

**THE RESERVE FORCES' AND CADETS' ASSOCIATION FOR THE
NORTH WEST OF ENGLAND & THE ISLE OF MAN**

**JOB DESCRIPTION
SENIOR ESTATE MANAGER 1**

Job Title:	Senior Estate Manager 1 (SEM 1)
Grade:	Senior Executive Officer (SEO/C1)
Department:	Estates
Line Manager:	Hd Estates (Hd Est) – Grade 7/B2
Countersigning Officer:	Chief Executive (CE) NW RFCA - Grade 6/B1

GENERAL

1. The NW RFCA Senior Estate Manager 1 (SEM 1) is an MOD Crown Servant and a full-time civilian employee of the Reserve Forces' & Cadets' Association for the North West of England & Isle of Man (NW RFCA).

2. This is a new role under the move to the MODS Future Defence Infrastructure Services (FDIS) contract which for the North West is under Vivo Defence Services. The contract comes live on 1 Aug 24. The job description will be refined continually as NW RFCA moves to the start date and also over the coming weeks and months as the contract settles down into steady state. It therefore requires an individual who will be flexible in approach and will be prepared to undertake potential minor change to the outputs of the role. The SEM 1 will be responsible for deputising for the Hd Est as required.

3. This is significant role in support of the Hd Est in the management and assurance of Hard and Soft FM services for users of the Volunteer Estate, including Reserves and Cadets. This post will require the holder to act as SME (Subject Matter Expert) for non-hard FM, sustainability and vehicle fleet management and they will advise / support the Estates team with all matters within this subject. Other specialisations may be added to their portfolio or form part of their team's responsibilities. This role will also involve the support and mentoring of Estates Managers and wider team within their region.

4. The SEM 1 has responsibility for the management and assurance of Softⁱ FM (non-Hard FM) services in support of users of the Volunteer Estate (VE), across the counties of Cheshire, Cumbria, Greater Manchester, Lancashire, Merseyside and, if required, the Isle of Man. Included in the VE is Altcar Training Camp – owned and managed by NW RFCA but funded by the MOD. For Hard FM the SEM 1 will be responsible for Altcar Training Camp, a number of the Cadet Training Centres (Holcombe Moor, Lancashire ACF HQ and CTC, Inskip, Windermere National Activity Centre - NAC Air and Cockermouth) and the county of Cumbria.

5. The SEM 1 is accountable to the Hd Est (Hd Estate), working with industry partners (Vivo and Aramark), for the successful delivery of Hard and Soft FM services (including the provision of vehicles – both allocated, pool and those dedicated to the Army Cadet Force counties) and for the delivery of infrastructure projects up to €5mⁱⁱ. They are accountable for assuring the compliance of the VE. Services are delivered through Hard and Soft FM suppliers. The SEM 1 is responsible for the delivery of outcomes by the Estate Team who will support the effective contract/performance management and assurance of Hard and Soft FM services. Included is the management of the Altcar Training Camp solar farm working with the owners and DIO (for the payment of utility charges).

6. 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.

7. The Estate Department comprises the following personnel:

- 1 x Hd Est (Grade 7/B2)
- 2 x Senior Estate Managers (SEO/C1)

- 5 x Estate Managers (HEO/C2)
- 2 x Estate Officers (EO/D)
- 1 x Land Management Services Officer (EO/D)
- 2 x Administrative Officers (AO/E1)
- 1 x Logistics Assistant (Skill Zone 2)

8. The SEM 1 is responsible to the Hd Est who is the Line Manager and to the CE NW RFCA as the Countersigning Officer.

9. The SEM 1 is on a 37 hour per week contract. Due to the requirements of the contract, evening work may be required as part of this role. The SEM 1 must also be prepared to fly or journey by ferry to the IoM. There will also be the requirement to self-drive around the area of responsibility with the ability to attend meetings London (Council of RFCAs) or other Association locations. Overnight stays will be required at some locations. Due to the nature of the work, the successful applicant is required to live within reasonable commuting distance (no more than one hour under rush hour traffic conditions) of Altcar Training Camp (L38 7JD).

PRINCIPAL AREAS OF ACCOUNTABILITY, TASKS AND DUTIES

10. Leadership & Management:

- a. Works collaboratively with CRFCA, other RFCA Heads of Estate, other RFCA functions and wider Defence organisations as appropriate.
- b. Ensure the Hd Est direction to the RFCA Estate Team is delivered to support the delivery of RFCA estate outputs.
- c. Develop team members and self, through the exchange of knowledge and experience and carry out line management duties ensuring that staff effectively meet their objectives and achieve their professional goals.
- d. Responsible for ensuring that all team members are compliant with mandatory training requirements appropriate to their role, including continuous professional development.
- e. Encourage innovation to foster a high performing team through continuous improvement.
- f. Promote strong working relationships both within the team, with CRFCA, other RFCAs, industry partners and across Defence.
- g. Demonstrate a personal commitment to the aims and objectives of the RFCA.

11. Communication / Engagement and Stakeholder Management:

- a. As the senior point of contact, effectively address all internal and external stakeholders' concerns and issues, escalating as necessary. Ensure all stakeholders are kept informed of the status of the concerns and issues raised.
- b. Develop and maintain open, honest and collaborative working relationships with customers, industry partners, across Defence and other stakeholders as appropriate.
- c. Support the Hd Est in ensuring compliance with CRFCA and RFCA c corporate approaches..
- d. As directed, attend and brief at meetings as follows:
 - i. External:
 - (1) As required to deputise for Hd Est
 - ii. Internal:
 - (1) NW RFCA Board
 - (2) NW RFCA Property Advisory Board
 - (3) Management/Heads of Department
 - (4) Other meetings as required/directed

12. **Programme Management:**

- a. Adopt a programme management approach across their area, including working closely with customers and industry partners in respect of delegated Billable Works and projects, from developing the Statement of Need, through writing business cases, to the assurance of completed works.
- b. Work closely with the industry partners to monitor progress of works against the agreed programme of activity.
- c. Support the development of future Billable Works projects through review of the Forward Additional Services Plan (FASP) and engagement with customers and other stakeholders where required.
- d. Periodically review and provide updates including Property Change Forms (PCFs) for the management and control of the Asset Register on the Infrastructure Management System (IMS).

13. **Financial Management:**

- a. Manage delegated budget(s) with support of the finance function.
- c. Responsible for raising significant financial issues and risks.
- d. Ensure Financial Propriety for all budgetary delegation and T&S transactions under your control is maintained, including record keeping and audit requirements as required.
- e. Ensure that Billable Works are only authorised in accordance with the agreed Business Rules and within Financial Delegations.
- f. Provide reports and forecasts of outturn on delegated programme tasks.

14. **Contract Management:**

- a. Carry out delegated duties and responsibilities on behalf of the Hd Est.
- b. Manage the delivery of the contracts for Hard FM and Soft FM services through the RFCA Estate Team and other supporting specialists.
- c. Attend regular meetings between industry partners, CRFCA and/or customers as laid down in the contract(s) to support the effective delivery of Hard and Soft FM services.
- d. Support the Hd Est:
 - i. to ensure suppliers meet RFCA and wider Defence priorities, standards and behaviours.
 - ii. on dispute management with industry partners including consideration of Early Warning Notices as appropriate.
 - iii. to ensure contractual obligations are met.
 - iv. in raising contract changes to the appropriate authority.
 - v. to ensure opportunities for exploiting benefits of contracts, including continuous improvement and innovation in the delivery of Hard and Soft FM services, are identified.
- e. Address matters falling short of the contracted standards and escalate any concerns that cannot be mitigated at a local level to the Hd Est.

15. **Assurance and Performance:**

- a. Support the Hd Est in the delivery of assurance to meet contract compliance and performance objectives.
- b. Assure the Hard FM industry partner Quarterly Performance Report.
- c. Ensure accurate reporting in relation to RFCA assurance activity.

d. Manage assurance activity undertaken by the RFCA Estate Team in accordance with Practitioner Guide EM02.

e. Undertake delegated Assurance Tasks in accordance with Practitioner Guide EM/02.

f. Manage and report risks in area of responsibility including treatment and escalation where appropriate.

16. **Staff management responsibilities:**

a. Line manager for the following:

- i. 2 x Estate Managers (HEO/C2)
- ii. 1 x Tenancy & Lease Manager (EO/D)
- iii. 1 x Infra Logs Asst (SZ2)

b. Countersigning officer for the following:

- i. 1 x Assistant Estate Manager (EO/D)
- ii. 1 x Administrative Officer (AO/E1)

c. The SEM 1 will carry out Line Management responsibilities including but not limited to:

- i. Undertaking monthly probation reports for new staff.
- ii. Undertaking Performance & Development Reports (PDR) at the beginning, mid, and end of year.
- iii. Producing all business cases for training requirements for their team.
- iv. Monitoring the sickness/absences.
- v. Authorising leave on Cascade.
- vi. Undertaking any disciplinary actions.
- vii. Delegation and monitoring of work.
- viii. Undertaking exit interviews.

17. **Budgetary responsibilities:**

a. Assist in the management of all estates associated budgets for compliance, consequential works, projects and any additional works, with approval limits to be confirmed.

b. Hard FM – None under the FDIS core contract with Vivo. Note: This could be amended as work with Vivo is undertaken prior to contract start date.

c. Soft FM – Delegated budget responsibility for the following:

- i. Grant In Aid – Stores Budget
- ii. RC Vehicles
- iii. Land Management Services – NDR Payments, Leases & Licenses, Hiring's, Professional Services (Legal)
- iv. Waste and Sanitary Collection Services (outside Hestia FM contract)

SUCCESS PROFILE

18. **Technical skills and qualifications:**

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

- i. DIO Service Delivery Infrastructure Management System (IMS) – modules applicable to role

- (1) ISO 44001 Collaborative Business Relationships Management
- (2) Finance Certificate Foundation v1.10
- (3) Contract Role awareness – FDIS
- (4) Assurance Awareness – EM02
- (5) Commercial Awareness and (where mandated) Managing Defence Contracts Online Training (MDCOLT)
- (6) Asbestos Awareness
- (7) Legionella Awareness
- (8) Dangerous Substances Explosive Atmosphere Regulations (DSEAR) Awareness
- (9) SPEC 024 (Asset Management)

OTHER REQUIREMENTS

19. **Security Clearance:** The SEM 1 will be required to undergo Security Clearance (SC) and undertake an Enhanced Disclosure and Barring Service (DBS) check.
20. **Health & Safety:** The SEM 1 will be required to understand the requirements of the Health and Safety at Work etc. Act 1974, the Management of Health and Safety at Work Regulations 1999, and all other relevant Regulations and Codes of Practice
21. **Training:** The SEM 1 will undertake and complete compulsory training courses that the Association will fund. All training that forms part of the PDR process is to be undertaken and completed, where possible (unless the course is over a number of years) within that reporting period.
22. **Professional Membership:**
 - a. The post holder needs to be working towards full level membership of relevant professional body – CIWFM, MCIQB, MRICS or CEng or have equivalent relevant experience.
23. **Post Mandatory Training:**
 - a. In accordance with People Learning Plan a number of training modules are to be undertaken.
24. **Additional Requirements:**
 - a. This job description should be discussed with your line manager at the time of receiving your annual Personal Development Report. As stated in Para 2 above, in light of changes in business need your job description may need to change. You may be requested to undertake additional or other duties, commensurate with the Grade (SEO/C1) of the role as directed by Line Management.
 - b. The post holder will require to be based from Alt House, Altcar Training Camp. Under post-Covid working practices, the post holder may work away from the office for up to 2 days per week (with caveats that will be explained to the post holder). However, the incumbent must be flexible in this approach and may be required in office F2F 4-5 days per week.

PERSON SPECIFICATION - SENIOR ESTATE MANAGER 1 (NW RFCA)

Criteria	Standard	Requirement	Measured By
Work Experience	Clear demonstration of Estates/Facilities Management skills in both meeting customer needs and managing supplier relationships	E	A / I
	Experience of managing people and teams in an Estates environment.	D	A / I
	Experience in customer relationship management and stakeholder liaison	E	A / I
	Commercial experience gained within a property, estates/facilities management, or similar function	D	A / I
Knowledge	Understanding and complying with statutory, regulatory, and professional requirements	E	A / I
	An understanding of building condition and performance.	E	A / I
	Exploitation of the benefits of major FM service delivery contracts	D	A / I

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

- a. Seeing the Bigger Picture
- b. Leadership
- c. Managing a Quality Service
- d. Communicating and Influencing
- e. Working Together
- f. Delivering at Pace

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

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

- a. Property Professional Expertise (P)
- b. Customer and Client Service (P)
- c. Stakeholder Engagement (P)
- d. Strategy and Business Planning (P)
- e. Analytical Decision Making (W)
- f. Technology and Innovation (W)
- g. Sustainable Practice (W)
- h. Commercial Acumen (P)
- i. Property Programme and Project Management (P)
- j. Health and Safety, Compliance and Inclusion (P)

Signature of Line Manager:.....

Date:.....

Signature of Employee:.....

Date:.....

As at 18 March 2024

ⁱ Waste and Cleaning Services

ⁱⁱ Contract limitations of Billable work in Euros