, addresses underperformance, and builds leadership capability while promoting inclusion and wellbeing.	Criteria: Promotes innovation and inclusion, demonstrating creativity, cultural awareness, and stakeholder engagement to deliver solutions.
4.		Guidance: Assessed through application or interview looking for: • Examples of coaching conversations, development plans or supervision records demonstrating emotionally intelligent leadership. • Evidence showing how you identified and addressed bias or barriers to inclusion in practice. • Reflection notes, feedback or supervision records demonstrating learning from leadership challenges. • Examples where conflict or performance issues were resolved through coaching rather than formal escalation. • Staff feedback, engagement results or behavioural outcomes linked to leadership approach.	Guidance: Assessed through application or interview looking for: • Records of coaching or mentoring provided to managers or aspiring leaders. • Documentation showing timely and proportionate management of underperformance or conduct issues. • Examples demonstrating how you balanced challenge with wellbeing and support. • Evidence of succession planning, development pathways or talent identification within the service. • Measurable improvements in performance, engagement or stability following leadership intervention.	Guidance: Assessed through application or interview looking for: • Examples of improvement ideas you initiated, tested or implemented. • Evidence of co-design or engagement with staff, residents or partners. • Demonstration of inclusive engagement approaches. • Governance records showing risks were appropriately managed. • Measurable service, workforce or user-experience improvements arising from innovation.
5.		Criteria: Good understanding of the commissioning cycle, how to translate service needs into clear specifications, the basics of supplier and contract management, how to assess provider performance, the principles of value for money and ethical commissioning, and when to involve specialist teams to ensure strong governance.	Criteria: Experience in leading and chairing both informal and formal meetings associated with HR processes and staff-related matters.	Criteria: Anticipate political sensitivities; prepare clear briefings and options for senior decisionmakers; support scrutiny with transparent evidence.
5.		Guidance: Assessed through application or interview looking for: • Needs assessments, commissioning plans or specifications you contributed to or led. • Evidence of contract monitoring activity, performance reviews or provider challenge. • Examples demonstrating application of value-for-money and ethical commissioning principles. • Records showing appropriate involvement of procurement, finance and legal teams.	Guidance: Assessed through application or interview looking for: • Evidence of chairing formal HR meetings (disciplinary, capability, grievance, sickness absence). • Documentation showing decisions aligned to policy and employment law. • Clear records of outcomes, actions and next steps. • Evidence of appropriate HR engagement and reliance on professional advice. • Audit-ready notes demonstrating fairness, consistency and procedural integrity.	Guidance: Assessed through application or interview looking for: • Written briefings, Cabinet reports or options papers prepared for senior leaders or Members. • Evidence that advice balanced professional judgement with political context. • Examples where scrutiny questions or political challenge were anticipated and addressed. • Clear audit trail showing rationale for recommendations. • Positive feedback or outcomes following decision-maker engagement.

		Outcomes achieved through improved provider performance, cost control or service quality.		
6.		Criteria: Good knowledge of benchmarking and other tools (e.g. LG Inform) can be used to evidence performance and improvement against peers.	Criteria: Influences stakeholder relationships, briefs senior leaders, and balances professional advice with political considerations to protect reputation.	Criteria: : Manages complex budgets with advanced financial acumen, ensuring compliance and value for money.
6.		Guidance: Assessed through application or interview looking for: - Evidence of using benchmarking tools (e.g. LG Inform, CIPFA, ADCS, ADASS datasets) to compare service performance against statistical or regional neighbours. Benchmarking reports, slide decks or briefing notes you produced or contributed to. Examples where benchmarking insight directly informed service improvement actions or priorities. Evidence showing how benchmarking findings were communicated to senior leaders or Members. - Demonstrable outcomes arising from benchmarking activity (e.g. performance improvement, risk mitigation).	Guidance: Assessed through application or interview looking for: - Briefings, reports or presentations prepared for senior leaders or Members. - Examples showing how professional advice was framed within political context. - Evidence of managing reputational, delivery or media-sensitive issues. - Feedback from senior leaders demonstrating trust and credibility. - Outcomes where stakeholder confidence was maintained through complex or contentious decisions.	Guidance: Assessed through application or interview looking for: - Budget monitoring reports you owned or presented. - Evidence of financial forecasting, variance analysis and corrective action. - Business cases or invest-to-save proposals you developed. - Examples of delivering savings or cost avoidance without service failure. - Audit trails demonstrating compliance with financial regulations.
7.		Criteria: Demonstrates a good understanding of how to cultivate a high-performance culture through clear expectation setting, effective coaching, and constructive feedback mechanisms. Aligns behaviours with performance objectives and development plans, and equally understands how to address underperformance, capability issues, and misconduct in a fair, proportionate and compliant manner.	Criteria: Provided effective leadership of complex change by chairing project and programme boards and managing multiple interdependent projects using recognised project and programme management methodologies and governance frameworks, such as PRINCE2 or MSP Practitioner level, maintaining control of scope, cost, risk and benefits across portfolios of work.	Criteria: Resolves cross-functional issues through advanced problem-solving, strategic negotiation, and collaborative engagement.
7.		Guidance: Assessed through application or interview looking for: - Examples of performance frameworks you applied or refined. - Documentation showing expectation setting, performance objectives and review cycles. - Evidence of feedback mechanisms (e.g. supervision notes, appraisal documentation). - Case examples of fair, compliant handling of misconduct, capability or underperformance. - Demonstrable improvements in performance, engagement or delivery standards.	Guidance: Assessed through application or interview looking for: - Evidence of chairing formal project or programme boards, including agendas, minutes and decision logs. - Programme plans showing management of interdependencies, risks, benefits and milestones. - Examples of maintaining scope, cost and benefit control across multiple projects. - Evidence of resolving escalated risks or delivery blockages. - Demonstrated achievement of programme outcomes within agreed governance frameworks (PRINCE2 / MSP).	Guidance: Assessed through application or interview looking for: - Examples of complex issues involving multiple services or partners. - Evidence of negotiation or facilitation leading to agreed solutions. - Communications showing clarity and professionalism. - Outcomes showing resolution reduced risk or improved delivery.
8.		Criteria: Knows how to design and maintain a service performance & quality framework aligned to corporate KPIs; use benchmarking, insight and audits to drive improvement.	Criteria: Led and developed teams and managers, addressing underperformance decisively, building leadership capability, and creating sustainable talent and succession pipelines, while actively championing inclusion, staff wellbeing and organisational values.	Criteria: Data interpretation and visualisation; transforms complex analysis into clear, actionable insights for decision-making.

8.		Guidance: Assessed through application or interview looking for: • Performance frameworks you designed or reviewed. • Alignment between service KPIs and corporate performance measures. • Evidence of audit, quality assurance or peer-review activity influencing improvement. • Clear tracking of improvement actions and results. • Evidence showing measurable quality or outcome improvements.	Guidance: Assessed through application or interview looking for: • Evidence of coaching, mentoring or leadership development activity. • Records showing performance improvement following management intervention. • Workforce or succession plans you developed or implemented. • Inclusion and wellbeing actions embedded into management practice. • Retention, engagement or capability improvements attributable to leadership approach	Guidance: Assessed through application or interview looking for: • Dashboards, reports or visualisations you produced. • Evidence of translating analysis into recommendations. • Examples where data insight changed decisions or priorities. • Clarity and accessibility of reporting for non-technical audiences. • Outcomes achieved following data-informed decisions.
9.		Criteria: Knows how to effectively chair/lead project and programme boards; maintain governance standards, scope control, risk/issue logs, benefits maps; and deliver to time, scope and budget using project management principles.	Criteria: Held full accountability for a service level budget, delivering significant savings and cost avoidance, developing business cases and invest-to-save proposals, and ensuring strong value for money, financial governance and regulatory compliance.	Criteria: Champions organisational change by applying change management strategies and possess strong influencing skills to embed sustainable transformation.
9.		Guidance: Assessed through application or interview looking for: • Governance documentation (risk logs, issue logs, benefit maps). • Evidence of maintaining delivery oversight and escalation discipline. • Confirmation that projects delivered to agreed tolerances. • Lessons-learned documentation informing future delivery. • Evidence of assurance or audit confirming governance effectiveness. • Good knowledge of benchmarking and other tools (e.g. LG Inform) that can be used to evidence performance and improvement against peers. • Demonstrates a good understanding of how to cultivate a high-performance culture through clear expectation-setting, effective coaching, and constructive feedback mechanisms. Aligns behaviours with performance objectives and development plans, and equally understands how to address underperformance, capability issues, and misconduct in a fair, proportionate and compliant manner. • Knows how to design and maintain a service performance & quality framework aligned to corporate KPIs; use benchmarking, insight and audits to drive improvement. • Knows how to effectively chair/lead project and programme boards; maintain governance standards, scope control, risk/issue logs, benefits maps; and deliver to time, scope and budget using project management principles.	Guidance: Assessed through application or interview looking for: • Demonstrated ownership of a service or multi-cost-centre budget. • Documented savings delivery plans and outcomes. • Evidence of financial governance compliance. • Engagement with finance, procurement and audit teams. • Examples of difficult financial decision-making justified by evidence.	Guidance: Assessed through application or interview looking for: • Change programmes or initiatives you led. • Change plans, engagement strategies or communications. • Evidence of staff adoption and sustained change. • Performance or quality data post-change. • Examples where resistance was constructively addressed.
10.		Criteria: Thorough knowledge of property compliance assurance frameworks and the governance arrangements required to maintain	Criteria: Maintained direct accountability for statutory compliance within the service, successfully managing audits, inspections and external challenge,	Criteria: Promotes innovation and inclusion, demonstrating creativity, cultural awareness, and stakeholder engagement.

		statutory compliance across a large operational estate.	and providing clear, evidence-based advice to senior leaders on legal, regulatory and operational risk.	
10.		Guidance: Assessed through application or interview looking for: - Understanding of assurance and governance arrangements required to maintain compliance across complex property portfolios. - Ability to monitor compliance performance, identify risks, and ensure appropriate controls are in place. - Evidence of applying compliance and assurance principles to support safe and effective estate management.	Guidance: Assessed through application or interview looking for: - Inspection preparation materials you led or coordinated. - Action plans responding to inspections or audits. - Evidence of assurance reporting to senior leaders. - Examples where compliance weaknesses were corrected. - Improved inspection or audit outcomes linked to your leadership.	Guidance: Assessed through application or interview looking for: - Examples of innovation initiatives you championed. - Evidence of inclusive engagement methods. - Co-design, workshops or consultation outputs. - Governance documents showing balanced risk management. - Tangible improvements resulting from innovation.
11.		Criteria: Detailed understanding of service performance management, benchmarking and continuous improvement methodologies within Facilities Management services.	Criteria: Led and sustained effective partnerships with organisations including the NHS, police, VCSE and neighbouring local authorities, negotiating shared outcomes and joint delivery arrangements to improve service effectiveness.	Criteria: Influences senior stakeholders through persuasive communication, political awareness, and credibility.
11.		Guidance: Assessed through application or interview looking for: - Understanding of performance management and continuous improvement approaches within service environments. - Ability to use performance information, benchmarking, and insight to identify improvement opportunities. - Evidence of applying performance measures to improve service quality, efficiency, or customer outcomes.	Guidance: Assessed through application or interview looking for: - Partnership agreements, MoUs or joint delivery plans. - Evidence of jointly agreed outcomes. - Examples of problem-solving across organisational boundaries. - Measurable service improvements delivered through partnerships. - Feedback from partners evidencing effective leadership.	Guidance: Assessed through application or interview looking for: - Evidence of persuasive briefings or presentations. - Feedback from senior officers or Members. - Examples where recommendations were adopted. - Demonstrated credibility in high-pressure environments. - Consistent alignment with council values.
12.		Criteria: Comprehensive knowledge of maintenance programme development, lifecycle investment planning and estate condition management.	Criteria: Managed stakeholder environments, regularly briefing Cabinet Members and Committees, balancing professional advice with political considerations, and effectively managing reputational risk and media sensitive issues.	Able to provide strategic leadership and sound judgment when deputising for the SSM/Assistant Director.
12.		Guidance: Assessed through application or interview looking for: - Your understanding of long-term maintenance planning and asset investment principles. - Ability to use condition and performance information to inform investment priorities. - Evidence of applying lifecycle planning principles to support sustainable asset performance and service delivery.	Guidance: Assessed through application or interview looking for: - Briefings or reports to Cabinet or Committees. - Evidence of handling politically sensitive matters. - Media-sensitive issue management (where applicable). - Clear decision-making records. - Maintained trust with Members and senior leaders.	Guidance: Assessed through application or interview looking for: - Acting-up arrangements or delegated authority evidence. - Decisions or briefings delivered in AD/SSM absence. - Leadership during periods of risk or complexity. - Evidence of continuity and assurance. - Positive feedback from senior leadership.
13.		Criteria: Strong understanding of commercial contract management for hard and soft FM services, including performance management and contractor accountability.	Criteria: Comprehensive experience of managing large-scale operational FM services across diverse property portfolios	Criteria: Ability to lead large operational teams through service change, performance improvement and transformation programmes
13.		Guidance: Assessed through application or interview looking for: Understanding of contract management, supplier performance,	Guidance: Assessed through application or interview looking for: Evidence of delivering safe, compliant, efficient, and customer-focused services.	Guidance: Assessed through application or interview looking for: Examples of leading teams through change, transformation, or service improvement initiatives.

		and service accountability arrangements. • Ability to monitor delivery against agreed standards, outcomes, and contractual obligations. • Evidence of applying commercial and performance management principles to support effective service delivery.	• Experience managing operational performance, resources, budgets, and service priorities. • Examples of improving service delivery, efficiency, or customer outcomes at scale.	• Evidence of maintaining engagement, performance, and service delivery during periods of change. • Examples of delivering measurable improvements in performance, efficiency, or customer outcomes.
14.		Criteria: Detailed knowledge of risk-based maintenance planning and prioritisation methodologies	Criteria: Significant experience leading compliance improvement programmes and addressing complex property-related risks.	Criteria: Strong commercial skills relating to facilities management contracts, specifications and service delivery outcomes.
14.		Guidance: Assessed through application or interview looking for: • Understanding of how risk, condition, and service priorities influence maintenance planning. • Ability to assess and prioritise competing investment or maintenance requirements. • Examples of applying risk-based approaches to support safe, efficient, and effective asset management.	Guidance: Assessed through application or interview looking for: • Examples of leading compliance, assurance, or risk improvement programmes. • Experience identifying, assessing, and mitigating complex property-related risks. • Evidence of strengthening compliance performance, governance, or assurance arrangements. • Examples of delivering measurable improvements in safety, compliance, or risk management.	Guidance: Assessed through application or interview looking for: • Examples of leading teams through change, transformation, or service improvement initiatives. • Evidence of maintaining engagement, performance, and service delivery during periods of change. • Examples of delivering measurable improvements in performance, efficiency, or customer outcomes.
15.		Criteria: Thorough understanding of operational estate sustainability measures, energy performance monitoring and carbon reduction programmes.	Criteria: Experience of developing and implementing estate maintenance strategies and lifecycle investment programmes.	Criteria: Ability to develop and implement maintenance strategies that balance risk, compliance and value for money.
15.		Guidance: Assessed through application or interview looking for: • Understanding of sustainability and energy performance objectives within property and facilities management. • Ability to use performance information to identify opportunities for environmental improvement. • Evidence of applying sustainability principles to support carbon reduction and resource efficiency goals.	Guidance: Assessed through application or interview looking for: • Examples of developing long-term maintenance, investment, or asset management plans. • Experience prioritising resources and investment based on condition, risk, and service need. • Evidence of improving asset performance, sustainability, or value through planned investment. • Examples of delivering organisational benefits through effective lifecycle planning.	Guidance: Assessed through application or interview looking for: • Examples of you developing maintenance or investment plans based on risk, condition, and service need. • Evidence of balancing compliance, operational requirements, and financial considerations. • Examples of improving asset performance, resilience, or value through planned interventions.
16.		Criteria: Strong understanding of emergency response arrangements and business continuity requirements for critical property infrastructure.	Criteria: Experience of managing high-value maintenance and facilities management contracts, including dispute resolution and performance improvement.	Criteria: Ability to manage complex contractor and stakeholder relationships in challenging operational environments.
16.		Guidance: Assessed through application or interview looking for: • Understanding of business continuity, resilience, and emergency planning principles. • Awareness of the risks associated with critical infrastructure and the measures required to maintain service continuity. • Evidence of applying risk management and contingency planning principles to support operational resilience.	Guidance: Assessed through application or interview looking for: • Examples of managing high-value contracts and supplier relationships. • Experience resolving contractual, commercial, or performance issues effectively. • Evidence of improving contractor performance and service quality. • Examples of achieving value for money while managing commercial risk.	Guidance: Assessed through application or interview looking for: • Examples of managing relationships with contractors, suppliers, and stakeholders with differing priorities. • Evidence of resolving issues constructively and maintaining effective partnerships. • Examples of achieving positive outcomes through collaboration, influence and negotiation.

17.			Criteria: Experience of leading service transformation, business improvement and efficiency initiatives within property or Facilities Management services.	Criteria: Strong performance management skills, including the development of KPIs, service standards and continuous improvement frameworks.
17.			Guidance: Assessed through application or interview looking for: • Examples of leading service transformation, improvement, or efficiency programmes. • Evidence of redesigning services, processes, or operating models to improve outcomes. • Experience delivering measurable improvements in performance, productivity, or value for money. • Examples of successfully embedding change and continuous improvement.	Guidance: Assessed through application or interview looking for: • Examples of developing and monitoring performance measures and service standards. • Evidence of using performance data, benchmarking, or insight to identify improvement opportunities. • Examples of how you delivered measurable improvements in service quality, efficiency, or compliance.
18.			Criteria: Experience of presenting complex operational and compliance matters to senior leadership teams and elected Members	Criteria: Ability to lead responses to operational incidents, compliance risks and service continuity challenges.
18.			Guidance: Assessed through application or interview looking for: • Examples of presenting complex operational, compliance, or risk-related issues to senior audiences. • Ability to communicate technical information clearly and provide practical recommendations. • Evidence of supporting informed decision-making through high-quality reports, briefings, or presentations. • Examples of influencing decisions in complex or sensitive environments.	Guidance: Assessed through application or interview looking for: • Examples of managing operational incidents, compliance issues, or service disruptions. • Evidence of assessing risks, coordinating responses, and implementing effective mitigation actions. • Examples of maintaining service continuity and minimising operational impact during challenging situations.
19.			Criteria: Experience of deputising for senior managers and providing leadership across broad service portfolios.	Criteria: Ability to translate strategic objectives into effective operational delivery plans.
19.			Guidance: Assessed through application or interview looking for: • Examples of acting on behalf of senior leaders and providing leadership across multiple service areas. • Evidence of managing complex priorities, risks, resources, and stakeholder relationships. • Experience maintaining service performance and decision-making in the absence of senior leadership. • Examples of delivering organisational objectives through effective strategic and operational leadership.	Guidance: Assessed through application or interview looking for: • Examples of converting strategic priorities into clear operational plans and deliverable actions. • Evidence of aligning resources, performance measures, and team objectives with organisational goals. • Examples of successfully delivering operational outcomes that contribute to wider strategic objectives.

Level C ACCOMPLISHED: Criteria and Guidance

Evidence may be drawn from an application form, interview responses, presentations, stakeholder feedback, performance reviews, project outcomes, inspection results, appraisal records, or examples from previous employment.

Qualifications		Knowledge	Experience	Skills
1.	In addition to A1, A2 and B Senior Leader accreditation programme	In addition to A1, A2 and B Demonstrates thorough knowledge of operational excellence methodologies, including continuous improvement, service design and effective workforce planning to optimise service delivery.	In addition to A1, A2 and B Minimum of 2.5 Years’ satisfactory performance and attendance working at Level B.	In addition to A1, A2 and B Shapes corporate strategy and long-term plans by applying advanced leadership and policy development skills.
1.		Guidance: Assessed through application or interview looking for: - Evidence of applying continuous improvement or service redesign methodologies (e.g. systems thinking, Lean, demand reduction). - Service reviews, redesign proposals, or operational improvement plans you authored or led. - Workforce plans demonstrating alignment between demand, capacity, skills and outcomes. - Measurable improvements delivered (e.g. demand stability, throughput, quality, cost, staff retention). - Evidence that improvement approaches were embedded and sustained, not one-off interventions.	Guidance: Assessed through application or interview looking for: - Sustained high performance evidenced through appraisals, outcomes and senior feedback. - Consistent delivery at or above Service Manager expectations. - Evidence of increasing scope, complexity and autonomy over time. - Absence of active performance or conduct management. - Demonstrated readiness for senior-level responsibility.	Guidance: Assessed through application or interview looking for: - Strategy papers, corporate contributions or options appraisals you authored or materially shaped. - Evidence of influencing Directorate or corporate strategy, not solely service-level plans. - Examples where your analysis informed long-term investment or transformation decisions. - Clear linkage between strategic recommendations and outcomes adopted by leadership. - Feedback from senior leaders evidencing strategic influence and credibility.
2.		Criteria: Holds advanced expertise in Safeguarding practice, information governance standards and the regulatory inspection frameworks that govern high-quality, compliant public services.	Criteria: Comprehensive experience in leading multiple complex services or a major directorate function, with accountability for performance, governance and outcomes.	Criteria: Navigates complex political environments, builds consensus among stakeholders, and maintains trust through transparent reporting.
2.		Guidance: Assessed through application or interview looking for: - Evidence of senior oversight of safeguarding practice and assurance frameworks. - Inspection preparation leadership (e.g. Ofsted, CQC, internal audit). - Assurance reports, audit responses or safeguarding improvement plans you led. - Demonstrable strengthening of governance and compliance following inspection or review. - Evidence of providing expert advice on safeguarding or information governance risk.	Guidance: Assessed through application or interview looking for: - Accountability for multiple interdependent services or a broad functional area. - Evidence of managing performance, risk and resources across complex portfolios. - Delegation structures showing effective tier-three leadership. - Examples of resolving systemic issues across services. - Quantifiable improvements in outcomes, assurance or stability.	Guidance: Assessed through application or interview looking for: - Examples of leading through politically sensitive or contested issues. - Cabinet, Committee or Scrutiny reports you authored or presented. - Evidence of balancing professional advice with political context. - Maintenance of trust and credibility with Members. - Outcomes where consensus or informed decision-making was achieved despite complexity
3.		Criteria: Possesses highly proficient analytical understanding of demand forecasting and service level capacity modelling, enabling effective planning, alignment of resources, and responsiveness to changing operational and strategic needs.	Criteria: Proficient in shaping and delivering council wide strategies, transformation programmes and large-scale service redesigns.	Criteria: Drives innovation and inclusion, promoting forward-thinking solutions and inclusive practices.
3.		Guidance: Assessed through application or interview looking for: - Demand modelling or forecasting analysis you led or commissioned. - Evidence of translating projections into workforce or resource decisions.	Guidance: Assessed through application or interview looking for: - Leadership of council-wide or cross-directorate strategies. - Transformation programme documentation under your leadership.	Guidance: Assessed through application or interview looking for: - Initiatives demonstrating innovation at scale, not incremental change. - Evidence of inclusive design or engagement across diverse communities or workforce groups.

		• Scenario planning documentation responding to emerging pressures. • Improved service resilience or responsiveness as a result. • Demonstrable understanding of system-level demand drivers.	• Governance arrangements demonstrating senior oversight. • Benefits realisation evidence at organisational scale. • Evidence of learning and adaptation during complex transformation.	• Measurable impact on quality, equity or access. • Strong governance of innovation risk. • Visible role-modelling of inclusive leadership behaviours.
4.		Criteria: Deep knowledge in how to establish effective portfolio governance and PMO practices across services, integrating structured methodologies to manage complex change and ensure robust benefits realisation.	Criteria: Acted as deputy or Interim SSM/Assistant Director, providing leadership continuity, assurance and senior decision-making.	Criteria: Builds leadership capability through talent development, succession planning, and strategic coaching for future senior leaders, while exemplifying organisational values and championing a culture of integrity and excellence.
4.		Guidance: Assessed through application or interview looking for: • Evidence of designing or operating portfolio governance arrangements across multiple services. • Establishment or oversight of PMO functions, standards, or reporting frameworks. • Use of structured methodologies (e.g. programme/project lifecycles, gateways, tolerances). • Clear prioritisation and sequencing of complex change activity at portfolio level. • Management of interdependencies, capacity, and delivery risk across programmes. • Evidence of defined benefits frameworks with ownership and tracking. • Demonstrated delivery and realisation of forecast benefits. • Use of assurance, highlighting, or escalation to support timely decision-making. • Examples where governance intervention improved delivery outcomes or value for money.	Guidance: Assessed through application or interview looking for: • Formal acting-up arrangements or delegated authority. • Evidence of senior decision-making during periods of heightened risk. • Leadership continuity maintained during absence or transition. • Feedback from Directors or Corporate Management Team. • Demonstrated readiness for permanent senior leadership roles.	Guidance: Assessed through application or interview looking for: • Strategic risk registers or assurance frameworks you owned. • Examples of early intervention preventing escalation. • Evidence of lessons-learned processes applied across services. • Reduced repeat issues, audit findings or adverse outcomes. • Mature risk culture embedded across teams.
5.		Criteria: Possesses specialist understanding of financial sustainability and risk, enabling informed decision-making and effective oversight of service performance and resource management.	Criteria: Mentors emerging managers; builds a culture of learning and inclusion.	Criteria: Anticipates risk, implements preventative controls and embeds lessons learned.
5.		Guidance: Assessed through application or interview looking for: • Clear examples of managing significant service budgets, including forecasting, monitoring, and mitigation of overspends. • Demonstrated understanding of Medium-Term Financial Strategy (MTFS) implications and how service decisions affect longer-term financial sustainability. • Experience identifying and managing financial and operational risks, with evidence of risk registers, controls, and assurance mechanisms. • Examples of advising senior leaders or Members on financial pressures, savings options, or investment decisions.	Guidance: Assessed through application or interview looking for: • Formal or informal mentoring arrangements. • Evidence of developing future senior leaders. • Succession planning documentation. • Learning and development initiatives you championed. • Positive impact on leadership capability and retention.	Guidance: Assessed through application or interview looking for: • Evidence of identifying emerging risks before escalation. • Use of risk assessments, risk registers, or horizon-scanning activity. • Implementation of preventative controls to reduce likelihood or impact of risk. • Examples of early intervention preventing service failure, non-compliance, or reputational damage. • Learning captured from incidents, complaints, audits, or inspections. • Evidence that lessons learned led to changes in practice, policy, or processes.

		Evidence of balancing financial constraints with statutory duties and service outcomes.		Ongoing monitoring to ensure controls remain effective.
6.		Criteria: Expert knowledge of strategic Facilities Management delivery models and corporate estate operational performance frameworks.	Criteria: Influences senior stakeholders with evidence-based recommendations.	Criteria: Able to oversee large, complex budgets with exceptional financial planning and resource optimisation expertise.
6.		Guidance: Assessed through application or interview looking for: - Expert understanding of Facilities Management operating models and their role in delivering organisational objectives. - Experience developing or applying performance frameworks to measure efficiency, quality, compliance, and customer outcomes. - Evidence of using performance insight, benchmarking, and assurance information to drive strategic improvement. - Examples of improving operational performance through effective service design and leadership.	Guidance: Assessed through application or interview looking for: - Strategic briefings supported by robust evidence. - Papers influencing investment, policy or transformation decisions. - Credible challenge accepted by senior leaders. - Clear articulation of risk, options and consequences. - Consistent reputation as a trusted adviser.	- Shapes corporate strategy and long-term plans by applying advanced leadership and policy development skills. - Navigates complex political environments, builds consensus among stakeholders, and maintains trust through transparent reporting. - Drives innovation and inclusion, promoting forward-thinking solutions and inclusive practices. - Builds leadership capability through talent development, succession planning, and strategic coaching for future senior leaders, while exemplifying organisational values and championing a culture of integrity and excellence. - Anticipates risk, implements preventative controls and embeds lessons learned.
7.		Criteria: Expert understanding of emerging legislation, regulatory developments and industry best practice affecting FM compliance and building operations.	Criteria: Regular contributor to Directorate and Corporate Management Teams, influencing strategic and corporate decision-making.	Criteria: Highly skilled in leading organisational transformation initiatives by applying advanced change management strategies and cultural leadership expertise.
7.		Guidance: Assessed through application or interview looking for: - Your expertise in legislative, regulatory, and industry developments affecting property and facilities services. - Ability to assess the implications of regulatory changes and translate them into operational or strategic action. - Evidence of advising senior leaders on compliance, risk, and policy implications. - Examples of implementing changes that strengthen compliance, assurance, or operational effectiveness.	Guidance: Assessed through application or interview looking for: - Active participation in Directorate Management Team (DMT) or Corporate Management Team (CMT) discussions. - Evidence of influencing strategic decisions beyond own service area. - Contributions that demonstrate corporate thinking, collaboration, and alignment with council-wide priorities. - Examples where your advice shaped policy direction, resource allocation, or risk appetite.	Guidance: Assessed through application or interview looking for: - Leadership of complex change or transformation programmes (e.g. service redesign, restructuring, commissioning changes, digital transformation). - Use of recognised change management approaches (such as stakeholder mapping, communications strategies, workforce engagement plans). - Evidence of shaping organisational culture, values, and behaviours during periods of change. - Examples of managing resistance, maintaining staff morale, and sustaining performance during transition. - Demonstrated delivery of intended outcomes and benefits, not just activity.
8.		Criteria: Strategic understanding of estate resilience, lifecycle investment planning and long-term operational asset sustainability	Criteria: Led high-risk, politically sensitive and publicly visible programmes with significant financial and reputational impact.	Criteria: Is able to develop policies and governance frameworks, demonstrating excellent political awareness and regulatory knowledge.
8.		Guidance: Assessed through application or interview looking for: - Understanding of long-term asset sustainability, resilience, and lifecycle investment principles. - Ability to align investment decisions with operational, financial, and strategic priorities.	Guidance: Assessed through application or interview looking for: - Responsibility for programmes or services exposed to high public, media, or political scrutiny. - Evidence of managing reputational, financial, and service delivery risks.	Guidance: Assessed through application or interview looking for: - Leading or contributing to policy development approved by Members. - Strong understanding of governance structures, delegated decision-making, and constitutional processes.

		• Evidence of planning for future service needs, asset performance, and organisational resilience. • Examples of improving long-term value, reliability, or sustainability through strategic asset planning.	• Examples of handling challenge, complaint escalation, or adverse inspection outcomes. • Clear demonstration of accountability and decision-making under pressure.	• Evidence of working effectively with Members from different political perspectives. • Examples of ensuring compliance with legislative and regulatory requirements. • Demonstration of political sensitivity, neutrality, and sound judgement.
9.		Criteria: Expert knowledge of large-scale service transformation and optimisation within Facilities Management functions.	Criteria: Delivered savings and efficiencies while maintaining statutory compliance, service quality and affordability	Criteria: Represents the council externally, utilising excellent influencing and negotiation skills to build partnerships at regional and national levels.
		Guidance: Assessed through application or interview looking for: • Experience leading large-scale service transformation, redesign, or optimisation programmes. • Evidence of improving efficiency, performance, customer experience, or value for money. • Ability to align people, processes, technology, and resources to achieve sustainable improvement. • Examples of delivering measurable organisational benefits through service transformation.	Guidance: Assessed through application or interview looking for: • Delivery of quantified savings or efficiencies aligned to MTFS requirements. • Evidence that statutory compliance and service quality were maintained or improved. • Examples of redesigning services to be more sustainable and affordable. • Use of data, benchmarking, or best practice to inform savings proposals.	Guidance: Assessed through application or interview looking for: • Acting as the council's representative in regional or national forums. • Influencing partners, government bodies, or sector organisations. • Demonstrated negotiation skills that deliver positive outcomes for the council. • Evidence of developing strategic partnerships that improve service delivery or value for money.
10.		Criteria: Comprehensive understanding of operational estate challenges associated with organisational growth, service integration and Local Government Reorganisation.	Criteria: Managed very large and/or multiple service budgets, advising on Medium-term Financial Strategy impacts and long-term sustainability.	Criteria: Provides strategic advice to senior officers and Members on compliance and regulatory risk, establishing governance frameworks that mitigate the likelihood of statutory intervention and embedding sector led assurance mechanisms, including peer challenge and Oflog oversight, into organisational practice.
10.		Guidance: Assessed through application or interview looking for: • Understanding of the opportunities and challenges arising from organisational growth, integration, or structural change. • Ability to assess impacts on estate operations, service delivery, capacity, and governance. • Evidence of supporting or leading change programmes that improve efficiency, resilience, or service outcomes. • Examples of adapting operating models or estate strategies to meet changing organisational requirements.	Guidance: Assessed through application or interview looking for: • Accountability for large or complex budgets across more than one service area. • Strategic financial planning across financial years. • Advising on budget setting, savings proposals, and investment priorities. • Evidence of aligning financial planning with service strategies.	Guidance: Assessed through application or interview looking for: • Providing advice to senior officers or Members on regulatory risk and statutory compliance. • Establishing or strengthening governance and assurance frameworks. • Experience of external inspection, audit, peer challenge or regulatory oversight (including Ofsted, CQC, Oflog or sector-led improvement). • Evidence of proactive risk mitigation to avoid statutory intervention.
11.		Criteria: Expert knowledge of how Facilities Management services contribute to organisational performance, customer experience and asset value protection.	Criteria: Held personal accountability for compliance with statutory duties and regulatory frameworks	Criteria: Establishes and enforces clear behavioural standards across all service areas.
11.		Guidance: Assessed through application or interview looking for: • Understanding of the relationship between Facilities Management, organisational performance, and customer outcomes. • Ability to balance service quality, compliance, operational efficiency, and asset performance.	Guidance: Assessed through application or interview looking for: • Direct responsibility for statutory functions or delegated duties. • Evidence of maintaining compliance despite budget or operational pressures. • Examples of identifying and addressing compliance gaps.	Guidance: Assessed through application or interview looking for: • Role-modelling council values and expected behaviours. • Managing conduct, performance, or cultural issues decisively and fairly. • Evidence of promoting inclusive, respectful and high-performing teams. • Intervening appropriately where standards were not met.

		- Evidence of using Facilities Management services to support asset value, business continuity, and organisational objectives. - Examples of delivering measurable improvements in customer experience, service performance, or asset protection.	Engagement with legal, audit, or regulatory colleagues.	
12.			Criteria: Led assurance activity and provided expert advice to Members, auditors, inspectors and external stakeholders.	Criteria: Provides strategic coaching and development for senior leaders and aspiring Associate Directors.
12.			Guidance: Assessed through application or interview looking for: - Leading responses to internal or external audit findings. - Engagement with inspectors and regulators. - Providing assurance reports or briefings to Members. - Evidence of improvement actions resulting from assurance activity.	Guidance: Assessed through application or interview looking for: - Coaching and mentoring of senior managers or aspiring associate directors. - Succession planning and talent development activity. - Evidence of improving leadership capability across services. - Supporting individuals through stretch roles or change.
13.			Criteria: Represented the council at regional and national level, influencing policy, partnerships and sector outcomes.	Criteria: Acts as a trusted role model for organisational values, fostering a culture grounded in integrity, accountability, and high-quality service delivery.
13.			Guidance: Assessed through application or interview looking for: - Participation in regional or national networks or boards. - Influencing policy, practice or funding decisions. - Sharing learning and representing Medway positively.	Guidance: Assessed through application or interview looking for: - Demonstrated ethical leadership and integrity. - Building trust with colleagues, Members and partners. - Taking responsibility for difficult decisions. - Promoting a culture of accountability and continuous improvement.
14.			Criteria: Contributed to policy formulation, best practice development, peer reviews and sector improvement activity.	Criteria: Ability to provide authoritative leadership on operational Facilities Management matters across the Council's estate.
14.			Guidance: Assessed through application or interview looking for: - Involvement in sector-led improvement, peer reviews or benchmarking. - Sharing best practice internally or externally. - Contributions to professional networks or guidance development.	Guidance: Assessed through application or interview looking for: - Examples of providing leadership and expert advice on Facilities Management matters across a complex estate. - Evidence of ensuring safe, compliant, efficient, and customer-focused service delivery. - Examples of influencing decisions and leading operational improvements across multiple services or sites.
15.			Criteria: Experience of operating effectively in complex, high challenge environments, demonstrating sound judgement, resilience, and a high level of political acumen.	Criteria: Ability to shape and implement long-term operational strategies that improve estate performance, resilience and sustainability
15.			Guidance: Assessed through application or interview looking for: - Managing services during periods of intense external scrutiny or resource pressure. - Examples demonstrating resilience, sound judgement, and political acumen.	Guidance: Assessed through application or interview looking for: - Examples of developing and implementing long-term operational or asset management strategies. - Evidence of improving estate performance, organisational resilience, or sustainability outcomes.

			Evidence of maintaining focus, wellbeing and performance under challenge.	Examples of aligning operational plans with strategic priorities and future service requirements.
16.			Criteria: Extensive experience leading operational Facilities Management functions within a large public sector or similarly complex organisation	Criteria: Exceptional ability to influence senior stakeholders on complex compliance, operational and property issues.
16.			Guidance: Assessed through application or interview looking for: - Examples of leading large-scale Facilities Management operations across complex organisations or estates. - Evidence of delivering safe, compliant, efficient, and customer-focused services. - Experience managing significant resources, budgets, risks, and operational performance. - Examples of achieving strategic and operational objectives through effective service leadership.	Guidance: Assessed through application or interview looking for: - Examples of influencing senior leaders, Members, or stakeholders on complex or sensitive issues. - Evidence of providing credible advice and securing agreement on challenging decisions. - Examples highlighting how you achieved positive outcomes through effective communication, negotiation, and stakeholder engagement.
17.			Criteria: Proven track record of transforming Facilities Management services to improve compliance, performance, customer satisfaction and value for money.	Criteria: Ability to balance customer, commercial, compliance and organisational priorities in complex decision-making environments.
17.			Guidance: Assessed through application or interview looking for: - Examples of leading service transformation, improvement, or modernisation programmes. - Evidence of improving compliance, service performance, customer experience, or efficiency. - Experience implementing new approaches, systems, or operating models to deliver sustainable improvements. - Examples of delivering measurable benefits and value for money through service change.	Guidance: Assessed through application or interview looking for: - Examples of making decisions that balance customer needs, compliance requirements, financial considerations, and organisational objectives. - Evidence of managing competing priorities and risks in complex environments. - Examples of delivering effective outcomes while maintaining governance and accountability.
18.			Criteria: Significant experience leading organisational responses to major property risks, compliance challenges or operational incidents.	Criteria: Ability to lead large-scale service redesign and estate modernisation initiatives while maintaining operational continuity.
18.			Guidance: Assessed through application or interview looking for: - Examples of leading responses to significant compliance, operational, safety, or property-related risks. - Evidence of implementing effective mitigation, recovery, or improvement actions. - Experience maintaining stakeholder confidence and ensuring continuity of service during challenging situations. - Examples of strengthening organisational resilience, compliance, or risk management arrangements.	Guidance: Assessed through application or interview looking for: - Examples of you leading major service redesign, transformation, or estate modernisation programmes. - Evidence of maintaining operational performance and service continuity during change. - Examples of delivering measurable improvements in efficiency, customer outcomes, or estate performance.

19.			Criteria: Experience of influencing corporate asset strategies and estate investment decisions.	Criteria: Highly developed capability to manage significant operational, financial, compliance and reputational risks associated with Facilities Management service delivery.
19.			Guidance: Assessed through application or interview looking for: • Examples of influencing strategic asset management, estate planning, or investment decisions. • Evidence of using asset, financial, operational, or performance information to inform recommendations. • Experience aligning estate investment with organisational priorities and service requirements. • Examples of improving asset performance, value, sustainability or utilisation.	Guidance: Assessed through application or interview looking for: • Examples of identifying, assessing, and managing significant operational, financial, compliance, or reputational risks. • Evidence of implementing robust assurance, governance, and mitigation arrangements. • Examples of protecting organisational interests while maintaining effective service delivery and stakeholder confidence.
20.			Criteria: Demonstrable experience of leading large, dispersed and multidisciplinary operational teams through significant organisational change.	
20.			Guidance: Assessed through application or interview looking for: • Examples of leading large, diverse, or geographically dispersed teams through change. • Evidence of maintaining engagement, wellbeing, performance, and service delivery during periods of transition. • Experience developing leadership capability, building resilience, and embedding new ways of working. • Examples of successfully delivering organisational or service transformation outcomes.	
21.			Criteria: Experience of representing services at strategic forums with external partners, regulators and professional bodies.	
21.			Guidance: Assessed through application or interview looking for: • Occasions when you represented organisational interests at strategic partnerships, professional networks or governance forums. • Evidence of influencing policy, strategy, investment, or service outcomes through effective engagement. • Experience building productive relationships with regulators, partners, and sector bodies. • Examples of securing positive organisational outcomes through	

			strategic collaboration, influence, and credible representation.	
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