

THE NORTH OF ENGLAND RESERVE FORCES' AND CADETS' ASSOCIATIONS

JOB DESCRIPTION – Head of Estate

Background

1. The Reserve Forces' and Cadets' Associations (RFCAs) are central government bodies with Crown status, each with their own Schemes of Association, drawn up in accordance with Defence Council regulations, under the Reserve Forces Act 1996 (RFA 96). The RFCAs are arm's-length bodies (ALB) of the Ministry of Defence (MOD). The Council of RFCAs (CRFCA) constituted by the 13 individual RFCAs provides central coordination and the corporate focus to enable the Associations to fulfil the requirements of their customers, within resources. The CRFCA gives advice and assistance to the Defence Council and to the Royal Navy, the Army and the Royal Air Force on matters that concern Reserve Forces and Cadets.

Job Description

2. Appointment details

- a. **Job title:** Head of Estate
- b. **Job grade:** Grade 7
- c. **Reports to:** Chief Executive – NE RFCA
- d. **Location:** 53 Old Elvet, Durham, DH1 3JJ

3. General Description of the Role

The NE RFCA Head of Estate has overall responsibility for the management and assurance of Hard and Softⁱ FM services in support of users of the Volunteer Estate, including the Reserves and Cadets. In addition to Hard and Soft FM services the Head of Estate is the senior Estates Advisor to the Chief Executive and the Association's Property Advisory Board.

The Head of Estate is accountable to the Chief Executive, working with industry partners, for the successful delivery of Hard and Soft FM services and for the delivery of projects up to €5mⁱⁱ. They are accountable for assuring the compliance of the estate. Services are delivered through Hard and Soft FM suppliers. The Head of Estate is responsible for the delivery of outcomes by the Estates Team who will support the effective contract/performance management and assurance of Hard and Soft FM services.

In addition to professional qualifications appropriate to the role, key skills include contract and relationship management with stakeholders including industry partners, senior users, and other partners within Defence. The RFCA Head of Estate is the primary interface with customers across the RFCA for estate matters.

4. Principal Areas of Accountability, Tasks and Duties

Leadership & Management

- Work collaboratively with CRFCA, other RFCA Heads of Estate, other RFCA functions and wider Defence organisations as appropriate
- Provide direction to the RFCA Estates Team in order to deliver RFCA estate outputs
- Demonstrate a personal commitment to the aims and objectives of the RFCA
- Provide effective leadership to the RFCA Estates Team to enable a positive, collaborative, and proactive working environment to foster a high performing team
- Responsible for developing and supporting the team, enabling them to achieve their professional goals
- Senior Estates Advisor to the Chief Executive and to the Association Property Advisory Board

Communication / Engagement and Stakeholder Management

- Responsible for development of effective stakeholder management
- Ensure open, honest and collaborative working relationships are established and maintained with industry partners
- Ensure stakeholders, especially customers, are kept informed and be willing to support delivery activity as required
- Support the industry partner in addressing complaints which they have been unable to resolve
- Responsible for ensuring compliance with CRFCA and RFCA corporate approaches and messaging
- Ensure escalated issues and third-party interface issues affecting the estate and infrastructure are addressed effectively
- Undertake and provide information to support activity in relation to parliamentary or other secretariat business

Programme Management

- Adopt a Programme Management approach across their area of responsibility including managing complex issues and dependences through skilled stakeholder engagement
- Manage resources and plans such that the team can efficiently deliver required outputs
- Regularly review and assess progress across the programme of activity, engaging with industry partners, CRFCA and stakeholders to ensure effective corrective action or re-prioritisation as appropriate
- Ensure the programme of activity remains aligned with wider strategic management of the estate and raise issues as appropriate
- Ensure change requests, injections and user requirements are scrutinised and feedback on capability to deliver to requested timescales
- Ensure business cases are of the required quality and output is justified in accordance with CRFCA and wider Defence policy

Financial Management

- Manage delegated budget(s) with the support of the finance function
- Responsible for ensuring any inputs or support given to finance staff by the team is compliant with CRFCA and/or wider Defence policy
- Responsible for raising significant financial issues and risks
- Ensure financial propriety for all T&S transactions and other manpower associated delegations under your control is maintained, including record keeping and audit requirements as required

Contract Management

- Manage the delivery of the contracts for Hard FM and Soft FM services through the RFCA Estates Team and other supporting specialists
- Responsible for developing, maintaining and managing the relationship with the Hard FM Supplier Account Manager
- Chairs regular meetings between industry partners and/or customers as laid down in the contract(s) to support the effective delivery of FM services
- Ensure suppliers meet RFCA and wider Defence priorities, standards and behaviours

- Lead on dispute management with industry partners considering any Early Warning Notices within delegated authority
- Ensure contractual obligations are met
- Accountable for raising contract changes to the appropriate authority
- Ensure opportunities for exploiting benefits of the contract, including continuous improvement and innovation in the delivery of Hard and Soft FM services, are identified

Assurance and Performance

- Responsible for the delivery of assurance to meet contract compliance and performance objectives
- Responsible for ensuring pro-active action in relation to non-compliance of the contract
- Responsible for managing all aspects of the industry partner's performance
- Work with industry partners and other stakeholders to ensure the effective management of risk
- Ensure regular and continuous management and assurance of all industry partner service delivery to ensure all aspects of the contract are being achieved
- Work with CRFCA to inform the industry partner Quarterly Performance Review
- Engage with industry partners to develop effective rectification plans to address non-performance

5. **Staff management responsibilities:** Line manager for Senior Estate Manager

6. **Budgetary responsibilities**

To be determined through the Finance and Commercial Workstream

Success Profile

7. **Technical skills and qualifications.**

The skills and training identified below represent those required on appointment or within a short time scale (up to 12 months) from appointment:

- DIO Service Delivery Infrastructure Management System (IMS) – modules applicable to role
- ISO 44001 Collaborative Business Relationships Management
- Finance Certificate Foundation v1.10
- Contract Role awareness – FDIS
- Assurance Awareness – EM02
- Commercial Awareness and (where mandated) Managing Defence Contracts Online Training (MDCOLT)
- Asbestos Awareness
- Legionella Awareness
- Dangerous Substances Explosive Atmosphere Regulations (DSEAR) Awareness
- SPEC 024 (Asset Management)

8. Experience

a. Essential

- Clear demonstration of Estates/Facilities Management skills in both meeting customer needs and managing supplier relationships
- Understanding and complying with statutory, regulatory, and professional requirements
- Experience in customer relationship management and stakeholder liaison
- Management of industry partners, able to support negotiations, escalating issues and engaging in key decision making with strategic consequence
- Proven track record of understanding building condition and performance, and related contract and clause management
- Management of delegated budgets within an estates/FM environment

b. Desirable.

- Commercial experience gained within a property, estates/facilities management, or similar function
- Proven experience of strategically leading a customer facing estates/Facilities Management team
- Exploitation of the benefits of major FM service delivery contracts

9. Behaviours ([Success Profiles - Civil Service Behaviours](#)).

- Seeing the Bigger Picture
- Leadership
- Managing a Quality Service
- Communicating and Influencing
- Working Together
- Delivering at Pace

10. Government Property Career Framework Requirements (Workforce & FM – Facilities Management Practitioner):

[*A = Awareness; W = Working; P = Practitioner; E = Expert*]

- Property Professional Expertise (**E**)
- Customer and Client Service (**E**)
- Stakeholder Engagement (**E**)
- Strategy and Business Planning (**P**)
- Analytical Decision Making (**W**)
- Technology and Innovation (**P**)
- Sustainable Practice (**P**)
- Commercial Acumen (**E**)
- Property Programme and Project Management (**E**)
- Health and Safety, Compliance and Inclusion (**E**)
- **Professional Membership:**
 - Must hold or be working towards full membership level of a relevant professional body (e.g. IWFM, CIOB, RICS, IET, CIBSE, InstRE) and ideally be registered with the Engineering Council as either an IEng or CEng, or be working towards such registration or have equivalent relevant experience.

11. Post Mandatory Training

- In accordance with People Learning Plan

Additional Requirements

12. Regular travel UK wide with occasional overnight stays.
13. **Must have a valid clean UK Category B driving licence.**
14. The job holder will be required to be vetted to Security Check (SC) level and DBS check.
15. This job description should be discussed with your line manager at the time of receiving your annual Personal Development Report. Occasionally, in light of changes in business need your job description may need to change. You may be requested to undertake additional or other duties as directed by Line Management.

ⁱ Waste and Cleaning Services

ⁱⁱ Contract limitations of Billable work in Euros