



Defence  
Infrastructure  
Organisation

# Volunteer Estate Value for Money Study Report

## Transforming the Delivery of Hard FM Services



15 December 2023

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## Executive Summary

The Volunteer Estate (VE) Value for Money (VFM) Study was launched in October 2022 to determine whether Reserve Forces' & Cadets' Associations (RFCA) Hard Facilities Management (HFM) requirements could be more cost effectively met by the FDIS Built Estate (BE) suppliers than through the existing arrangements. The Study assessed several areas, in particular:

- a. The potential strategic alignment between the HFM services delivered to the regular estate through the FDIS BE contracts and the HFM services provided to the VE.
- b. The price and quality of the HFM services being delivered in support of the regular estate when compared with the VE.
- c. The impact of the Study's recommendations on MOD and RFCA operating models, resources and delivery costs.
- d. The impact of the Study's recommendations on RFCA's wider activities delivered in support of Defence.
- e. The impact of the Study's recommendations on the relationship between RFCAs and the single Services.

Throughout the Study, the Study team consulted with a wide range of stakeholders including the 13 RFCAs, the Council of Reserve Forces' and Cadets' Associations (CRFCA), the single Services, RFCA customers, Defence Infrastructure Organisation (DIO) and wider MOD, to gather insight into the strengths and issues of the existing HFM operating model and to explore the opportunities and risks of aligning the VE with the regular estate in respect of HFM service delivery.



For the RFCAs to meet their statutory obligations, stakeholders recognised that the RFCAs and CRFCA should retain responsibility for managing future HFM service delivery across the VE. Stakeholders also recognised that the adoption of the FDIS BE standard, in terms of the contract model and operating environment, presents an opportunity to modernise the provision of HFM services on the VE, improve the condition of the VE and the service delivered to Estate users.

## The key recommendations of the Study are:

- a. The existing FDIS BE contractual arrangements should be adopted, with CRFCA and the 13 RFCAs managing four amended regional contracts.
- b. Reinvest excess budgetary provision into the VE to address the highest priority unfunded safe and legal remedial works and offset additional future organisational structure costs.
- c. Uplift RFCA and CRFCA Estates Team liability and grading to ensure that sufficient suitably qualified resource is available to effectively manage the VE in the FDIS BE environment.

Implementation of the FDIS BE contracts on the VE will deliver a higher standard of service, aligned to the regular estate, based upon industry standard maintenance regimes. The introduction of FDIS BE will address the estate compliance reporting issues inherent in the existing operating model. FDIS BE will introduce additional capability such as asset condition assessments to facilitate effective management of the VE. Leveraging the FDIS BE supply chain offers an opportunity to reinvest excess budgetary provision into the VE to address unfunded safe and legal remedial works and offset additional future organisation structure costs, moving the VE away from the existing fix on fail regime. A full list of the Study recommendations is shown at Annex A.

The adoption of the FDIS BE arrangements across the VE will deliver higher levels of HFM capability, delivered through lower contract costs. This has supported the VE VFM Study's conclusion, evidenced throughout this report, that there is a clear and compelling VFM case to adopt the FDIS BE arrangements across the VE.

*James Crosfield*  
Senior Responsible Owner

*Jon Hewlett*  
Study Team Leader



# Introduction and Background

## Study Purpose

The purpose of the Volunteer Estate (VE) Value for Money (VFM) Study was to determine whether RFCA (Reserve Forces' and Cadets' Associations) Hard Facilities Management (HFM)<sup>1</sup> requirements could be more effectively met by the FDIS Built Estate (BE) suppliers than through the existing arrangements. The VFM Study has provided the evidence base for the Commercial and Procurement strategy to address the RFCA HFM requirement. The Study's recommendations apply to the Council of RFCAs (CRFCA), each of the 13 RFCAs, and to the wider Defence Infrastructure enterprise.

## Study Process

The Study was launched on 3 October 2022. It was carried out by a Study Team led by Jon Hewlett, a senior member of the DIO Major Programmes and Projects Delivery Continuity Team (DCT). The Senior Responsible Owner (SRO) was DIO Regional Delivery SW Region & RFCA Head (James Crosfield).

The Team split the Study into three phases:

- a. Phase 1 (Statement of Requirement (SoR) and Delivery Model Long List)
- b. Phase 2 (Delivery Model and Investment Appraisal)
- c. Phase 3 (Study Report)

The Study team identified key stakeholders, including all 13 RFCAs, CRFCA and the RFCA's customers. In addition, the Study ran a series of workshops with stakeholders to better gain insight into the existing RFCA HFM operating model, the VE HFM requirement and to develop an awareness of the RFCA's wider responsibilities. Further detail on engagement will be provided throughout the report. The Study Team would like to take this opportunity to thank all stakeholders for their open and honest contributions to the Study.



1. HFM is defined as the provision of Planned Maintenance (routine inspection and servicing of assets ensuring all statutory and mandatory obligations are met), Reactive Maintenance (the repair of assets), Planned Preventative Maintenance (additional maintenance to maximise the availability and life cycle of assets), Grounds Maintenance and all injected works up to a value of €5m (incl. VAT) per task.



## Background

The maintenance of the VE was included in the scope of the FDIS Programme. It was decided by the MOD Investment Approval Committee (IAC) at Initial Gate (IG) that the VE HFM aspects should be de-coupled from the main FDIS procurement on the basis that there were potentially wider issues to be taken into consideration noting the RFCAs other responsibilities in support of Defence. It was therefore determined at FDIS IG that a VE VFM Study should be conducted post FDIS delivery to enable wider issues to be taken into account in determining whether the responsibility for maintaining the VE should be moved to align more closely with the maintenance of the Regular estate. The IAC stated that the Study should commence six months post In-Service Date of the final FDIS region (South East 1 April 2022) on 1 October 2022, and that it should report nine months later (30 June 2023). The tender documentation that was developed to support the FDIS BE procurement made it clear that other elements of the Defence estate may be brought into the arrangements during the term of the contracts. Legal advice sought at the time, specifically with regard to the VE, confirmed that should the Study recommend FDIS BE as the most appropriate delivery model that amending the FDIS BE contracts would be an appropriate course of action.



### RESERVE FORCES



### CADETS



## The FDIS BE Programme

The FDIS Programme procured four regional contracts to provide HFM services to the MOD's built estate across the UK. The FDIS BE contracts entered service in December 2021 (Scotland & Northern Ireland), February 2022 (Central and South West) and April 2022 (South East), management of the contracts and assurance of the services provided is undertaken by the DIO.

FDIS BE was a procurement enabled change project responsible for the delivery of the next suite of HFM arrangements to support the UK Defence estate. The project has put in place arrangements that are an enabler for the Defence Infrastructure Model Review (DIMR) and the arrangements include mechanisms to respond to any change in size or shape of the UK Defence estate in support of the Better Defence Estate Strategy. The project delivers non-discretionary services ensuring the estate remains legally compliant, as well as providing a range of bespoke discretionary services, capable of adapting and responding to the changing needs and expectations of stakeholders to transform infrastructure service provision to the Defence community, ensuring innovations and advances are fully embraced, with first class operational delivery, enhanced quality, reduced supplier costs and that industry norms and best practice are delivered where possible.

## Overview of the RFCAs

There are 13 RFCAs which cover the United Kingdom and are established by Act of Parliament. In addition to overseeing the maintenance of the VE, RFCAs provide wider estate management functions, advice and support on behalf of the UK's volunteer reserve forces and cadets to the single Services, maintain links to the community, and deliver employer engagement on behalf of Defence. The CRFCA provides central coordination and focus in support of the individual associations to fulfil the requirements of their customers as governed through Service Level Agreements.



Established as part of the Haldane Reforms in 1907 (as Territorial, Auxiliary and Volunteer Reserves' Associations) the RFCAs were designed to provide local support to the Army's Territorial Force in every county. The name and number of associations has changed during the intervening years, and the remit of the RFCAs has grown to encompass Reserves and Cadets of all three Services and key Defence outputs. Their legal status is enshrined under the Reserve Forces Act 1996 (RFA96), defining their duties as:

- a. To give advice and assistance to the Defence Council in respect of the state of the Reserves for their area.
- b. To conform to the Defence Plan.

RFA96 granted the RFCAs power to create a Joint Committee of two or more of the RFCAs as they deem necessary. Through this power, they created the CRFCA to provide central internal coordination and a focus to enable the associations to fulfil the requirements of their customers within resources. The RFCAs work through, but are not accountable to, the CRFCA. The Council represents the RFCAs externally and provides guidance on the discharge of their responsibilities.

The Defence Council assigned nine key duties to the RFCAs, which the RFCA Regulations 2014 capture in five broad headings (six, including the recruitment task):

- a. Advice and Assistance
- b. VE and Infrastructure
- c. Employer engagement
- d. Cadets and Youth
- e. Establish and Maintain links with the Civilian Community



Under the CRFCA Corporate Plan, the three primary pillars of support to Defence provided by the RFCAs are:

- a. Delivery and stewardship of a compliant VE.
- b. Delivery of end-to-end support to Defence's Cadets and Youth programme.
- c. Delivery of engagement on behalf of Defence and the chains of command through networks, covering employer engagement and wider community engagement.

The RFCAs' regional footprint and close ties to their respective communities is seen by RFCA customers as a key strength, with regional variance and nuance in delivery and engagement. For example, political, security and legislative factors in Northern Ireland (NI) condition the level and nature of both single Service (sS) and MOD engagement within the devolved nation.





## The Volunteer Estate



*Figure 1 - RFCA Regions*

The VE exists to support the activities of the Volunteer Reserve and the Cadets. It comprises the Royal Naval Reserve (RNR), Royal Marine Reserve (RMR), Army Reserve (AR) and to a lesser extent, the Royal Auxiliary Air Force (RAuxAF) estate, together with the facilities used by the MOD Sponsored Cadet Forces and Recognised Youth Groups which consist of the Sea Cadet Corps (SCC), Volunteer Cadet Corps RN/RM (VCC RN/RM), the Army Cadet Force (ACF), the RAF Air Cadets (RAF AC), the Combined Cadet Force (CCF RN, Army and RAF), which provides cadets organisations for schools, and RN Recognised Sea Scouts and RAF Recognised Air Scouts.

From a HFM perspective, the RFCAs source local contractors, with a main focus on estate maintenance, but with capital projects delivered also, seeking to develop and maintain strong relationships with their regional customers. Over 500 HFM contracts support the VE, which is comprised of  $2,010^2$  sites, containing 8,166 Level 2 assets<sup>3</sup>. The majority of sites in each RFCA are cadet huts, which are typically occupied only in the evening and weekends, and which are geographically dispersed across each RFCA's area of responsibility. Reserve Centres are typically located in towns and cities and are supported by a permanent staff. In addition, each RFCA includes at least one Cadet Training Centre.

2. Number of sites and assets taken from CRFCA data extract dated 04 Aug 22.

3. A Level 2 asset is a Built, Infrastructure, Maritime, Ground or Extensive Lead and Property Feature that fits the definition of a Level 2 Asset, e.g., a hanger or sports pitch.

RFCA	Number of Level 2 Buildings	Number of Sites	Number of Reserve Centres	Number of Cadet Training Centres	Number of other sites <sup>4</sup>
East Anglia	384	176	16	4	156
East Midlands	311	135	17	2	116
Greater London	369	153	42	4	111
Highland	382	134	23	6	104
Lowland	346	128	30	7	91
North of England	283	72	25	1	46
Northern Ireland	185	47	15	2	30
North West	639	198	33	6	159
South East	803	327	30	7	290
Wales	403	147	23	5	119
West Midlands	426	149	30	4	115
Wessex	577	220	24	7	189
Yorkshire & the Humber	427	124	26	2	96
<b>Total</b>	<b>5,535</b>	<b>2,010</b>	<b>334</b>	<b>57</b>	<b>1,622</b>

*Table 1 - Laydown of VE assets*

## The RFCA 2019 Review

The RFCA 2019 Review<sup>5</sup> (also known as The Sullivan Review) was tasked with identifying activities conducted across Defence that could be undertaken by the RFCAs more effectively and/ or at less cost and to consider ways to optimise the management of the RFCAs. The Sullivan Review made two headline strategic recommendations:

- On the RFCA Side - Regularise and streamline the CRFCA and 13 RFCA Arms Length Bodies (ALBs) into a Single Executive Non-Departmental Public Body - as part of the Armed Forces Act 2021.
- On the Customer Side - ACDS(R&C) to become the Single Departmental Sponsor for the RFCA Non-Departmental Public Body (NDPB) to provide tri-Service direction and oversight of Governance, Strategy and Performance (in alignment with the new Defence Operating Model).

In addition, The Sullivan Review made a number of detailed recommendations, comments and observations pertaining to the VE. The VE VFM Study has fully taken into consideration all aspects of The Sullivan Review concerning the provision of HFM services to the VE (see Annex B).

4. Includes caretaker accommodation, cadet facilities and Armed Forces Careers Offices.

5. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/874779/FINAL\\_RFCA\\_Review\\_2019\\_Report-OFFICIAL\\_SENSITIVE.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/874779/FINAL_RFCA_Review_2019_Report-OFFICIAL_SENSITIVE.pdf)

## RFCA Reform Programme

The VE VFM Study liaised with the RFCA Reform Team to inform the development of the primary legislation drafted in respect of RFCA HFM responsibilities to support the outcome of the Sullivan Review, noting that any change to the functions of the RFCAs could have significant implications for the RFCA Reform Programme and the overall NDPB proposition. Development of the primary legislation was paused during the period of the Study. The Study's recommendations are consistent with RFA96 and agnostic to the creation of a single NDPB and the governance arrangements for the recommended future HFM delivery model have been designed to support the current organisational structure of the RFCAs and to accommodate the establishment of the NDPB.

## Study Objectives

The Study Terms of Reference are shown at Annex C. The key objectives of the VE VFM Study as agreed by the MOD IAC were to assess:

- a. The potential strategic alignment between the HFM services delivered to the regular estate through the FDIS BE contracts and the HFM services provided to the VE.
- b. The price and quality of the HFM services being delivered in support of the regular estate when compared with the VE.
- c. The commercial implications of the price and quality comparison.
- d. The impact of the Study's recommendations on MOD and RFCA operating models, resources and delivery costs.
- e. The impact of the Study's recommendations on RFCA's wider activities delivered in support of Defence.
- f. The impact of the Study's recommendations on the relationship between RFCAs and the single Services.
- g. The impact of the Study's recommendations on the legislation and regulations governing RFCA.
- h. Any TUPE implications of the recommendations made by the Study.

## Study Governance

The VE VFM Study was undertaken in accordance with the governance structure described in the VE VFM Study Governance Management Plan at Annex D, reporting to MOD IAC via the Study Sponsor Board. A range of Working Groups were established to manage specific workstreams throughout the duration of the Study, including:

- a. Communications Working Group
- b. Combined Operational Effectiveness and Investment Appraisal Working Group (COEIA WG)
- c. Information Systems Working Group (ISWG)
- d. Study Delivery Group

The SRO provided clear top-level direction throughout the study and represented the VE VFM Study at a number of other executive committee meetings as appropriate. The VE VFM Study Team Leader undertook day to day management of the Study, reporting to the Study SRO and DIO DCT Portfolio Director.

## VE VFM Sponsor Board

The VE VFM Sponsor Board provided strategic direction and was the decision-making body for the Study, an escalation route for issues and risks that could not be managed at Study level and endorsed recommendations to MOD IAC on the most effective arrangement to meet VE HFM requirements. Membership of the Sponsor Board included key VE stakeholders including ACDS (RF&C), DD FMC (Infra), TLB Infrastructure Heads, CE CRFCA and DIO Chief Operating Officer. The membership ensured that other RFCA and Infrastructure related bodies were engaged appropriately, including:

- a. RFCA Sponsor Board
- b. RFCA Reform Sponsor Group
- c. Infrastructure Joint Committee

Terms of Reference for the Study Sponsor Board are included at Appendix 2 to Annex D.



## Stakeholder Engagement

Prior to the formal commencement of the Study in October 2022, a programme was put in place to engage with each of the 13 RFCAs. Running throughout August 2022, the engagement sessions presented an opportunity to understand the RFCA's existing operating model, concerns and challenges faced by the RFCAs. Issues raised during the sessions included:

- a. Degradation of the estate, due to operating in a 'fix on fail' environment. Historic levels of funding provided by the Department have not allowed any Pre-Planned Preventative Maintenance to be undertaken across the VE. Funding levels barely cover the costs associated with Reactive Maintenance and do not allow for higher value remedial works, identified as a result of statutory and mandatory inspections, to be completed. This has led to the closure of a number of assets across the VE, including the Rochester Row Reserve Centre in the Greater London RFCA area of responsibility.
- b. Adherence to an obsolete 'HFM Standards and Tasks' maintenance standard, which was used to support the now expired Next Generation Estate Contracts on the regular estate. This maintenance regime is no longer maintained by MOD and therefore runs a high risk of not being aligned to current legislation nor MOD policy. This creates a significant Health and Safety compliance risk. The MOD SFG20 maintenance regime has been adopted across the regular estate.
- c. Difficulty providing accurate and up to date Health and Safety estate compliance information. Over the last financial year CRFCA reports to the RFCA Delivery Board indicated that, on average, in any one month only some 66% of all assets were documented as compliant. This compares with some 98% mitigated compliance being reported across the regular estate. While many RFCAs indicated that their monthly compliance was far better than reported it was not possible for the Study Team to validate this, though the documented whole year position for FY22/23 was at least 73.5% compliance. Reported compliance of an average of 66% of assets is not an acceptable position and exposes the Secretary of State for Defence to a significant level of risk.
- d. A low level of estates change funding when compared to the regular estate, resulting in a lack of improvement being delivered across the VE. It was noted that in Financial Year (FY) 21/22 some £285m of Resource Departmental Expenditure Limit (RDeL) was committed across the regular estate. By contrast, during the same period, only £18.1m was committed to the VE. On any measure this would appear to represent under funding of the VE, noting that the VE comprises some one sixth of the assets of the regular estate and that the Reserve comprises some one third of the strength of the Army.
- e. Outdated Information Systems (IS) and poor access to MOD systems. The 'Symphony' IT system that is used to support VE activity has been in place since 2006. By definition, it is now becoming increasingly outdated and does not provide the functionality that would be expected of modern Computer Aided Facilities Management (CAFM) systems. The Symphony IT system restricts the ability of the RFCAs to adopt more modern working practices.
- f. An inefficient commercial model, with over 500 HFM contracts in place across the VE to support the delivery of HFM services, resulting in a high admin burden within the RFCA Estates Team<sup>6</sup> and inconsistency of service delivery across the UK.

6. Estates Teams spend much of their time dealing with invoices, placing low value orders to instruct reactive maintenance tasks, and obtaining evidence that mandatory and statutory tasks have been completed and loaded to the IS.



- g. Difficulty attracting and retaining professionally qualified estates staff due to pay bands offering below market rate compensation. The number and grades of staff employed within the RFCA Estates Teams are significantly lower when compared with other benchmark organisations. This has led to recruitment and retention issues and directly impacts the ability of the RFCAs, despite all best efforts, to satisfactorily deliver all estates services.
- h. Difficulty attracting qualified supply chain to support HFM delivery to some of the more geographically remote VE assets. The current operating model relies on local suppliers to prioritise VE activity, noting that higher volumes of activity from other clients sometimes take precedence over the VE. This can lead to reactive maintenance not being delivered in a satisfactory timeframe and in some cases impact upon the timely completion of statutory and mandatory inspections of assets.

In addition to the initial engagement programme, the Study ran a number of workshops to gain insight into the VE's requirements and the options available to address them. Further detail on that engagement is provided throughout the report.

## Requirements Setting

An initial review of the FDIS BE Statement of Requirements (SOR) was undertaken by CRFCA Director Volunteer Estate. This review concluded that the SOR would meet the overall requirements of the VE. This was followed by a workshop that was held to undertake a line-by-line review of the FDIS BE SOR with each of the 13 RFCA Heads of Estates to ensure that the FDIS BE SOR met the VE need and that any detailed VE requirements not catered for in the FDIS BE SOR were captured.

At the workshop the RFCAs reviewed and confirmed that the FDIS BE SOR did meet the VE need, with few additional requirements identified. As a result of the workshop the SOR was amended to include maintenance of 25m indoor firing ranges and the addition of Cadet Training Centres (CTC) and caretakers' accommodation within the Enhanced Reactive Maintenance<sup>7</sup> arrangements. Following the workshop, the RFCAs identified any additional regional specific requirements (such as the Sedum Roof at Alt House, NW RFCA) for inclusion in region-specific annexes within the SOR. The SOR review also identified services not required on the VE, such as maintenance of airfield ground lighting and the provision of snow and ice clearance, which were removed from the SOR. Due diligence of the SOR will continue throughout the mobilisation phase to ensure that any new requirements are captured prior to In Service Date (ISD). Any changes identified will be addressed as Day 1 change. The adoption of the FDIS BE SOR would ensure the strategic alignment of the delivery of FM services across the VE with the regular estate and also ensure the same quality benchmarks are applied.

### Recommendation 1:

The FDIS BE SOR, together with the minor amendments identified, should be adopted for use on the VE.

7. Enhanced Reactive Maintenance provides priority response to ensure that the health, safety and welfare of Occupants is maintained as a priority and that any low value works required during silent hours are completed without the requirement to seek prior approval from RFCAs.



# Combined Operational Effectiveness and Investment Appraisal

## Methodology

The VE VFM Study reviewed previous methodologies adopted by DCT to establish the basis and approach to be used to develop the COEIA. The Study adopted the following staged approach as the basis of its COEIA method, which was agreed with Defence Economics. This is also shown in Figure 2.

## Phase 1 - SOR and Delivery Model Long List

The preparatory phase of the Study identified any changes required to the FDIS BE SOR and through engagement with a wide range of stakeholders established a long list of potential future delivery options. As outlined at page 16, the FDIS BE SOR was reviewed to confirm that it met or exceeded the VE HFM requirement, and any additional requirements bespoke to the VE were identified. The SOR defined the service levels against which each option was assessed. Asset data to support consideration of the options was also obtained and verified.

Informal engagement took place with the FDIS BE suppliers to understand their appetite for potentially delivering HFM services to the VE. Subsequently an indicative planning price was obtained from the suppliers which provided an early indication to the Study Team whether it would be more cost effective to adopt the FDIS BE when compared with the existing baseline costs of the RFCA delivery model. The outcome of this initial strategic review determined that the RFCAs did not need to provide costings to align with the FDIS BE SOR because the costs from the suppliers were lower than existing RFCA baseline costs, which in of themselves provide a lower level of capability than is provided through the FDIS BE contracts because they deliver against the NGENC specification. The long list of delivery model options was assessed by the COEIA Working Group to down select and establish a short list of options for consideration at Phase 2.

## Phase 2 - Delivery Model and Investment Appraisal

### Delivery Model

The shortlist of delivery options were analysed, taking into account organisational and estate factors. The impact on wider RFCA activities and their relationships with the single Services were also taken into consideration.

### Investment Appraisal

The evidence gathered in Phase 2 together with all associated FM delivery costs were cost modelled (in accordance with JSP 507) to demonstrate value for money. The outcome of the cost modelling, together with all other evidence gathered during the Study, formed the basis of the recommendations in this report.



## Phase 3 - Study Report

The phase of the Study devoted to the production of this report, to provide a record of all activity undertaken by the Study and to outline the rationale for the recommended course of action.

## Phase 4 - Engagement with MOD IAC

The Study Team has remained in close contact with MOD Scrutiny throughout the course of the Study. The approach to, and outcome of, the options down select was discussed and agreed with Defence Economics and the Study Lead Scrutineer is a member of the VE VFM Study Sponsor Board. A Review Note was submitted to MOD IAC seeking approval to take the appropriate procurement activity to implement the findings of the Study.

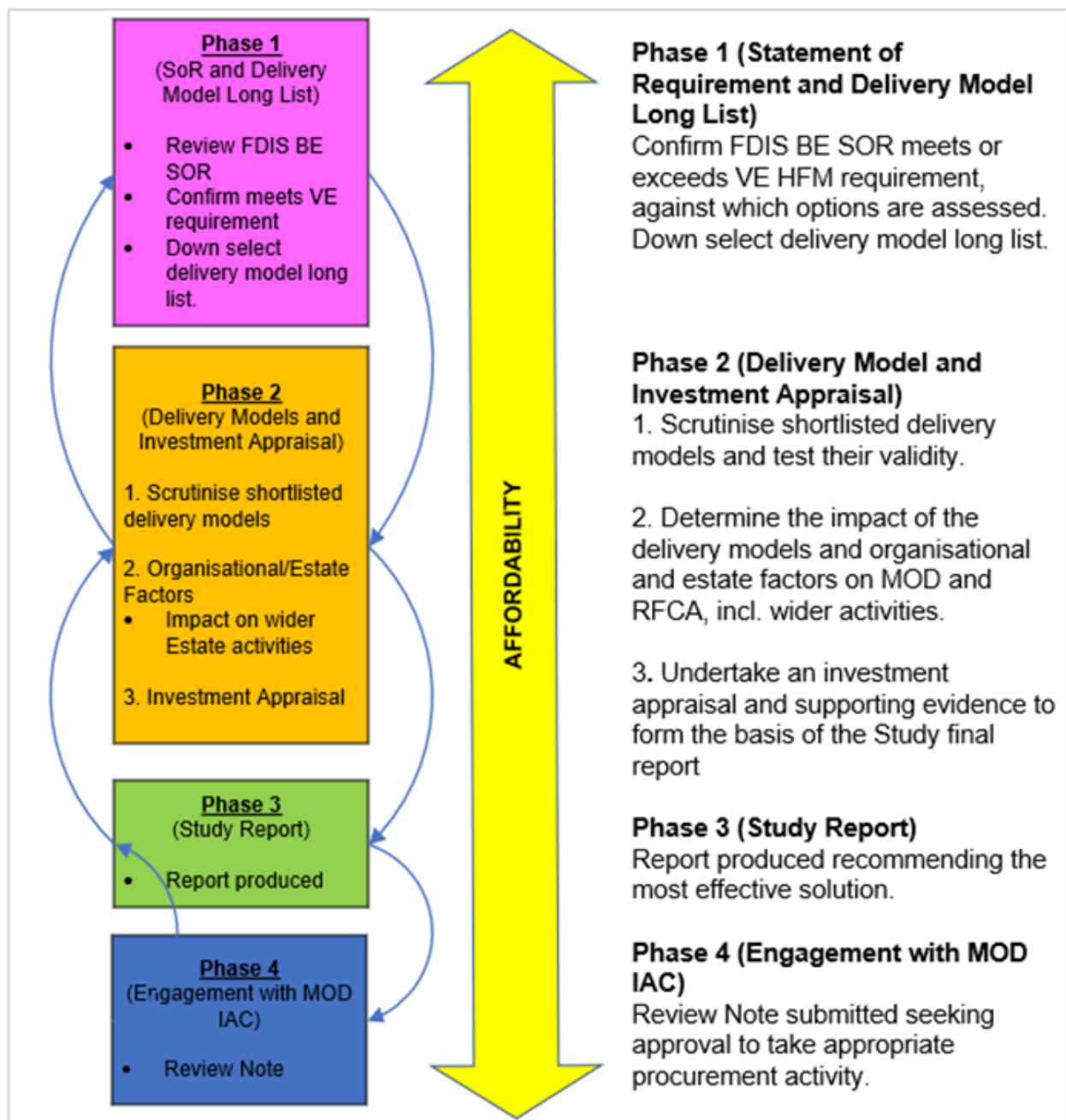


Figure 2 - VE VFM Study COEIA

## Options Considered

Through engagement with a wide range of stakeholders a long list of potential options to enable the future delivery of HFM services to the VE was established. This resulted in the following short list of options:

**Option 1** – Status Quo/Do Nothing.

**Option 2** – CRFCA to procure or amend contractual arrangements to enable adoption of SFG20.

**Option 3** – CRFCA procure new contractual arrangements to the full FDIS standards.

**Option 4** – FDIS Built Estate contractual arrangements are adopted with CRFCA managing four amended regional contracts in respect of VE.

**Option 5** – FDIS Built Estate contractual arrangements are adopted with RFCAs becoming additional Service Delivery Areas (SDA) reporting to one of the four DIO Regional Delivery (RD) regions.

**Option 6** – FDIS Built Estate contractual arrangements are adopted with RFCAs becoming additional SDA reporting to a single DIO Regional Delivery region.

**Option 7** – FDIS Built Estate contractual arrangements are adopted with 13 RFCAs managing four amended regional contracts in respect of VE.

**Option 8** – FDIS Built Estate contractual arrangements are adopted with the delivery of HFM to VE removed in totality as a function from the RFCAs, becoming a DIO responsibility.



## Down Selection of Options

Workshops were held on 31 October 2022 and 18 November 2022 to identify the Strengths, Weaknesses, Opportunities and Threats (SWOT) against each of the eight potential delivery options. The workshops were attended by stakeholders from the Study, DIO, CRFCA and the RFCA Reform Team. Separately each of the RFCAs were requested to identify relevant SWOT and TLB Infrastructure Teams were also invited to review the outcome of the analysis and provide comment. Each option was assessed against the following scoring criteria and resulted in the outcome shown in the table below:

- a. Empowerment of NDPB (CRFCA) – Sullivan compliant.
- b. Infrastructure System Operating Model Compliance.
- c. Alignment of VE with the regular estate (e.g., to common quality standards).
- d. The impact of the option on the RFCA's wider activities delivered in support of Defence
- e. The impact of the option on the relationship between CRFCA/RFCAs and the single Services.
- f. The impact of the option on organisational structures (incl. CRFCA, RFCAs, DIO and TLBs).
- g. Practical implementation issues.
- h. Commercial considerations.





Criteria	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6	Option 7	Option 8
Empowerment of NDPB (CRFCA)	4	4	4	4	1	1	1	1
ISOM Compliance	2	2	3	4	4	4	3	4
Alignment of VE with the Regular estate	1	2	4	4	4	4	4	4
The impact of the option on the RFCA's wider activities delivered in support of Defence.	4	4	4	4	3	3	4	1
The impact of the option on the relationship between C/RFCAs and the single Services.	3	3	3	4	1	1	1	1
The impact of the option on organisational structures (incl. CRFCA, RFCAs, DIO and TLBs).	3	3	3	3	1	1	2	1
Practical Implementation Issues	4	3	1	2	2	1	2	1
Commercial considerations	1	1	2	4	2	1	1	1
<b>Total Score</b>	<b>22</b>	<b>22</b>	<b>24</b>	<b>29</b>	<b>18</b>	<b>16</b>	<b>18</b>	<b>14</b>
<b>Ranking</b>	<b>=3</b>	<b>=3</b>	<b>2</b>	<b>1</b>	<b>=4</b>	<b>5</b>	<b>=4</b>	<b>6</b>

Table 2 - Option Down Select Scoring Matrix

The highest scoring option was Option Four – FDIS BE contractual arrangements are adopted with CRFCA managing four amended regional contracts in respect of the VE.

- a. Strategic alignment. The recommended option offers the opportunity to transform the approach to maintaining the VE whilst ensuring statutory and mandatory compliance, providing a safe place for Reserves and Cadets to work and train. It also allows for the strategic alignment of the VE with the regular estate, generating a 'one Defence Estate' ethos. The option reinforces the close relationship between CRFCA/RFCAs and the single Services and their role as the Intelligent Customer to TLBs for VE matters. Adopting the FDIS BE HFM contracts will move the VE away from delivering to a model aligned with the now superseded Next Generation Estates Contracts (NGEC). This move will apply a qualitative improvement in the delivery of HFM as has been experienced on the regular estate, including a move from a largely reactive 'fix on fail' maintenance approach, towards an approach where planned and predictive methods, supported by instrumentation and a forward life-cycle replacement programme, become the norm.
- b. The FDIS BE HFM environment will lead to innovation and the adoption of industry best practice across the VE and will enable a collaborative relationship with suppliers in accordance with ISO 44001.
- c. The recommended option is not a like for like replacement. If it were to be, we would continue to see increasing rates of asset failures, further degradation of condition and increasing levels of asset non-compliance and unacceptable safety risks.
- d. The recommended option offers the opportunity to transform our approach to VE maintenance. It goes beyond delivery of a safe and compliant estate baseline. FDIS BE HFM suppliers will employ digital technology to ensure investment decisions are more data driven, thereby enabling better targeted VE management and evidence-based balance of investment decisions. The FDIS BE HFM approach shifts service delivery from the current 'fix on fail' approach to a preventative maintenance and life cycle replacement regime and it offers CRFCA and the RFCAs options to purchase additional services above and beyond the core contract with opportunity to build towards a full planned preventative maintenance regime.
- e. The Sullivan Report states, '*The Health and Safety on the VE presents significant legal, financial, health, and reputational risk to Defence.*' (Para 5.5.2). The level of service provision, through statutory and mandatory tasks and planned preventative maintenance, included in the FDIS BE HFM specification, together with the improved reporting and data provision provided through these contracts, will help to address the Health and Safety compliance risks present on the VE.
- f. The core FDIS BE contracts will deliver improved services for CRFCA and the RFCAs by introducing the industry standard maintenance regime, SFG20, to the VE for the first time. The recommended option will improve the efficiency of the delivery of the Billable Works programme by introducing a light-touch 'Trust with Consequences' approvals process with associated retrospective assurance and benchmarking mechanisms for low value works (up to £25k excluding VAT). This will greatly increase the speed of delivery and improve delivery capacity. Contract performance mechanisms will be adopted to incentivise and improve levels of performance and the quality of service delivery by tiered profit levels based on attainment of deliverables.
- g. The recommended option is a key enabler for the Defence Infrastructure Operating Model (DIOM) and includes mechanisms to respond to any change in size or shape to the UK VE in support of the Reserve Estates Optimisation Programme (REOP). Adoption of the FDIS BE HFM contracts on the VE enables the use of pricing arrangements structured to give the full benefit of reduced operating costs when sites are released for disposal under the REOP, or where individual assets on core sites are identified for closure or disposal.



- h. The use of the existing FDIS BE suppliers takes advantage of the helpdesks, CAFM systems and processes to support the delivery of Billable Works, to name but three, that have already been mobilised to deliver HFM services to the regular estate. Not only does this de-risk service delivery across the VE but it also minimises the cost and the other significant resource impacts, for both DIO and the RFCAs, of mobilising a new suite of HFM arrangements to the VE.
- i. CRFCA managing the performance of the suppliers across the VE, supported in this role by the RFCAs, ensures that the option aligns to the NDPB model recommended in the Sullivan Report (noting that the establishment of the NDPB has been paused) and enables effective discharge of the existing CRFCA/RFCAs statutory Estates Management function.

## Recommendation 2:

The existing FDIS BE contractual arrangements should be adopted, with CRFCA managing the performance of the four amended regional contracts, supported by the 13 RFCAs.

Implementation of this option represents significant organisational change for CRFCA and the RFCAs, new ways of working and cultural change and will therefore require a comprehensive change management approach to effectively implement the option. The Study's review of, and recommendations, in relation to Estates Team structures are described at page 32 and mobilisation approach is at page 40. This option requires any system incompatibility issues to be addressed to enable data flows between CRFCA and the RFCAs, the Suppliers and DIO. Work is in hand through the Study's Data and IS Working Group to enable access to all relevant systems. The benefits of adopting option 4 were assessed as substantially outweighing the benefits of all other options.



## Other Options

Full detail of the SWOT analysis in respect of each of the options considered is shown at Annex E. The primary reasons for the non-selection of the remaining options are shown below.

### Option One

#### **Status Quo / Do Nothing.**

The current model generates Health and Safety compliance risks that cannot be tolerated by Defence as there is a lack of full compliance with some MOD policies such as JSP 375<sup>8</sup>. There are also wider compliance risks as maintenance carried out by the RFCA supply chain is conducted in accordance with DIO's previous HFM Standards and Tasks standard, which is no longer maintained and is not to current industry standard (i.e. SFG20). The provision by the existing supply chain of certification of statutory and mandatory tests is often delayed by two to three months after the test has taken place. Demonstration of compliance is problematic. Under the current model some 500 suppliers are employed to deliver compliance and/or reactive maintenance tasks. The disaggregated nature of the contracts do not generate economies of scale and/or efficiencies and managing multiple suppliers results in management inefficiency and a high admin burden for the RFCA Estates Teams. The RFCAs operate a bespoke infrastructure IS (Symphony), built by a SME supplier, which is not consistent with the IS used by DIO to manage the regular estate, nor compatible with latest industry standards. It is resource intensive to capture information from suppliers to keep the IS up to date, the flow of data into DIO is hampered by a lack of MODnet connectivity and DIO's infrastructure asset management taxonomy is inconsistently applied across the RFCAs. The existing model does have some benefit, primarily through the use of SMEs to deliver services, supporting both Cabinet Office and wider government initiatives, and the RFCAs role of engaging with local communities on behalf of Defence. This model is aligned to the NDPB model recommended by the Sullivan Report but due to the use of outdated maintenance schedules and an inability to report asset compliance data in an accurate and timely manner it does not enable the RFCAs and CRFCA to fully discharge their statutory estates management function.

### Option Two

#### **CRFCA to procure or amend contractual arrangements to enable adoption of SFG20.**

This option begins to address the risks inherent in the existing model through the adoption of the industry standard maintenance regime (SFG20) which is a live standard and develops in accordance with changes to law and regulation. Procurement activity would be required to facilitate the adoption of SFG20 thereby beginning the standardisation of maintenance between the VE and regular estate and providing the opportunity to consolidate the supply chain. However, CRFCA and the RFCAs do not have the necessary suitably qualified and experienced resource to carry out the procurement. Additionally, whilst not tested formally by the Study it is understood that there would be limited market interest in this approach. Regardless, the relatively small scale of the offer to the market is unlikely to attract the same level of cost efficiency as achieved through the FDIS BE procurement. This option does not address wider compliance with MOD policy, nor issues relating to IS, data and asset management, generation of economies of scale, etc. It also does not offer the level of FM capability delivered through the FDIS BE arrangements.

### Option Three

#### **CRFCA procure new contractual arrangements to the full FDIS standard.**

This option ranked second when scored due to alignment of the VE with the regular estate. The

8. Management of Health and Safety in Defence.

level of capability delivered by this option would align to the capability delivered to the regular estate. This would include the adoption of SFG20, the use of common standards for data, IS, technical compliance, Health & Safety and quality assurance across the VE and regular estate. Contract management and performance management would also be common across the VE and regular estate. Additionally, adoption of the Inclusive Repair Threshold (IRT) ensures all repairs up to a given value are completed by the Supplier as they are included in the core price, and it provides access to Trust With Consequences and Supplier professional services and design core teams, improving service flexibility and response times. Procurement activity would be required to facilitate the adoption of this option. However, CRFCA and the RFCAs do not have the necessary suitably qualified and experienced resource to carry out the procurement. Additionally, whilst not tested formally by the Study it is understood that there would be limited market interest in this approach. Regardless, the relatively small scale of the offer to the market is unlikely to attract the same level of cost efficiency as achieved through the FDIS BE procurement, it is highly unlikely that this option would generate best value for money when compared to Option Four. There would be a high probability that the existing FDIS BE suppliers would be successful and in such circumstances, nugatory effort would have been expended in conducting a separate procurement. Should other suppliers be successful, this would require a full mobilisation of their operating model, including the establishment of new helpdesks, the connectivity of CAFM systems etc, this would have a significant resource impact on both DIO and the RFCAs, as well as increased mobilisation costs for suppliers.

The remaining four options adopt the FDIS BE arrangements and consider different management and assurance regimes. The focus for the SWOT analysis was to determine the viability and efficiency of the different management regimes.

### Options Five and Six

**FDIS BE contractual arrangements are adopted with RFCAs becoming additional SDA reporting to the four DIO RD regions.**

**FDIS BE contractual arrangements are adopted with RFCAs becoming additional SDA reporting to a single DIO RD region.**

Although these options include the adoption of the FDIS BE contracts and the associated benefits and risk mitigation discussed in relation to Option Four, by not aligning with the NDPB model recommended in the Sullivan Report, these options would undermine CRFCA's ability to discharge its statutory Estates Management function. Adopting either of these options may also move the decision-making focus to tasks perceived to have a higher priority by DIO and the single Services at the expense of the VE. Significant organisational change would be required for the RFCAs to adopt the business process and culture required within DIO. These options would break the close relationship between CRFCA (future NDPB) and the single Services.

### Option Seven

**FDIS BE contractual arrangements are adopted with 13 RFCAs managing four amended regional contracts in respect of VE.**

As with options five and six, this option does bring the benefits of the FDIS standards and FDIS supply chain thereby improving the maintenance standard on the VE and increasing flexibility of service and response through mechanisms such as Trust With Consequences. This option does not align with the NDPB model recommended in the Sullivan Report and undermines CRFCA's

ability to discharge its statutory Estates Management function, in an NDPB construct. In addition, this option does not align to the FDIS BE model of four regional contracts and from a commercial perspective it would not be possible to break the 4 FDIS BE regional contracts into 13 smaller contracts. This option also breaks the close relationship between CRFCA (future NDPB) and the single Services.

## Option Eight

**FDIS BE contractual arrangements are adopted with the delivery of HFM to VE removed in totality as a function from the RFCAs, becoming a DIO responsibility.**

As the lowest scoring option, the weaknesses and threats presented by this option far outweigh the benefits brought by adopting the FDIS BE contracts. By removing the management of HFM from CRFCA and the RFCAs, this option undermines CRFCA and the RFCA's ability to discharge their statutory Estates Management function, does not align with the recommendations made in the Sullivan Report and undermines the RFCAs role as the Intelligent Customer to the TLBs, as their ability to foster a close relationship with estate users and local stakeholders would be removed. This option would also bring significant risk to DIO through the subsummation of the RFCA Estates Teams which would require significant changes to the DIO RD organisational structure.

## Wounded and Injured Service Personnel Adaptations (WISPA)

Adaptations to private homes for wounded and injured Service personnel are funded by Defence and predominantly delivered by respective RFCAs. This responsibility is not part of the RFCA core service delivery, nor has it been resourced as such. RFCAs in their desire to ensure that veterans are supported appropriately agreed to deliver this task at a point in time when MOD HFM delivery arrangements were neither sufficiently agile nor responsive, to meet the needs of veterans. The FDIS Accommodation contracts have been designed to deliver minor new works in a much more responsive manner than the predecessor arrangements, making use of a light touch approval process (Trust with Consequences) to ensure projects are delivered at pace. Delivering WISPA consumes significant amounts of RFCA resource, sometimes to the detriment of ensuring a safe and compliant VE. The FDIS Accommodation contracts already require suppliers to execute adaptations for Service Families Accommodation and with a minor contract amendment to include adaptations on private homes, present the appropriate delivery vehicle for WISPA on private homes. This would allow the RFCA Estates Teams to focus upon their core task of ensuring a safe and compliant VE. To enable the contract amendment to be enacted, this change in delivery responsibility should be effective from 1 November 2023. All in-flight WISPA on private homes should remain the responsibility of RFCAs until completion.

### Recommendation 3:

The FDIS Accommodation contracts should be amended to include WISPA to private homes and the responsibility for delivery should transfer to DIO Accommodation with effect 1 November 2023.



# Supply Chain Engagement

## Indicative Pricing

An indicative planning price was obtained from the Suppliers which provided an early indication to the Study Team whether it would be more cost effective to adopt the FDIS BE arrangements when compared with the existing baseline costs of the RFCA delivery model. An initial supplier engagement brief was held on 8 August 2022 to provide the FDIS BE suppliers with an overview of the VE and RFCA operating environment. An industry day was held at Coldhams Lane Army Reserve Centre, Cambridge in order for the FDIS BE Suppliers to hear first-hand the purpose and role of the RFCAs, the challenges and issues experienced through the current service provision and the RFCAs' aspirations for the VE, and to visit a range of VE assets (including a Reserve Centre, Cadet Training Centre and Cadet Hut) representative of the design, construction and condition of assets across the VE. As a potential amendment to the FDIS BE contracts, the FDIS BE Suppliers were instructed to construct their indicative pricing in line with the FDIS BE SOR and contract terms and conditions. The FDIS BE suppliers were provided with asset data to allow the development of accurate indicative pricing for the delivery of HFM services to the VE.

The FDIS BE suppliers' indicative pricing proposals noted cost drivers including the geographical spread of RFCA sites (in rural areas on the British mainland and Northern Ireland, as well as the Scottish islands) in terms of both labour costs arising from travel time and access due to there being no permanent staff on site, as well as the requirement for 4Cs<sup>9</sup> and other health and safety briefings to be delivered to suppliers operatives attending such locations. Whilst those cost drivers may have delivered upward pressure on supplier's pricing, it was noted that this was off-set by the VE's nature as a simpler, less technical, estate to maintain when compared to the regular estate, requiring a less specialised supply chain to be employed.

The indicative prices received from the FDIS BE Suppliers confirmed that the FDIS BE specification and standard was a viable option and could be delivered within the current funding envelope. Of note, the indicative prices provided were below the baseline contract cost of the RFCAs existing HFM operating model.



9. Coordinate, Cooperate, Communicate, Control. The methodology for managing visiting workers and contractors on the Defence estate.

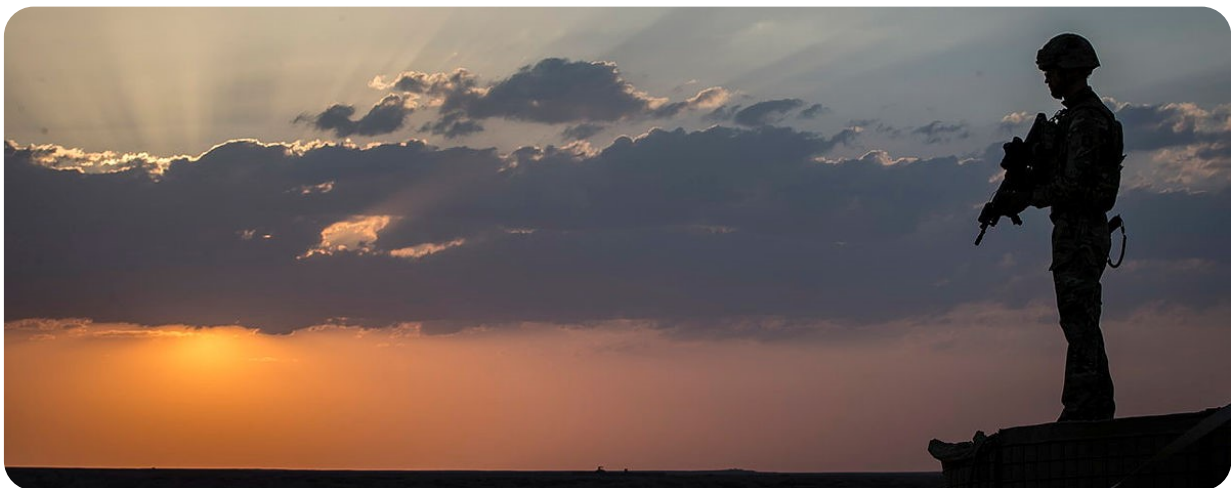
## Formal Quotations

Once the preferred delivery model had been determined, i.e. Option 4 page 21, quotations for the delivery of HFM services to the VE were formally requested from the FDIS BE Suppliers. In addition to the Level 2 and Level 4<sup>10</sup> asset data previously provided, the Suppliers were provided with the revised SOR, updated following the SOR workshop (see page 16), as well as details of caretaker's accommodation. All information was provided to enable the development of the indicative price into a formal quotation. In submitting their formal quotations Suppliers were also required to:

- a. Indicate any changes made to the indicative price previously provided, including an explanation of any changes to the underpinning assumptions.
- b. Provide details of the account management structure to be put in place to support delivery of HFM services to the VE.
- c. Provide details of the Supplier's proposed delivery model.

The FDIS BE Supplier quotations were assessed to ensure that the VE requirement had been priced in accordance with the FDIS BE contract pricing mechanism<sup>11</sup>, including the application of the agreed levels of overhead and profit, and an assessment of additional resourcing required to manage the volume of work to be delivered to the VE. The formal quotations were subsequently validated and verified by an independent Quantity Surveyor to confirm that the prices submitted not only were in line with the FDIS BE pricing mechanism, but also that they were fair and reasonable.

A deliverability assessment of the FDIS BE Supplier's proposed delivery models for the provision of HFM services to the VE was conducted to provide assurance that any operational delivery risk arising from the incorporation of the VE into the FDIS BE contracts is manageable and would not adversely affect delivery of HFM services to the regular estate and that a satisfactory level of service would be delivered to the VE.



10. A Level 4 sub-element is a sub-component of a level 3 element which forms part of a Level 2 asset. For example, a pump (Level 4 sub-element) in a boiler (Level 3 element) within an office block (Level 2 asset)

11. FDIS BE Call-Off Schedule 5 – Call-Off Pricing



As part of the deliverability assessment, the FDIS BE Suppliers confirmed that:

- a. Sufficient resource is included in their account management structures to absorb the delivery of HFM to the VE without detriment to their account management of the FDIS BE contracts or their relationships with DIO Regional Delivery and the TLBs.
- b. The account management structures include sufficient resource to deliver Billable Works to the VE, based on current estimates, without impacting delivery of the regular estate Billable Works programme.
- c. The account management structures include sufficient dedicated Authorised Engineers and Authorised Persons resource to discharge responsibilities in accordance with JSP 375 on the VE.
- d. Supply chains, separate to those supporting the regular estate, shall be stood up to support the VE requirement. Where the Suppliers intend to use their existing regular estate supply chain (e.g., to carry out specialist maintenance tasks) they have confirmed that there is sufficient capacity within their supply chains to deliver the services without adversely affecting either the VE or the regular estate.

Table 3 shows the FDIS BE Supplier's formal quotations compared to the contract costs that support the current RFCA delivery model. The figures demonstrate that adopting the FDIS BE generates year on year financial savings, noting that the FDIS BE contracts deliver a higher level of FM capability than the existing RFCA HFM delivery model. Due to the position of the FDIS BE suppliers in the market they are able to leverage financial efficiencies that are not available to the suppliers currently delivering HFM services to the VE. Noting that labour is the main cost driver in an FM environment the FDIS BE ways of working generate financial efficiencies when compared with the existing RFCA HFM model.

**Supplier Quotes vs. RFCA HFM Contract Costs £M**

Year		1	2	3	4	5	Total
FY		24/25	25/26	26/27	27/28	28/29	
Supplier Quote	RDEL	21.285	24.520	24.728	25.232	21.843	<b>117.608</b>
RFCA HFM Contract Costs	RDEL	25.562	27.885	28.156	28.697	23.148	<b>133.448</b>
Variance (Negative represents <u>excess</u> in provision)	RDEL	-4.277	-3.365	-3.428	-3.465	-1.305	<b>-15.840</b>

*Table 3 - Supplier Quotes vs. RFCA HFM Contract Costs*

## Benefits

In addition to the financial benefits shown at table 3 above, incorporation of the VE into the FDIS BE contracts will leverage several benefits improving the levels of service received by users of the VE, the standard of maintenance delivered, and through the introduction of an asset management approach and provision of access to improved IS.

Within the core FDIS BE service, multi-channel helpdesks will be stood up to receive fault reports, complaints and compliments in a consistent manner, implementing a common user experience for users of the VE across the UK. Maintenance will be delivered to the SFG20 industry standard, with servicing and consumables up to the value of the IRT as well as statutory and mandatory inspections and tests, included within the core service price. Reactive maintenance response times and fix first time rates will be aligned to the regular estate and delivered to industry standard.

Adoption of FDIS BE will address key Health and Safety risks arising from the current VE operating model, mitigating a lack of demonstrable compliance with JSP 375 and Safe Systems of Work in accordance with MOD policy and industry best practice, with associated management information to provide insight where risks remain. Adoption of FDIS BE will also align Estate Management assurance activity with the regular estate<sup>12</sup>. A summary of FDIS BE service delivery benefits is shown at Annex F.

## Estates Team Structures

Each of the 13 RFCAs operates an Estates Team to discharge its statutory responsibility to manage and maintain the VE. In addition to the management of the HFM supply chain, the Estates Teams also undertake tasks that are not in scope of the Study, including managing lease negotiations; disposals and acquisitions; and Soft FM<sup>13</sup>. A small team within CRFCA coordinates the activities of the RFCA Estates Teams, and manages the relationship with DIO, TLBs and the MOD, in relation to the Service Level Agreements for VE management. The recommended delivery model (page 21) does not impact upon the structures of the TLBs nor the wider MOD. The Study Team noted that separate consideration is being undertaken to ascertain the most effective means of allocating funding to the VE. The outcome of this work, which is being led by MOD HQ (Financial Military Capability), may impact upon the TLB structures however, this is out of scope of this Study and is not considered further.

The majority of the Estates Team's tasks relate to HFM, in particular the administrative burden caused by the current operating model, which requires the RFCAs to manage in the region of over 500 suppliers. A substantial element of Estates Team resource is focused on the preparation of maintenance task schedules, obtaining and loading records of inspections and certification into the Symphony IS, tendering for low value remedial tasks, and the payment of HFM related invoices. In the FDIS BE environment the administrative burden is transferred to the supplier to provide increased headroom for Estates Teams to undertake value-add tasks such as assurance of contract deliverables, the assurance of the Billable Works programme, performance management and developing and maintaining open, honest and collaborative working relationships with site users, industry partners and other stakeholders.

The RFCAs experience difficulty attracting and retaining professionally qualified estates staff. This is due to pay bands offering below market rate compensation. The number and grades of staff employed within the RFCA Estates Teams are significantly lower when compared with other benchmark organisations. The review of the estates structures, as part of this Study, offers an opportunity to address this position.

12. Through the adoption of Practitioner Guide Estate Management 02 – Estate Management Assurance Regime.

13. Workplace services such as cleaning and waste management.

## Methodology

In order to recommend appropriate Estates Team structures for CRFCA and RFCAs for the management of HFM services in an FDIS BE environment, the Study considered several factors:

- a. The geographical lay down of assets across each RFCA region.
- b. The number of Level 2 Assets managed by each RFCA.
- c. The number of Reserve Centres within each RFCA.
- d. The roles and responsibilities of an Estates Team in a FDIS BE environment.

The DIO Regional Delivery South West (RD SW) region was used as a baseline comparator for the VE. The RD SW region contains some 6000 Level 2 assets compared to 8,166 across the VE, and 70 Establishments compared to 325 reserve centres across the VE. Ratios of the number of Level 2 Assets and Establishments per RD SW Full Time Equivalent (FTE) post were calculated and applied to the quantity of Level 2 Assets and Reserve Centres within each RFCA region, to determine the baseline number of FTE Senior Estate Managers, Estate Managers, Estate Officers and Admin Officer roles required within a RFCA region.

This initial output was reviewed by the Study to ensure that sufficient numbers of all roles were included in the proposed structures to undertake effective contract and performance management, and compliance and assurance activities in an FDIS BE environment. The Study noted the requirement to enable proactive stakeholder engagement with Reserve Centre permanent staff and that for Cadet facilities a great deal of the stakeholder interaction would take place internally within each RFCA headquarters with the respective Cadets staff. The frequency of visits to Cadet facilities by Estates Team staff would be much lower than to Reserve Centres as the Cadet Admin Officers, employed by RFCAs, typically act as the direct link with Cadet principal estate users. The resulting baseline team structures were discussed with the Chief Executive and Heads of Estate of each RFCA<sup>14</sup> to confirm that they met the need of the RFCA and were adjusted where required.

For CRFCA, the same methodology was applied using the functional activities discharged by the DIO RD SW Headquarters (such as Technical Support and Billable Works Planning) as the basis to establish a baseline team structure, subsequently confirmed to be suitable by CRFCA.



14. This engagement took place between 27 Feb and 04 May 23, see Annex G.

## Recommended Structure

To effectively manage the VE within the FDIS BE environment, the Study recommends uplifting both the number of posts and grades within the CRFCA and RFCA Estates Teams. Doing so will ensure that there is sufficient resource available to undertake contract assurance and performance management, relationship management activities, manage the Billable Works programme and to allow sufficient capacity to enable the Estate Teams to contribute to the RFCAs wider activities delivered in support of Defence. Uplifting the number of posts at SEO and HEO grades reflects the grading structure in the comparator organisation and acknowledges the level of professionalisation required to manage the VE. A summary of the recommended HFM Estates Teams posts is shown at table 4. The proposed CRFCA/RFCA future HFM Estates Team structures are shown at Annex H. Through the provision of additional staff capacity and improved remuneration the recommended approach addresses the inherent recruitment and retention risks present in current Estates Team structures.

### Recommendation 4:

The RFCA and CRFCA Estates Teams should be uplifted to reflect the tasks to be undertaken and professional skills required to manage the VE.

### Recommendation 5:

The CRFCA and RFCA Estates Team liability should be increased to 147 posts to ensure that sufficient resource is available to effectively manage the VE in the FDIS BE environment.



Estates Team	FDIS Structure (Number of posts per grade)						
	Grade 6	Grade 7	SEO	HEO	EO	AO	Total
EA RFCA	0	1	1	4	2	2	10
EM RFCA	0	1	1	3	2	2	9
GL RFCA	0	1	2	5	2	2	12
HI RFCA	0	1	1	4	2	2	10
LO RFCA	0	1	1	4	2	2	10
NE RFCA	0	1	1	4	2	2	10
NI RFCA	0	1	1	3	1	1	7
NW RFCA	0	1	2	5	2	2	12
SE RFCA	0	1	2	5	2	2	12
WA RFCA	0	1	1	4	2	2	10
WM RFCA	0	1	1	4	3	1	10
WX RFCA	0	1	1	4	3	2	11
YH RFCA	0	1	1	4	2	2	10
CRFCA	1	1	5	3	3	1	14
<b>Total</b>	<b>1</b>	<b>14</b>	<b>21</b>	<b>56</b>	<b>30</b>	<b>25</b>	<b>147</b>

*Table 4 - Number of posts, by Civil Service grade, per Estates Team*

Uplifting the Estates team liability as recommended, in terms of both numbers of posts and grading, generates an annual increase in cost as shown in table 5. These additional costs will be met from the excess budgetary provision that the recommended option creates (see page 35).

Existing Estates Team Funding (£M)	FDIS Estates Team Funding	Variation
£4.812	£6.902	£2.090

*Table 5 - Estates Team Funding*



## Value for Money

The FDIS BE HFM contracts prioritise quality over price to ensure real value for money is delivered through a robust approach to pricing and price security, the adoption of best practice and industry norms and the application of Learning from Experience (LFE). By adopting the FDIS BE HFM contracts to deliver HFM services this approach will be applied to the VE.

The FDIS BE HFM contract performance mechanisms will be adopted to incentivise and improve levels of performance and the quality of service delivery by tiered profit levels based on attainment of deliverables by the suppliers.

Additional VFM outcomes to be delivered by the preferred option will be the establishment of long term collaborative relationships with Suppliers; high levels of customer satisfaction; excellent standards of service delivery; compliance with statutory and mandatory requirements; service innovation and continuous improvement; use of emergent technology in the delivery of services; support to asset management maturity; demonstrable contribution to corporate social responsibility and sustainability targets; insightful reporting and effective mobilisation of sites.



Table 6 below shows a comparison of the current cost of staffing and delivering HFM services to the VE, compared to the recommended option. This shows an overall input cost saving to Defence of £6.528m over and above the £9.312m required to fund the revised Estates Team structures. Additionally, there are a number of services included in the FDIS BE supplier price that RFCAs currently pay for outside of their HFM contract costs. An example of this is Professional Services and Design for all Billable Works up to £1m in value. This initiative alone generates a minimum annual cost efficiency of £1.5m assuming 10% Professional Services & Design Fees against a Billable Works annual spend of £15m.

	HFM Services Cost (£M)	HFM Estates Team Cost (£M)	Total Cost (£M)
Current	133.448	22.207	155.655
Future	117.608	31.942	149.550
Variation	-15.840	9.735	-6.105

*Table 6 - Summary of VE HFM Service and Staff Costs*

## Affordability

Table 7 shows the formal supplier quotations, together with a sum to take into account anticipated in service delivery risk, which when taken together comprises the Approved Budgetary Level (ABL). This is the sum that will be used in the business case to seek approval from the MOD IAC to adjust the FDIS BE contracts to enable HFM service delivery to the VE. The approach to risk is in line with that adopted on the FDIS BE. The overall risk values used to inform the revised ABLs have been calculated in accordance with Departmental policy. It also includes the additional staff costs to support the recommended structures for the CRFCA / RFCA Estates Teams. Also shown in the table is the Annual Budget Cycle (ABC) 23 outcome in respect of the RFCA HFM budget.

The table demonstrates overall affordability of the recommended outcome of the Study, together with the additional associated staff costs, to support the effective management and assurance of the new arrangements, when compared to ABC 23 Control Totals, noting the minor cost pressure in year 1. As already noted in this report, there is generally a lack of funding provided to the VE to support both remedial and change works. The excess provision provides an early opportunity to address the highest priority outstanding safe and legal remedial works.

### Recommendation 6:

Excess funding provision should be made available to the VE to support high priority safe and legal remedial works.

Affordability (£M)							
Year		1	2	3	4	5	Total
FY		24/25	25/26	26/27	27/28	28/29	
Supplier Quote	RDEL	21.285	24.520	24.728	25.232	21.843	<b>117.608</b>
Risk	RDEL	1.220	1.220	1.220	1.220	1.220	<b>6.101</b>
Revised ABL	RDEL	22.504	25.740	25.947	26.450	23.063	<b>123.704</b>
Staff Additional Cost	RDEL	1.636	2.090	2.090	2.090	1.830	<b>9.736</b>
Total	RDEL	24.140	27.830	28.037	28.540	24.893	<b>133.440</b>
ABC 23	RDEL	23.884	30.041	31.881	33.754	30.842	<b>150.402</b>
Variance (Negative represents excess in provision)	RDEL	0.256	-2.211	-3.844	-5.214	-5.949	<b>-16.962</b>

Table 7 - Affordability

## Information Systems

The introduction of FDIS BE will align the VE with the DIO Digital Strategy, introducing an Asset Management approach aligned to ISO 55001. DIO's Master Asset Hierarchy will be introduced to appropriately classify assets in accordance with NRM3<sup>15</sup> and Uniclass<sup>16</sup>, aligning with the approach adopted for the rest of the regular estate. Virtual real time transfer of data between the FDIS Supplier CAFMs and Defence IS for the management of infrastructure (DIO CAFM, IMS and Asset Information Portal) will improve access to management information for the management of the VE and align the VE with approaches adopted on the regular estate.

### Recommendation 7:

DIO estate management IS and data management processes should be adopted to ensure alignment with the Defence approach to Asset Management.

## CRFCA / RFCA Estates Team Roles

The Study found a high degree of variation in job title and tasks carried out by employees at the same grade in the existing Estates Team structure. Adoption of the FDIS BE contracts offers an opportunity to instil a consistency of approach to Estates Team roles across the RFCAs. The Study has undertaken a thorough assessment of the duties discharged by the Estates Teams in the FDIS BE context, cross checked against equivalent DIO roles. A suite of standard job descriptions have been produced that reflect the recommended team role, with greater focus on ensuring compliance of HFM deliverables with Defence policies and procedures, assuring the delivery of service and undertaking contract management activities. The job descriptions are aligned to the job families<sup>17</sup>, core roles and practitioner levels described in the Government Property Profession (GPP) Career Framework<sup>18</sup>, clearly setting out a pathway for career progression within the RFCA and CRFCA Estates Teams.

### Recommendation 8:

Standardised job titles and job descriptions should be adopted to facilitate the introduction of a clear career pathway within the CRFCA and RFCA Estates Teams.

Aligning to the GPP Career Framework will signpost Estates Team members to suitable professional accreditation for their roles, building on the professionalism and technical expertise already present in the CRFCA/RFCA Estates Teams. By aligning job descriptions and learning and development pathways to the GPP, Estates Teams members will be equipped with knowledge and skills transferable into other Government departments and the wider public

15. New Rules of Measurement 3, a standard set of measurement rules for cost estimating and cost planning for building maintenance works published by the Royal Institute of Chartered Surveyors (RICS).

16. Uniclass is a classification system for the construction industry used for organising information throughout all aspects of the design and construction process.

17. There are five job families described in the GPP Career Framework: Property Leadership, Strategic Asset Management, Workplace and Facilities Management, Property and Construction Projects, and Technical Specialisms and Assurance.

18. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1083390/GPP\\_Career\\_Framework.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1083390/GPP_Career_Framework.pdf)

sector. Similarly, aligning to the GPP Career Framework clearly articulates the requirements of the roles required to manage the VE and benchmarks those roles to the suitable Civil Service grade, improving the attractiveness of CRFCA and RFCA Estate Team roles to potential applicants. It is anticipated that this will help to address the recruitment and retention issues currently being experienced.

RFCA Estates Team roles principally align to the Workplace and FM job descriptions, while CRFCA roles align to other specialisms within the framework. It is proposed that two CRFCA roles (the HEO Billable Works Planner and EO Billable Works Project Support Officer) are more suitably aligned to the Government Project Delivery Profession Project Delivery Capability Framework<sup>19</sup>. Detailed job descriptions for each grade can be found at Annex I.

### Recommendation 9:

CRFCA and RFCA Estate Team job descriptions should be aligned to the appropriate Government profession.

## Contract / Performance Management

The FDIS BE contracts have been designed to incentivise all suppliers to demonstrate continuous improvement throughout the contract duration and in so doing propose innovative ways of delivering the contracted HFM services. As a part of this process supplier profits are only paid on the satisfactory delivery of services. Both RFCAs and CRFCA have an important role to play in ensuring that the contracts are managed effectively and that performance related profit payments are discharged on a consistent basis.

On a day-to-day basis it will be the responsibility of the RFCA Estates Teams to work with the FDIS BE suppliers within their respective region to ensure and assure that services are being delivered to the correct contract standards. On a monthly basis the FDIS BE suppliers will provide a monthly service delivery report to each RFCA to confirm the delivery of services. RFCA Estates Teams, through the effective discharge of their assurance activities, will be in a position to corroborate the service delivery outcomes noted in the report. Any variance between the two will be discussed and resolved at the lowest level possible.

On a quarterly basis the FDIS BE suppliers will produce their formal performance report, by region. The report will be presented by region on the basis that the FDIS BE contracts are regional. It is important that a level of consistency is applied to the judgement of supplier performance as payments of profit are directly associated with this consideration. If these judgements were made at individual RFCA level there would be a high level of risk of inconsistency, which ultimately could impact how profits are paid to the suppliers, noting that in Central region the supplier will support seven RFCAs. Notwithstanding, it is vitally important that each RFCA is involved in the decision making regarding the payment of supplier profits.

Throughout the Study a number of representations have been made to the Study Team about how, and by whom, performance judgements could be reached. These views have ranged from nominating a lead RFCA per region, through to establishing a new RFCA Estates Team structure aligned to the FDIS contract structure. The Study Team has carefully considered all views that have been offered, however, taking into consideration the Departmental intent outlined in the Sullivan Review that governance of the CRFCA/RFCAs should be established under a single

19. <https://www.gov.uk/government/publications/project-delivery-capability-framework-for-civil-servants>



NDPB and noting the importance of the consistency of decision making in the payment of supplier profits, it has been concluded that Director VE, CRFCA is best placed to cohere this activity, ensuring at all times that the views of each RFCA are taken into consideration before decisions regarding payment of supplier profits are made. Noting that the establishment of the recommended CRFCA NDPB has been paused, this approach would not need to be re-visited once the primary legislation has been enacted. This offers the advantage of future proofing ways of working.

## Recommendation 10:

Director VE, CRFCA should be responsible for making all supplier performance decisions relating to the payment of supplier profit, taking into account the views of all RFCAs in the process.



The FDIS BE contract will be amended to incorporate the VE; the amended contract will be treated as a separate account from the BE, thus preserving the independence of all performance and other related contract data. There will be no relationship between the VE and BE account excepting that as an MOD contract it will be for DIO to determine any contract extensions to be awarded to suppliers and/or when the contracts are terminated, consulting as appropriate with CRFCA . The two accounts (VE and BE) would be co-terminus. Each amended contract will require a 'Buyer's Representative' to be nominated. Taking into consideration the strategic intent outlined in the Sullivan Review to focus Reserves and Cadets decision making through a NDPB, it is deemed appropriate that the designated 'Buyer's Representative' for the future amended contracts should be Director VE, CRFCA supported on a day to day basis by Director Commercial, CRFCA whom it is noted is already in receipt of a letter of delegation issued by Director General Commercial, MOD. The detailed split of commercial responsibilities in relation to the FDIS BE contracts between CRFCA and DIO Commercial should be agreed between the two parties before the Contract Amendment is awarded to the FDIS BE suppliers. An illustration of the relationships between the FDIS BE suppliers, RFCAs, CRFCA and DIO is shown at Annex J.

## Recommendation 11:

The amended FDIS BE contracts for the VE should be treated as separate accounts from the regular estate.



### Recommendation 12:

The FDIS BE and VE contracts should be co-terminus with all contract duration decisions being made by DIO.

### Recommendation 13:

Director VE, CRFCA should be the nominated Buyers Representative on each of the amended FDIS BE contracts, in respect of the VE.

### Recommendation 14:

The split of Commercial responsibilities between DIO and CRFCA should be agreed prior to the Contract Amendment being awarded to the FDIS BE suppliers.

The Service Level Agreement (SLA) that governs the relationship between CE DIO and CE CRFCA for estate matters will be subject to a comprehensive review to ensure that the roles, responsibilities, accountabilities and liabilities between the two parties are clearly defined. This work will be led by the VE VFM Study Team and should be completed prior to the ISD.

### Recommendation 15:

A revised SLA should be produced to clearly set out the responsibilities of DIO and CRFCA working in an FDIS BE environment. This SLA should be endorsed by both parties prior to ISD.

## TUPE

Throughout the Study, CRFCA Head of Human Resources has been engaged to monitor the potential for CRFCA and/or RFCA TUPE<sup>20</sup> to the incoming suppliers. The Study has not identified any roles in scope for TUPE.

20. Transfer of Undertakings (Protection of Employment) Regulations 2006.



## Implementation

To set the conditions for success, both for the FDIS BE suppliers and the CRFCA/RFCAs, it is important to ensure that a structured approach is adopted to enable the mobilisation of the FDIS BE suppliers and for the transition of the CRFCA/RFCA Estates Teams to a new way of working. Drawing upon lessons learned from the FDIS BE mobilisation and through discussion with the FDIS BE suppliers, it is clear that a minimum six-month mobilisation period should be adopted. This will provide sufficient time to ensure that all relevant data is uploaded to systems, planned maintenance schedules are developed in accordance with MOD SFG20, help desks are in the correct state of preparedness and CRFCA/RFCA Estates Teams are trained, not only in FDIS BE ways of working, but also on the IT systems that will support their day-to-day activities. Mobilisation activity not only involves the FDIS BE suppliers and the CRFCA/RFCA Estates Teams but also requires a comprehensive level of support from wider DIO enabling functions, such as Chief Information Officer, Data Exploitation and Technical Services.

To de-risk the mobilisation activity and to ensure resource commitments are manageable, a number of options were considered to determine proposed ISDs. These ranged from a single ISD for all regions to each FDIS BE region coming into service at quarterly intervals. Taking all factors into consideration, it has been concluded that all regions should come into service on 1 August 2024. This approach provides all FDIS BE suppliers with a seven month mobilisation period. The ISD takes place at a time of year outside of the peak of HFM activity which generally takes place during the late Autumn and Winter months. The ISD is predicated on the achievement of timely approvals from the Approving Authorities. Notwithstanding, no region should be brought into service without a minimum of a six month mobilisation period. Table 8 shows RFCAs by FDIS BE region, together with respective ISDs.

### Recommendation 16:

ISDs for all regions should be 1 August 2024, with all ISDs following a minimum six-month mobilisation period.

FDIS BE Region	FDIS BE Supplier	RFCA	ISD
Scotland & Northern Ireland	Mitie	Highland	01 Aug 24
		Lowland	
		Northern Ireland	
South East	Vinci	Greater London	01 Aug 24
		South East	
Central	VIVO	East Anglia	01 Aug 2024
		East Midlands	
		North of England	
		North West	
		Wales	
		West Midlands	
		Yorkshire & the Humber	
South West	VIVO	Wessex	01 Aug 24

*Table 8 - RFCAs by FDIS BE region and ISD*

The Operational Readiness Review (ORR) process previously used to mobilise the FDIS BE arrangements across the regular estate will be adopted to support the mobilisation of the FDIS BE arrangements for the VE and the transition to new ways of working for the CRFCA / RFCA Estates Teams. This approach is considered to represent best practice for managing the mobilisation of FM contracts and has been commended by the Cabinet Office.

Adopting the ORR process will ensure that people, processes and systems are sufficiently developed to meet with safety, security, environmental, operational and contracted requirements. The process will ensure that supporting systems and processes will perform as intended and will be operated in accordance with appropriate policy requirements by sufficiently trained and qualified personnel.

The ORR will confirm readiness of the RFCAs, CRFCA, DIO and Suppliers to execute the transition effectively, using the model shown at figure 3. The ORR is conducted using incremental assessments against specified Capability Readiness and Assurance Documents (CRADs) to ensure specific mobilisation milestones are not only met, but that underpinning evidence is provided to support the assessment of readiness.





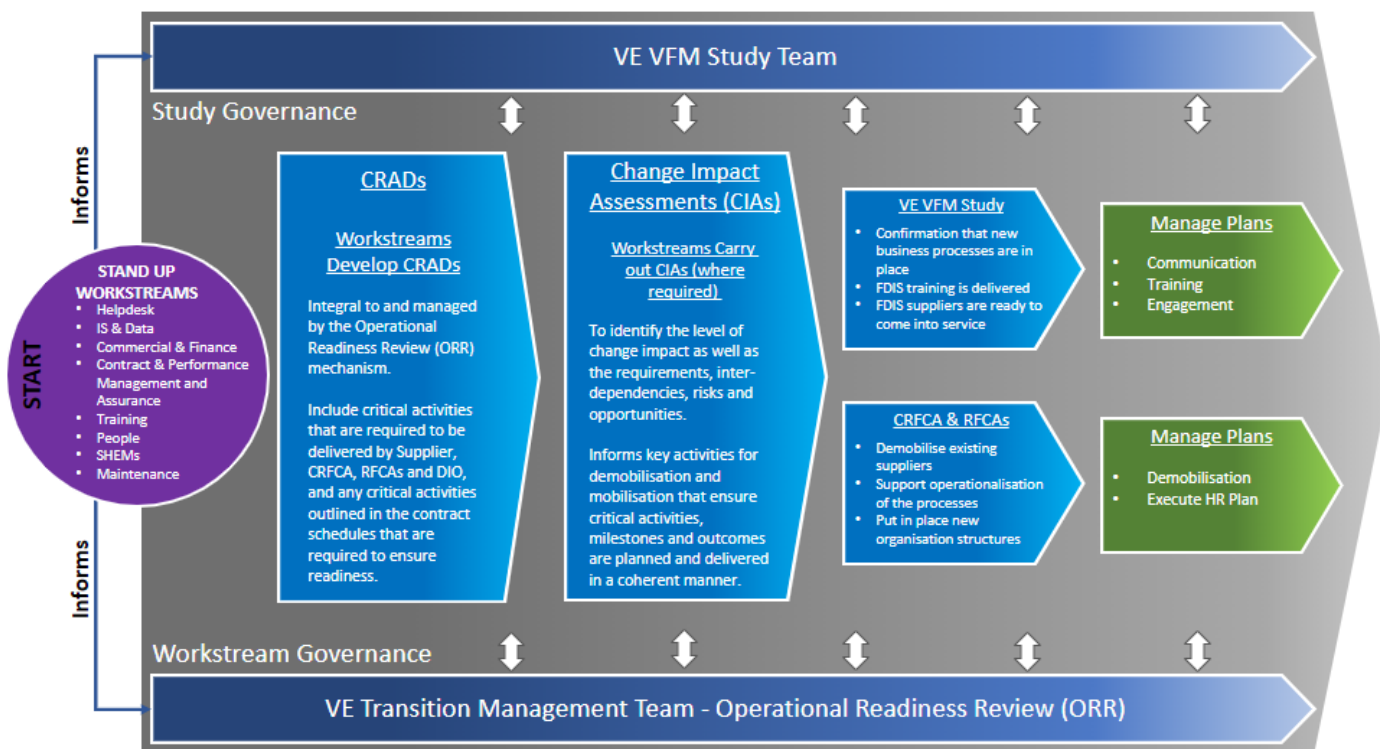
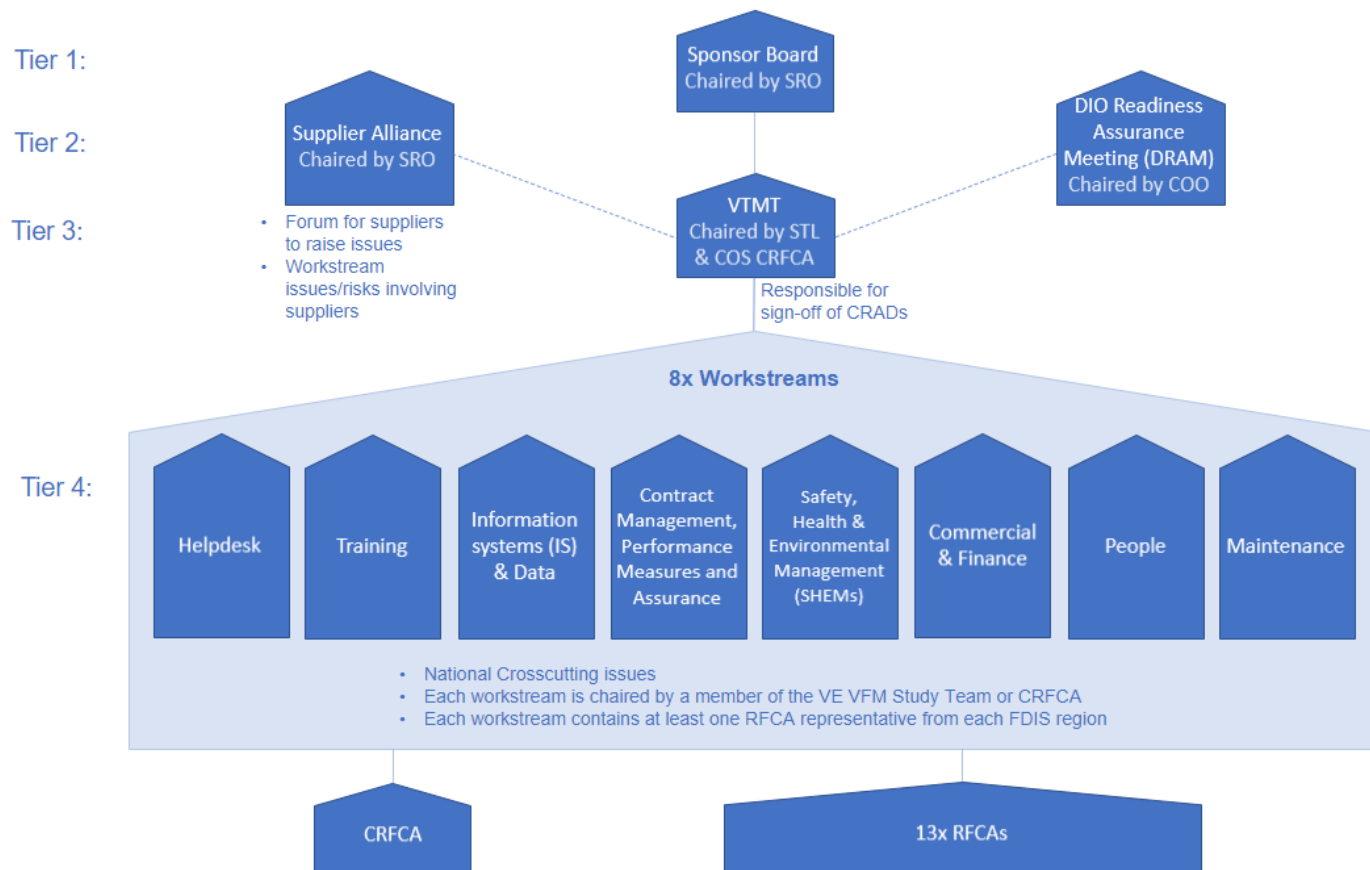


Figure 3 - Transition Model

The proposed transition model draws on industry and DIO best practice, as well as CRFCA and RFCA input, to ensure that robust governance is built into the model at each stage. There are two parallel lines of governance: Study governance through the VE VFM Study Team and workstream governance through the VE Transition Management Team (VTMT). Each of the eight workstreams will implement and deliver against ORR critical activities, as defined in the supporting CRAD. Progress is reported to the VTMT, jointly chaired by the Study Team Leader and Chief of Staff CRFCA, which provides direct oversight and support to the workstreams where quick decision making and direction is required for escalated issues.





**Figure 4 - Transition Governance**

The VTMT is supported by a Supplier Alliance (comprised of the FDIS BE Suppliers at Board level) which will provide escalation support and decision making for transition issues that require senior level supplier resolution. The VTMT reports to the VE VFM Study Sponsor Board, which will be responsible for endorsing readiness for the revised delivery arrangements to come into service. Both the Supplier Alliance and the Sponsor Board will be chaired by the VE VFM Study SRO (see figure 4).

Each of the eight workstreams will develop a CRAD, documenting the critical activities, dependencies and completion dates, to be completed by CRFCA, the RFCAs, DIO or the Supplier to ensure readiness to come into service. The majority of workstreams will focus on mobilising the incoming Suppliers, supported by enablers within DIO, and will be chaired by members of the Study Team. Two of the workstreams, Maintenance Services and People will be chaired by CRFCA as their focus will be on internal CRFCA and RFCA business (see table 9).

Serial	Workstream	Lead Organisation
1	Contract Management, Performance Measures & Assurance	Study Team
2	Commercial and Finance	Study Team
3	Helpdesk	Study Team
4	Information Systems and Data	Study Team
5	Maintenance Services	CRFCA
6	People	CRFCA
7	Safety, Health and Environmental Management (SHEMS)	Study Team
8	Training	Study Team

**Table 9 - Transition Workstreams and Lead Organisation**



In addition to the workstream lead, each workstream will include within its membership representatives of the RFCAs within each FDIS BE region, CRFCA representatives, DIO enabler subject matter experts and a representative of each of the FDIS BE Suppliers. When all critical activities within the CRAD have been completed, the workstream lead will report completion of the CRAD by submitting an affidavit to the VTMT for consideration, which if judged satisfactory will be presented to the VE VFM Study Sponsor Board for approval of readiness to come into service.

## Conclusion

In accordance with the agreed Study TORs and through engagement with a wide range of stakeholders, the VE VFM Study has conducted a comprehensive review of the CRFCA/RFCA HFM service delivery model in comparison with the FDIS BE HFM delivery arrangements, to establish whether adoption of the FDIS BE delivery model would deliver best VFM for Defence. As evidenced throughout this report, it has been established that the levels of HFM capability delivered by the FDIS BE contracts are significantly greater than the service which the existing operating model is currently resourced and structured to provide to the VE through the existing operating model. Additionally, the contracted costs of delivering the FDIS BE HFM services are lower than existing contracted costs.

The recommended outcome will ensure that the VE HFM future delivery model is aligned to the Departmental Infrastructure System Operating Model (ISOM) thus strategically aligning the VE maintenance approach and all associated management information, with the regular estate. It will reinforce the role of CRFCA/RFCAs acting as Intelligent Customer to the single Services on all VE issues and it will not impact the capability of the CRFCA/RFCAs to continue to deliver wider Defence outputs. The proposed Estate Team structures to support the new way of working address inherent recruitment and retention issues currently being experienced and will provide the appropriate level of resource to ensure effective management and assurance of the new arrangements.

The adoption of the FDIS BE arrangements across the VE will deliver higher levels of HFM capability, delivered through lower contract costs. This has supported the VE VFM Study's conclusion, evidenced throughout this report, that there is a clear and compelling VFM case to adopt the FDIS BE arrangements across the VE.

## Annexes

- A. Recommendations
- B. VE VFM Study observations in response to the RFCA 2019 Review
- C. Study Terms of Reference
- D. Governance Management Plan
- E. Options Down Select SWOT Analysis
- F. FDIS Service Benefits
- G. Engagement Programme
- H. CRFCA and RFCA HFM Estates Structures
- I. RFCA Estates Team Job Descriptions
- J. Volunteer Estate Contract Management Relationship

## VE VFM STUDY SUMMARY OF RECOMMENDATIONS

### Recommendation 1:

The FDIS BE SOR, together with the minor amendments identified, should be adopted for use on the VE.

### Recommendation 2:

The existing FDIS BE contractual arrangements should be adopted, with CRFCA managing the performance of the four amended regional contracts, supported by the 13 RFCAs.

### Recommendation 3:

The FDIS Accommodation contracts should be amended to include WISPA to private homes and the responsibility for delivery should transfer to DIO Accommodation with effect 1 November 2023.

### Recommendation 4:

The RFCA and CRFCA Estates Teams should be uplifted to reflect the tasks to be undertaken and professional skills required to manage the VE.

### Recommendation 5:

The CRFCA and RFCA Estates Team liability should be increased to 147 posts to ensure that sufficient resource is available to effectively manage the VE in the FDIS BE environment.

### Recommendation 6:

Excess funding provision should be made available to the VE to support high priority safe and legal remedial works.

### Recommendation 7:

DIO estate management IS and data management processes should be adopted to ensure alignment with the Defence approach to Asset Management.

### Recommendation 8:

Standardised job titles and job descriptions should be adopted to facilitate the introduction of a clear career pathway within the CRFCA and RFCA Estates Teams.

### Recommendation 9:

CRFCA and RFCA Estate Team job descriptions should be aligned to the appropriate Government profession.

### Recommendation 10:

Director VE, CRFCA should be responsible for making all supplier performance decisions relating to the payment of supplier profit, taking into account the views of all RFCAs in the process.

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### Recommendation 14:

The split of Commercial responsibilities between DIO and CRFCA should be agreed prior to the Contract Amendment being awarded to the FDIS BE suppliers.

### Recommendation 15:

A revised SLA should be produced to clearly set out the responsibilities of DIO and CRFCA working in an FDIS BE environment. This SLA should be endorsed by both parties prior to ISD.

### Recommendation 16:

ISDs for all regions should be 1 August 2024, with all ISDs following a minimum six-month mobilisation period.

## VE VFM STUDY OBSERVATIONS IN RESPONSE TO THE RFCA 2019 REVIEW

Serial	Recommendation	VE VFM Study Observations
3.7a	MOD to review whether ISLA projects could be delegated to RFCA NDPB and how best to ensure appropriate notice, resourcing and funding is provided. [Owner: RF&C/DIO/RFCA NDPB] [Timing: Two Years] <b>[REVIEW]</b> .	The Study recommends that the FDIS Accommodation contracts should be amended to include delivery of WISPA to private homes (formerly referenced ISLA) and the responsibility for delivery should transfer to DIO Accommodation with effect 1 November 2023.
3.8d	The management of the Volunteer Estate and the respective roles and responsibilities of RFCA NDPB and DIO should follow the principles of the ISOM. This should position RFCA NDPB as the Delivery Agent (supported where appropriate by DIO), set requirements by sS, with funding and strategic direction from the Sponsor Board. [Owner: sS/DIO/RFCA NDPB] [Timing: Immediate] <b>[PRIORITY]</b> .	The Study recommended outcome to adopt the FDIS BE arrangements, with management and assurance of the contracts delivered through CRFCA/RFCA, aligns the future delivery model to the ISOM.
3.8e	As part of the estates SLA, the RFCA NDPB should agree specific Volunteer Estate KPIs, aligned with the DIO Corporate KPIs and QPRR Dashboard. These should include: Safety & Compliance, Long Term Sustainability, 'Whole Force' Optimisation, Efficiency & Innovation, Greening Government, and Asset Management & Information. Estates risks, including lack of funding for preventative maintenance, should be recorded in the RFCA Corporate Risk Register. [Owner: sS/DIO/RFCA NDPB] [Timing: Immediate] <b>[PRIORITY]</b> .	The Service Level Agreement (SLA) that governs the relationship between CE DIO and CE CRFCA for estate matters will be subject to a comprehensive review to ensure that the roles, responsibilities, accountabilities and liabilities between the two parties are clearly defined. This work should be completed prior to the In-Service Date (ISD) for the first two regions. The FDIS BE contracts include a comprehensive suite of performance measures supported by a balanced scorecard.

Serial	Recommendation	VE VFM Study Observations
3.8f	<p>The RFCA NDPB in collaboration with sS should produce a 10-Year Costed Plan for the Volunteer Estate, including Disposals, Preventative Maintenance and new Capital Works, with a view to improving Health &amp; Safety and optimising long-term value for money. Distribution of gain-share funding should be designed to optimise the whole RFCA estate portfolio. [Owner: sS/RFCA NDPB] [Timing: One Year] <b>[ACTION]</b>.</p>	<p>The FDIS BE arrangements will improve H&amp;S compliance and optimise VFM through core service provision that also includes a low level of Pre-Planned Preventative Maintenance. FDIS BE suppliers, working with CRFCA/RFCA, are required to provide insight to support the development of the VE Command Infrastructure Delivery Plan. The FDIS BE contracts include mechanisms for gain-share.</p>
4.2b	<p>The RFCA NDPB should explore opportunities to 'spearhead', on behalf of the single Services, new commercial approaches ahead of rollout across the regular estate. [Owner: sS/RFCA NDPB] [Timing: Two Years] <b>[REVIEW]</b>.</p>	<p>The VE VFM Study recommended outcome delivers a new commercial approach for the delivery of HFM to the VE. It should however be noted, that initiatives and innovation introduced on the regular estate will drive different commercial approaches across the VE.</p>
4.6c	<p>The RFCA NDPB should adopt a more consistent approach to Asset Management, including connectivity with the DIO Information Management System (IMS), to prioritise disposals and investment and focus on through-life value for money. [Owner: RFCA NDPB] [Timing: One Year] <b>[ACTION]</b>.</p>	<p>The FDIS BE arrangements will provide the information to support Asset Class Management across the VE. Connectivity to all DIO IMS will be enabled for CRFCA/RFCA personnel to support the effective management and assurance of the contracts.</p>
5.3c	<p>RFCA SLAs should utilize customer satisfaction surveys as part of KPIs - building on best practice from the EE SLA. Survey questions should be co-designed with customers. [Owner: Sponsor/sS/RFCA NDPB] [Timing: One Year] <b>[ACTION]</b>.</p>	<p>Customer satisfaction is a performance category in the FDIS BE contracts and this will be measured quarterly. Survey questions will be co-designed with customers.</p>

Serial	Recommendation	VE VFM Study Observations
5.5b	<p>RFCA NDPB to review its arrangements for a Safety &amp; Environmental Management System (SEMS) against the Defence requirements in DSA01.2 Chapter 2 to ensure that a health and safety management system and suitable procedures are in place to enable effective reporting, investigation and management of health and safety incidents and near misses. Risks to be reported as part of RFCA Performance Dashboard [Owner: Sponsor/RFCA NDPB] [Policy: DSA01.2/JSP 375] [Timing: Immediate] <b>[PRIORITY]</b>.</p>	<p>Adoption of the FDIS BE arrangements will ensure the adoption of all aspects of the Departmental SEMS and provide all associated reports and compliance information in formats consistent with the regular estate.</p>
5.5c	<p>MOD Defence Safety Authority, on behalf of D HS&amp;EP, to complete an independent review of RFCA NDPB SEMS to provide assurance of the suitability and effectiveness of the health and safety management system and procedures in place. [Owner: Sponsor/DSA] [Policy: DSA01.2/JSP 375] [Timing: Two Years] <b>[REVIEW]</b>.</p>	<p>See above.</p>

## VE VFM STUDY TERMS OF REFERENCE

### Purpose

The purpose of the Volunteer Estate (VE) Value for Money (VFM) Study is to determine whether RFCA Hard Facilities Management (HFM)<sup>21</sup> requirements can be more cost effectively met by the FDIS Built Estate (BE) suppliers than through the existing arrangements. The VFM study will provide the evidence base for the Commercial and Procurement strategy to address the RFCA HFM requirement. The Study's recommendations will apply to the Council of RFCAs (CRFCA) and to each of the 13 RFCAs.

### Background

The maintenance of the VE was included in scope of the FDIS Programme. It was decided by the Ministry of Defence (MOD) Investment Approval Committee (IAC) at Initial Gate that the VE HFM aspects should be de-coupled from the main FDIS procurement on the basis that there were potentially wider issues to be taken into consideration noting the RFCAs other responsibilities in support of Defence. It was therefore determined at FDIS Initial Gate that a VE VFM Study should be conducted post FDIS delivery to enable wider issues to be taken into account in determining whether the responsibility for maintaining the VE should be moved to align more closely with the maintenance of the Regular estate. The IAC stated that the Study should commence 6 months post In-Service Date of the final FDIS region (SE 1 Apr 22) on 1 Oct 22, and that it should report 9 months later (30 Jun 23).

The FDIS Programme has procured four regional contracts to provide HFM services to the MOD's built estate across the UK. The FDIS BE contracts entered service in Dec 21 (Scotland & Northern Ireland), Feb 22 (Central and South West) and Apr 22 (South East), management of the contracts and assurance of the services provided is undertaken by the Defence infrastructure Organisation (DIO). There are 13 RFCAs which cover the United Kingdom and are established by Act of Parliament. In addition to overseeing the maintenance of the VE, RFCAs provide wider estate management functions, advice and support on behalf of the UK's volunteer reserve forces and cadets to the single Services, maintain links to the community, and deliver employer engagement on behalf of Defence. The CRFCA provides central coordination and focus to enable the individual associations to fulfil the requirements of their customers as governed through Service Level Agreements.

21. HFM is defined as the provision of Planned Maintenance (routine inspection and servicing of assets ensuring all statutory and mandatory obligations are met), Reactive Maintenance (the repair of assets), Planned Preventative Maintenance (additional maintenance to maximise the availability and life cycle of assets), Grounds Maintenance and all injected works up to a value of €5m (incl VAT) per task.



## The Volunteer Estate

The VE exists to support the activities of the Volunteer Reserve and the Cadets. It comprises the Royal Naval Reserve (RNR), Royal Marine Reserve (RMR), Army Reserve (AR) and to a lesser extent, the Royal Auxiliary Air Force (RAuxAF) estate, together with the facilities used by the Army Cadet Force (ACF), the Air Training Corps (ATC) and the Combined Cadet Force (CCF) (which is attached to schools)<sup>22</sup>. From a HFM perspective the RFCAs source local contractors with a main focus on estate maintenance and manage some capital projects, seeking to develop and maintain strong relationships with their regional customers. The remaining capital projects are managed by DIO.

## The RFCA 2019 Review

The RFCA 2019 Review<sup>23</sup> (also known as The Sullivan Review) was tasked with identifying activities conducted across Defence that could be done by the RFCAs more effectively and/or at less cost and to consider ways to optimise the management of the RFCAs. The Sullivan Review made two headline strategic recommendations:

- a. On the RFCA Side - Regularise and streamline the CRFCA and 13 RFCA ALBs into a Single Executive Non-Departmental Public Body - as part of the Armed Forces Act 2021.
- b. On the Customer Side - ACDS(R&C) to become Single Departmental Sponsor for the RFCA NDPB to provide tri-Service direction and oversight of Governance, Strategy and Performance (in alignment with the new Defence Operating Model).

In addition, The Sullivan Review made a number of detailed recommendations, comments and observations pertaining to the VE. The VE VFM Study will fully take into consideration all aspects of The Sullivan Review which concern the provision of HFM services to the VE.

## RFCA Reform Programme

The VE VFM Study will liaise with the RFCA Reform Team to inform the development of the primary legislation being drafted in respect of RFCA HFM responsibilities to support the outcome of the Sullivan Review.

22. Sea Cadets are also co-located in a number of locations but are supported by the Marine Society & Sea Cadets (MSSC) rather than the RFCAs.

23. [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/874779/FINAL\\_RFCA\\_Review\\_2019\\_Report-OFFICIAL\\_SENSITIVE.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/874779/FINAL_RFCA_Review_2019_Report-OFFICIAL_SENSITIVE.pdf)

## Objectives

The key objectives of the VE VFM Study are to assess:

- a. The potential strategic alignment between the HFM services delivered to the regular estate through the FDIS BE contracts and the HFM services provided to the VE.
- b. The price and quality of the HFM services being delivered in support of the regular estate when compared with the VE.
- c. The Commercial implications of the price and quality comparison.
- d. The impact of the Study's recommendations on MOD and RFCA operating models and delivery costs.
- e. The impact of the Study's recommendations on RFCA's wider activities delivered in support of Defence.
- f. The impact of the Study's recommendations on the relationship between RFCAs and the single Services.
- g. The impact of the Study's recommendations on the legislation and regulations governing RFCA.
- h. Any TUPE implications of the recommendations made by the Study.
- i. RFCA will deliver a public sector comparator priced against the FDIS BE Statement of Requirement (SOR) and the 'as is' operating models.

## Composition

The VE VFM Study will be undertaken by DIO Major Projects and Programmes (MPP) Delivery Continuity Team (DCT). The study team will comprise of a Grade 6, a Grade 7, XX SEO, XX HEO and XX EO posts.

## Reporting

The VE VFM Study will report to DIO Regional Delivery SW Region & RFCA Hd as SRO.

## Governance

The VE VFM Study will make recommendations through the VE VFM Study Sponsor Board<sup>24</sup> to MOD IAC.

If the Study recommends that HFM services should be delivered to the VE by FDIS, the Study team will produce a Review Note for the consideration of MOD IAC, Cabinet Office and HM Treasury.

24. The VE VFM Sponsor Board will be established; chaired by the SRO, with membership drawn from the key stakeholder community.

## Conduct of the Study

The Study will draw upon the content of the RFCA 2019 quinquennial review (The Sullivan Review). It will call for evidence, undertake interviews (including where necessary conduct workshops), and review relevant documentation as appropriate through engagement with stakeholders.

## Stakeholder Engagement

As a minimum the Study will engage with:

- a. MOD IAC (potentially Cabinet Office & HM Treasury)
- b. ACDS (RFC)
- c. FMC (Infra)
- d. RFCA Reform Team
- e. Council RFCA
- f. 13 x RFCAs
- g. TLBs (Infra & DRes)
- h. FDIS Suppliers
- i. DIO (CE, COO, Dir RD, Dir S&P, Comrcl Dir, CFO)
- j. Other stakeholders as required.

## Timing

The Study will begin six months after ISD of the final FDIS HFM region (Oct 22) and make recommendations no later than 30 Jun 23. Any changes to these timeframes will be agreed with the SRO.

## VE VFM STUDY GOVERNANCE MANAGEMENT PLAN

### Issue

This document sets out the governance arrangements which will be adopted to ensure appropriate oversight of the Volunteer Estate (VE) Value for Money (VFM) Study.

### Recommendation

The VE VFM Study Sponsor Board is invited to approve the governance arrangements as set out in this document.

### Timing

Routine. To be considered at the VE VFM Study Sponsor Board on 08 July 2022.

### Background

The maintenance of the VE was included in scope of the FDIS Programme. It was decided by the Ministry of Defence (MOD) Investment Approval Committee (IAC) at Initial Gate that the VE Hard Facilities Management (HFM) aspects should be de-coupled from the main FDIS procurement on the basis that there were potentially wider issues to be taken into consideration noting the RFCAs other responsibilities in support of Defence. It was therefore determined at FDIS Initial Gate that a VE VFM Study should be conducted post FDIS delivery to enable wider issues to be taken into account in determining whether the responsibility for maintaining the VE should be moved to align more closely with the maintenance of the Regular estate. The IAC stated that the Study should commence 6 months post In-Service Date of the final FDIS region (SE 1 Apr 22) on 1 Oct 22, and that it should report 9 months later (30 Jun 23).

### General

*“The governance of portfolios, programmes and projects is a necessary part of organisational governance. It gives an organisation the required internal controls while, externally, it reassures stakeholders that the money being spent is justified”<sup>25</sup>*

This document provides clear guidance on VE VFM Study governance, reducing the risk arising from change and ensuring benefits from management control and communication.

25. Association of Project Management



## Governance Structure

The governance structure for the VE VFM Study is shown at Appendix 1. It shows the connectivity between the various groups associated with the governance of the VE VFM Study and the relationship between the Sponsor Board and other associated meetings. The roles and responsibilities of the various parties are described below and Terms of Reference (TOR) are included in respective Annexes where appropriate.

## Roles and Responsibilities

### Senior Responsible Owner (SRO)

DIO Regional Delivery SW Region & RFCA Hd is the SRO for the VE VFM Study, and is accountable to the DIO Director Regional Delivery for delivery of the Study. This includes providing clear top-level direction, appropriate objectives and targets stemming from the Defence Plan, and the resources needed to deliver these. The SRO will represent the VE VFM Study at Executive Committee meetings and the Investment Approvals Committee (IAC) as appropriate.

The SRO is responsible for:

- a. Overseeing all aspects of the Study to ensure that it is successfully implemented, the risks are managed, and the potential of the change or capability is fully exploited;
- b. Overall cost/benefit trade-offs;
- c. Ensuring that the recommended outcome of the VE VFM Study is robust and represents the most effective option for delivering the VE HFM requirements;
- d. Seeking appropriate assurance that risk management, control and governance issues are being managed in an appropriate and effective manner.
- e. Risk management – identifying and assessing risks to the achievement of all business objectives/targets (including any not cascaded to lower levels), and implementing controls as necessary.

### VE VFM Study Team Leader

The VE VFM Study Team Leader (Grade 6) has the responsibility of reporting to the SRO the progress of the VE VFM Study to ensure its delivery and governance. The VE VFM Study Team Leader reports to Delivery Continuity Team (DCT) Portfolio Director and is supported by the VE VFM Study Team and the wider team within DCT to include PfMO staff (e.g. Planning and Risk Managers), the DIO RD RFCA Team and the Council of RFCA (CRFCA). Commercial and Finance expertise is also provided on a call-off basis from the respective functional areas and other SME support is provided from the wider DIO enabling community as and when required.

The VE VFM Study Team Leader specific responsibilities include:

- a. Reporting on a regular basis to the SRO, validating and monitoring progress against the agreed plan;
- b. Engaging regularly with the RFCA Reform Team to ensure consistency of Study recommendations with legislation and associated regulations;
- c. Providing direction to the VE VFM Study Team;
- d. Engaging all key stakeholders and senior management throughout the Study;
- e. Ensuring the Study remains in line with the agreed strategic intent, as outlined in the Study Terms of Reference (TORs);
- f. Monitoring Study finance on behalf of the Sponsor Board;
- g. Monitoring the business risks to ensure that these are managed appropriately; and
- h. Monitoring changes to the plan and analyse/assess impact on expected deliverables.
- i. Ensuring that all communications material is targeted for appropriate audiences and released in a timely manner.

The VE VFM Study Team, Commercial, Finance and PfMO<sup>26</sup> Managers will meet with the Study Team Leader on a regular basis to monitor progress and to identify any issues that may require escalating to senior management.

## VE VFM Study Team

The VE VFM Study Team will support the Study Team Leader across all elements of the Study.

Individual team members will be allocated specific tasks and they will have full authority to deliver outcomes on a day-to-day basis and ensure that their work strands produce the required output in accordance with the Study timetable, in support of the Study Team Leader.

Specific workshops and meetings will be held when required to undertake joint development work and internal peer reviews.

## Other VE VFM Study Resources

DCT PfMO. VE VFM Study will interface with the DCT PfMO for the support of various specialist services including Planning, Risk, LFE and Approvals advice as and when required. If there is a clash of priorities between the VE VFM Study and other DCT programmes, then the Study Team Leader will escalate to the DCT Portfolio Director either through the weekly dial in or at the monthly DCT Management Committee.

Commercial and Finance. DIO Commercial FDIS DH and DIO Fin-Cust FPA DH provide advice, guidance and support on commercial and financial policy to the Study Team Leader. Neither function sits within the line management of DCT Portfolio Director. It is therefore vitally important to agree appropriate levels of resource to support the Study at an early stage to ensure Study deliverables are met in a timely manner.

26. DCT Risk, Schedule and Assurance

CRFCA. The CRFCA will work openly with the VE VFM Study contributing to the consideration of future maintenance delivery options, providing baseline costing information, asset data, reviewing requirements and generally providing insight on historic delivery of maintenance to the VE. If there is a clash of priorities the Study Team Leader will escalate to the VE VFM Study Sponsor Board.

DIO RD RFCA Team. The DIO RD RFCA Team will work with the VE VFM Study to provide DIO business as usual (BAU) insight. Specifically, the DIO RD RFCA Team will provide the conduit with CRFCA Estates Team.

## Meeting Structure and Purpose

### VE VFM Study Delivery Group

As mentioned previously, the Study Team Leader will hold a progress review meeting on a regular basis to ensure all aspects of the Study are being delivered against endorsed plans and also to provide the means to highlight team concerns and minute them for potential escalation.

It will ensure that the VE VFM Study reaches the correct level of maturity to ensure continued Study viability to support each decision/approval point.

### VE VFM Study Sponsor Board (Six Weekly)

The Sponsor Board is chaired by the SRO to provide key strategic direction and be a key decision making body to the Study. It is responsible for the success of the Study, approving all major plans and reviewing key Study Risks, Issues and Assumptions. It is the authority that signs off the completion of each stage of the Study, as well as authorising the start of the next stage. It ensures that appropriate resources are committed. The Sponsor Board TORs can be found at Appendix 2.

### DIO Portfolio Management Committee

The DIO Portfolio Management Committee is responsible for strategic direction and issue intervention in relation to Facilities Management, PFI and estate service contract renewals. It oversees the DCT Portfolio to provide strategic support on prioritisation escalation, resourcing, reviewing procurement and commercial strategy risks and issues, and supporting Strategic Communications. Monitors progress against the portfolio delivery plan and ensures that efficiencies and best practice are at the forefront of delivery, resolving strategic issues that may compromise delivery. It reports to the Ex-Co on novel or contentious issues and risks.

### DIO Executive Committee (ExCo)

The Ex-Co provides strategic direction for the management and delivery of Defence Infrastructure requirements. It helps to formulate the strategic direction of the DIO to meet its output requirements in an effective, efficient and economic manner. The Ex-Co has collective responsibility for the management of all strategic aspects of Defence infrastructure in the best interests of Defence. Its remit includes Defence infrastructure related strategy, governance, budget and assurance issues.

## Other Key Governance Arrangements

### Communications Working Group (CWG)

As the Study develops it is important to ensure appropriate communications are delivered to customer and stakeholder groups alike. The CWG will develop a Comms Strategy outlining key messages to be used at various stages of the Study and identifying different target audiences. This will be supported by a Comms Plan which will determine the most effective means by which the messages will be delivered, secure the resources to facilitate the activity and identify the frequency of messaging. The CWG will be chaired by a member of the Study Team with membership drawn from across DIO as well as RFCA and wider MOD representatives. It will meet monthly and be accountable to the Sponsor Board through the Study Team Leader.

### Combined Operational Effectiveness and Investment Appraisal Working Group (COEIA WG)

A COEIA WG will be formed with representation drawn from colleagues representing key DIO stakeholders, CRFCA and the Front Line Commands across the scope of the VE VFM Study. It will be led by the VE VFM Study Team Leader. WG activities will include development of the Concept of Analysis and COEIA methodology, oversight of the collection of quantitative and qualitative evidence and evaluation and analysis of options. The COEIA WG will ultimately make recommendations to the Sponsor Board. The COEIA WG will be supplemented by additional subject matter experts drawn from across MOD and industry as required. The assigned Finance Officer will lead the work on the Investment Appraisal aspect of the COEIA.

### VE VFM Study Approvals

All VE VFM Study recommendations will be presented to and approved by the VE VFM Study Sponsor Board prior to engagement with the approving authorities.

### DIO IAB

All documentation produced by the VE VFM Study will be issued to the DIO IAB for review and approval prior to submission to the MOD IAC.

### MOD IAC

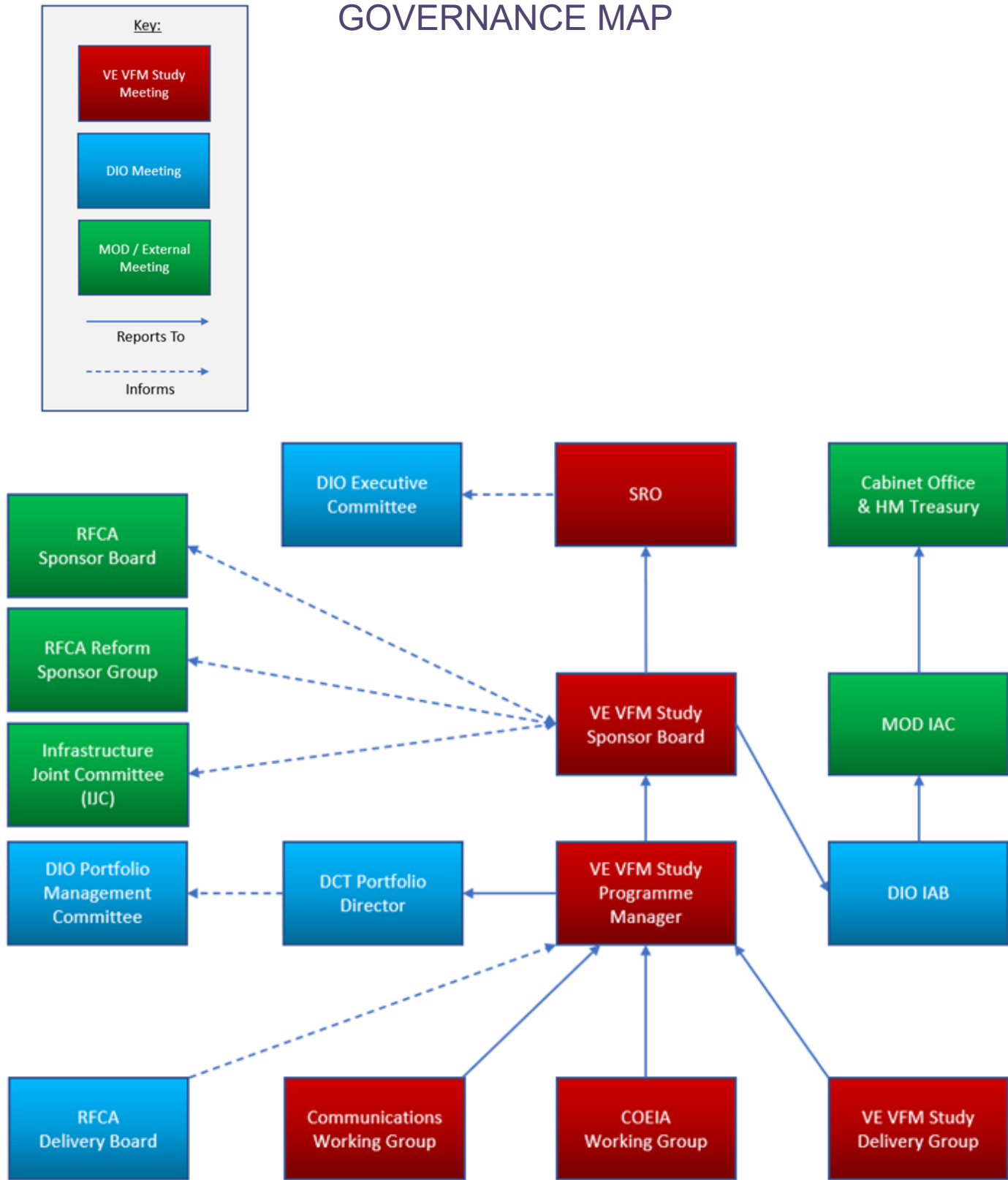
The VE VFM Study Team Leader will regularly liaise with his relevant counterpart in the IAC Scrutiny Community to provide regular updates on Study progress and to agree the format of all documentation required to support engagement with MOD IAC. The Study Team Leader shall remain accountable to the Sponsor Board for the content of the documentation provided to MOD IAC. The Study Team Leader will submit the documentation formally to the IAC Scrutiny Community for their consideration, after Sponsor Board endorsement and DIO IAB approval.

### Cabinet Office

The VE VFM Study Team Leader will regularly liaise with their relevant counterparts in the Facilities Management Category Board (FMCB) & Major Projects Authority (MPA) to provide regular updates and to ensure that any documentation provided meets Cabinet Office requirements.



VE VFM STUDY  
GOVERNANCE MAP



**Note:** The RFCA Reform Sponsor Group disbanded during the Study due to the decision to pause the establishment of the NDPB.

## VE VFM STUDY SPONSOR BOARD TERMS OF REFERENCE

### Purpose

To provide strategic direction and to be the decision-making body for the Volunteer Estate (VE) Value for Money (VFM) Study.

To provide an escalation route for issues and risks that cannot be managed at Study level.

To recommend to MOD IAC the most effective arrangement to meet VE Hard Facilities Management (HFM) requirements.

### Responsibilities

The Sponsor Board's responsibilities include:

- a. Providing governance, assurance and senior leadership for the VE VFM Study in accordance with MoD and wider Government policy.
- b. Providing strategic direction to the VE VFM Study Team Leader.
- c. Providing endorsement to proceed at key stages of the Study.
- d. Reviewing key Study Risks, Issues and Assumptions.
- e. Ensuring that appropriate resources are committed to the Study.
- f. Assisting the SRO to represent VE VFM Study interests at DIO and MOD Board/Executive Committees.
- g. Hold the Study Team Leader to account for the progress and success of the Study.

### Governance

The VE VFM Study Sponsor Board is the highest level of governance and as part of the overall DIO governance structure will report ultimately to the MOD IAC. .

### Forum Reports to

MOD IAC

### Subordinate Forums

VE VFM Study Combined Operational Effectiveness Investment Appraisal (COEIA) Working Group.

## Frequency

The Sponsor Board will meet at six weekly intervals unless otherwise directed by the Sponsor Board Chair.

## Chair

James Crosfield, SRO VE VFM Study / DIO Regional Delivery SW Region & RFCA Hd.

## Secretariat

VE VFM Study Team

## Members

- DIO Regional Delivery SW Region & RFCA Hd (Chair & SRO)
- ACDS (RF&C)
- DD FMC (Infra)
- DH MOD Scrutiny (Land Infra)
- DD RFCA Reform Team
- Navy DNS-Infra-DDirector
- Army Infra-Hd
- Air-Support-Infra ACOS
- CE Council RFCAs
- DIO COO
- DIO Director Strategy & Plans
- DIO DCT Portfolio Director
- DIO Director Commercial
- DIO Director Finance
- DIO Director Regional Delivery
- VE VFM Study Team Leader

Where Sponsor Board members nominate a representative, the individual must be suitably empowered to make key decisions on behalf of their respective organisation.

Additional representation will be permitted at meetings as agreed by the Chair.

## Agenda

The agenda and supporting documentation will be issued to members five working days prior to the meeting by the Secretary.

Papers and issues will be dealt with out of committee as appropriate when agreed by the Sponsor Board Chair.

Records of Actions and Decisions from the meeting will be issued within five working days of the meeting.

The standing agenda items should include, but not be limited to:

- a. Introduction
- b. Safety Moment
- c. Minutes from last Meeting
- d. Actions Review
- e. Study Update
- f. Endorsement to proceed at Key Stages
- g. Communications
- h. Any Other Business

## Scope

HFM is defined as the provision of Planned Maintenance (inspection and servicing of assets ensuring all statutory and mandatory obligations are met), Reactive Maintenance (the repair of assets), Planned Preventative Maintenance, Ground Maintenance and all estate works up to a value of €5m (incl. VAT) per task.



## VE VFM STUDY OPTIONS DOWN SELECT SWOT ANALYSIS

### Option 1 - Status Quo / Do Nothing

#### Strengths

- RFCA Estates teams are in place and settled in their role - no disturbance
- Multiple suppliers mean that Defence will not be reliant on a single supplier (not 'all our eggs in one basket')
- Use of Small Medium Enterprises supports Cabinet Office initiatives / targets
- Permits a close relationship with the estate users.
- Able to provide flexible service/flexibility of response.
- Current model allows / encourages RFCAs to take initiative to address sustainability issues locally.
- Local user/supplier/RFCA encourages ownership / pride in maintaining assets.
- Aligns to the NDPB model recommended in the Sullivan Report.
- Enables CRFCA ability to effectively discharge statutory Estates Management function.
- RFCAs can prioritise every pound of Reactive expenditure because there is no constraint of contracts with fixed service costs to cover IRT obligations.
- Use of Small Medium Enterprises with contracts let directly with RFCAs gives RFCAs a strong hand in ensuring that suppliers afford the Volunteer Estate suitable delivery priority.
- RFCAs have intimate estate and user knowledge as well as close relationships with suppliers.

#### Weaknesses

- Maintenance of the estate is delivered to DIO's previous HFM Standards and Tasks (HFM S&Ts), not to current industry standard (e.g., SFG20)
- Estate management IS (MIS) systems are not consistent with those used by DIO to manage the Regular estate.
- Resource intensive to draw in information from suppliers to keep MIS up to date.
- Condition Assessments - 2 yearly assessment requirement not met due to resourcing constraints
- Lack of connectivity with MODnet/DefNet

- Bespoke infrastructure MI system (Symphony) built by Small Medium Enterprise supplier
- Multiple suppliers results in a high admin burden for the Estates Teams
- Use of different suppliers in each region leads to lack of commonality of service
- Existing model does not provide HFM services to the same standard(s) as FDIS Built Estate
- Current RFCA Estates Teams are not resourced to assure services effectively; incl. technical expertise / capability gap
- Reliant largely on single service suppliers - inability to multi-skill engineers.
- High number of suppliers leads to management inefficiency.
- Current arrangements do not drive central govt. social value initiatives.
- Current suppliers are not contracted to deliver to central government. sustainability targets, except in respect of suppliers engaged for works subject to planning and building control.
- RFCAs cannot draw on industry leading knowledge base held by FM industry leading suppliers.
- Lack of compliance with some MOD policies.
- Disaggregated procurements do not generate savings and/or efficiencies.
- Not all reactive maintenance repairs are addressed when reported due to lack of funding.
- Data Quality - inconsistent application of the DIO/MOD infrastructure asset management hierarchy/taxonomy across the 13 RFCAs.
- Not all RFCAs use multi-year HFM contracts.
- A separate procurement is required to renew existing contracts.
- Defence cannot tolerate the H&S risks implicit in the current operating model.

## Opportunities

- Not all RFCAs are tied into multi-year HFM contracts.

## Threats

- Current market conditions make it difficult to recruit and retain staff.
- Variance in current Volunteer Estate standard and FDIS Built Estate will become more apparent to Single Services over time and lead to a demand for an alternative approach.

## Option 2 - CRFCA to procure or amend contractual arrangements to enable adoption of SFG20

### Strengths

- RFCA Estates teams are in place and settled in their role
- Multiple suppliers mean that Defence will not be reliant on a single supplier (not 'all our eggs in one basket')
- Use of Small Medium Enterprises supports Cabinet Office initiatives / targets
- Permits a close relationship with the estate users.
- Able to provide flexible service/flexibility of response.
- Current model allows / encourages RFCAs to take initiative to address sustainability issues locally.
- Local user/supplier/RFCA encourages ownership / pride in maintaining assets.
- Maintains the Volunteer Estate to SFG20
- Use of industry / MOD standard SFG20 enables the RFCAs to ensure consistent level of maintenance provision and makes the RFCAs easier to do business with
- Aligns to the NDPB model recommended in the Sullivan Report.
- Enables CRFCA ability to effectively discharge statutory Estates Management function.
- Reduces the number of suppliers vice the current model, thereby reducing admin burden.
- Minimal need to retrain staff as delivery model is the same as the status quo, albeit to the SFG 20 standard.
- Use of Small Medium Enterprises with contracts let directly with RFCAs gives RFCAs a strong hand in ensuring that suppliers afford the Volunteer Estate suitable delivery priority.
- RFCAs can prioritise every pound of Reactive expenditure because there is no constraint of contracts with fixed service costs to cover IRT obligations.
- RFCAs have intimate estate and user knowledge as well as close relationships with suppliers.

### Weaknesses

- Estate management IS (MIS) systems are not consistent with those used by DIO to manage the Regular estate.
- Resource intensive to draw in information from suppliers to keep MIS up to date.
- Condition Assessments - 2 yearly assessment requirement not met due to resourcing constraints.

- Lack of connectivity with MODnet/Defnet
- Bespoke infrastructure MI system (Symphony) built by Small Medium Enterprise supplier
- Multiple suppliers results in a high admin burden for the Estates Teams
- Use of different suppliers in each region leads to lack of commonality of service
- Would not provide HFM services to the same standard(s) as FDIS Built Estate
- Change management required to adopt MOD SFG20 standard.
- Current RFCA Estates Teams are not resourced to assure services effectively; incl. technical expertise / capability gap
- Reliant on single service suppliers - inability to multi-skill engineers.
- High number of suppliers leads to management inefficiency
- Current arrangements do not drive central govt. social value initiatives
- Current suppliers are not contracted to deliver to central government. sustainability targets, except in respect of suppliers engaged for works subject to planning and building control.
- RFCAs cannot draw on industry leading knowledge base held by FM industry leading suppliers.
- Lack of compliance with some MoD policies
- Disaggregated procurements do not generate savings and/or efficiencies
- Not all reactive maintenance repairs are address when reported due to lack of funding.
- Data Quality - inconsistent application of the DIO/MOD infrastructure asset management hierarchy/taxonomy across the 13 RFCAs
- Not all RFCAs use multi-year HFM contracts
- Re-procurement required to ensure that the supply chain have the capability to maintain the estate to MOD SFG20.
- Defence cannot tolerate the H&S risks implicit in the current operating model

## Opportunities

- Not all RFCAs are tied into multi-year HFM contracts
- MOD SFG20 standard allows the service to be tailored to different users

## Threats

- Current market conditions make it difficult to recruit and retain staff

Variance in current Volunteer Estate standard and FDIS Built Estate will become more apparent to Single Services over time and lead to a demand for an alternative approach.



## Option 3 - CRFCA procure new contractual arrangements to the full FDIS standards

### Strengths

- Multiple suppliers mean that Defence will not be reliant on a single supplier (not 'all our eggs in one basket').
- Use of Small Medium Enterprises supports Cabinet Office initiatives / targets.
- Permits a close relationship with the estate users.
- Able to provide flexible service/flexibility of response.
- Model allows / encourages RFCAs to take initiative to address sustainability issues locally.
- Local user/supplier/RfCA encourages ownership / pride in maintaining assets.
- Maintains the Volunteer Estate to SFG20.
- Use of industry / MOD standard SFG20 enables the RFCAs to ensure consistent level of maintenance provision and makes the RFCAs easier to do business with.
- Common standard for data, MI, technical compliance, Health & Safety and quality assurance across Volunteer Estate and Regular estate.
- Common approach to supplier contract / performance management across Volunteer Estate & Regular estate.
- Alignment of delivery standard with the Regular estate.
- Ongoing Condition Assessments.
- Use of SMEs in the supply chain supports Cabinet Office initiatives / targets.
- Provides a consistent and structured approach to engagement with estate users.
- Inclusive Repair Threshold ensures all repairs up to a given value are completed by the Supplier as they are included in the core price.
- Approach enables Asset Management capability.
- Supplier undertakes 1st line assurance / compliance.
- Contracts support central govt. social value initiatives.
- Suppliers are contracted to deliver to central govt. sustainability targets.
- All services (including compliance) delivered in accordance with all MOD policies.
- Drives an assessment of the organisation required to manage and assure delivery of HFM services.
- Provides access to Trust With Consequences and Supplier professional services and design core teams.
- Aligns to the NDPB model recommended in the Sullivan Report.
- Enables CRFCA ability to effectively discharge statutory Estates Management function.

- RFCAs have intimate estate and user knowledge as well as close relationships with suppliers.

## Weaknesses

- Value of procurement does not generate the same cost efficiencies as procurement through the existing FDIS Built Estate contracts.
- Existing RFCA Estates Teams are not organised to manage and assure contracts of this nature.
- Lack of connectivity with MODnet/Defnet
- Reactive maintenance above the Inclusive Repair Threshold may not be addressed due to lack of funding.
- Reprourement of HFM delivery required
- Depth of expertise and capacity to reprocore does not exist in CRFCA
- New procurement may attract different suppliers to FDIS Built Estate
- Expertise to operationalise CAFMs does not exist in CRFCA
- Change management required to adopt MOD SFG20 standard.
- Estate management IS systems are not consistent with those used by DIO to manage the Regular estate.

## Opportunities

- MOD SFG20 standard allows the service to be tailored to different users
- Multiple suppliers mean that Defence will not be reliant on a single supplier
- Separate contractual arrangement to the FDIS Built Estate contracts for the Built Estate reduces the risk of the Volunteer Estate requirement being given a lower priority than Built Estate requirements by the FDIS Built Estate contractors.
- Local user/supplier/RFCA encourages ownership / pride in maintaining assets.
- Gainshare mechanisms in contract encourage supplier investment in the estate
- FDIS approach enables a planned preventative maintenance capability throughout the life of the contract.

## Threats

- Retention of staff to continue to deliver existing services during the period of change.
- Highly likely to be unaffordable in the existing funding envelope
- Perception that larger suppliers will be less engaged with RFCAs and estate users
- The value of the opportunity does not generate sufficient market interest.

Value of the contracts does not incentivise Suppliers to invest in emergent technologies and working practices

## Option 4 - FDIS Built Estate contractual arrangements are adopted with CRFCA managing four amended regional contracts in respect of VE

### Strengths

- Common standard for data, MI, technical compliance, Health & Safety and quality assurance across Volunteer Estate and Regular estate.
- Common approach to supplier contract and performance management across Volunteer Estate and Regular estate
- Alignment of delivery standard with the Regular estate.
- Ongoing Condition Assessments
- Use of Small Medium Enterprises in the FDIS supply chain supports Cabinet Office initiatives / targets
- Services provided by the FDIS Suppliers will keep pace with emergent technologies and working practices
- Provides a consistent and structured approach to engagement with estate users.
- Provides flexible service/flexibility of response.
- Model allows / encourages RFCAs to take initiative to address sustainability issues locally.
- Inclusive Repair Threshold ensures all repairs up to £3,205 are completed by the Supplier as they are included in the core price.
- FDIS approach enables Asset Management capability
- Use of industry / MOD standard SFG20 enables the RFCAs to ensure consistent level of maintenance provision & makes the RFCAs easier to do business with
- Supplier undertakes 1st line assurance / compliance
- FDIS contracts support central government social value initiatives.
- FDIS suppliers are contracted to deliver to central government sustainability targets.
- Higher level of FM capability, provided at the same or lower cost than the current arrangements.
- Access to industry leading knowledge base held by FM industry leading suppliers.
- All services (including compliance) delivered in accordance with all MOD policies.
- Drives an assessment of the organisation required to manage and assure delivery of HFM services.
- Suppliers operate delivery of services to the Volunteer Estate as a separate account.
- Suppliers operate delivery of services to the Volunteer Estate as a separate account, separating the performance outcomes from the regular estate.

- Provides access to Trust With Consequences and Supplier professional services and design core teams
- Makes full use of IS approach already in place across the Built Estate
- Aligns to the NDPB model recommended in the Sullivan Report.
- Enables CRFCA ability to effectively discharge statutory Estates Management function.

## Weaknesses

- Existing RFCA Estates Teams are not organised to manage and assure the FDIS contracts.
- Lack of connectivity with MODnet/Defnet
- Reactive maintenance above the Inclusive Repair Threshold may not be addressed due to lack of funding.
- FDIS Built Estate contract regions will encompass more than one RFCA and may not align with RFCA boundaries in all instances (e.g., EA RFCA has sites in DIO's Central Region and South East Region)

## Opportunities

- Exploiting FDIS Built Estate suppliers may drive cost efficiencies
- MOD SFG20 standard allows the service to be tailored to different users
- Multiple suppliers mean that Defence will not be reliant on a single supplier
- Local user/supplier/RFCA encourages ownership / pride in maintaining assets.
- Gainshare mechanisms in contract encourages supplier investment in the estate
- FDIS approach enables a planned preventative maintenance capability throughout the life of the contract.

## Threats

- Retention of staff to continue to deliver existing services during the period of change.
- Perception that larger suppliers will be less engaged with RFCAs and estate users
- Contractors that are failing to reach KPIs on the Regular estate contract may shift resources from the Volunteer Estate to the Regular estate, due to the much greater profit impact of delivery failure on the latter.
- Single regional supplier may not have the capacity to deliver projects at pace and late in the FY and so to exploit in-year TLB underspends.
- Existing Small Medium Enterprises working for RFCAs may not want to enter into commercial contracts with current FDIS providers.

## Option 5 - FDIS Built Estate contractual arrangements are adopted with RFCAs becoming additional Service Delivery Areas (SDA) reporting to one of the four DIO Regional Delivery (RD) regions

### Strengths

- Common standard for data, MI, technical compliance, Health & Safety and quality assurance across Volunteer Estate and Regular estate.
- Common approach to supplier contract and performance management across Volunteer Estate and Regular estate.
- Alignment of delivery standard with the Regular estate.
- Ongoing Condition Assessments.
- Use of Small Medium Enterprises in the FDIS supply chain supports Cabinet Office initiatives / targets.
- Services provided by the FDIS Suppliers will keep pace with emergent technologies and working practices.
- Provides a consistent and structured approach to engagement with estate users.
- Provides flexible service/flexibility of response.
- Model allows / encourages RFCAs to take initiative to address sustainability issues locally.
- Inclusive Repair Threshold ensures all repairs up to £3,205 are completed by the Supplier as they are included in the core price.
- FDIS approach enables Asset Management capability.
- Use of industry / MOD standard SFG20 enables the RFCAs to ensure consistent level of maintenance provision & makes the RFCAs easier to do business with.
- Supplier undertakes 1st line assurance / compliance.
- FDIS contracts support central government social value initiatives.
- FDIS suppliers are contracted to deliver to central government sustainability targets.
- Higher level of FM capability, provided at the same or lower cost than the current arrangements.
- Access to industry leading knowledge base held by FM industry leading suppliers.
- All services (including compliance) delivered in accordance with all MOD policies.
- Drives an assessment of the organisation required to assure delivery of HFM services.
- Provides access to Trust With Consequences and Supplier professional services and design core teams.
- Makes full use of IS approach already in place across the Built Estate.



## Weaknesses

- Existing RFCA Estates Teams are not organised to assure the FDIS contracts.
- Lack of connectivity with MODnet/Defnet
- Existing funding flows do not support the FDIS delivery model
- Exposes significant element of profit, currently invested in the Regular estate, to relatively low value contract amendment for the Volunteer Estate.
- Lack of focus on Volunteer Estate performance issues due to DIO, not CRFCA, being responsible for managing the contracts.
- Does not align to the NDPB model recommended in the Sullivan Report.
- Management Information isn't sufficiently focused on the Volunteer Estate requirement
- Decision making focus is on tasks perceived to have a higher priority by DIO and/or TLBs who are more remote from the estate users than CRFCA/RFCAs.
- Undermines CRFCA ability to effectively discharge statutory Estates Management function.
- Reactive maintenance above the Inclusive Repair Threshold may not be addressed due to lack of funding.
- FDIS Built Estate contract regions will encompass more than one RFCA and may not align with RFCA boundaries in all instances (e.g., EA RFCA has sites in DIO's Central Region and South East Region)

## Opportunities

- Exploiting FDIS Built Estate suppliers may drive cost efficiencies
- MOD SFG20 standard allows the service to be tailored to different users
- Multiple suppliers mean that Defence will not be reliant on a single supplier
- Local user/supplier/RFCA encourages ownership / pride in maintaining assets.
- Gainshare mechanisms in contract encourages supplier investment in the estate
- FDIS approach enables a planned preventative maintenance capability throughout the life of the contract.
- Exposes significant element of profit, currently invested in the Regular estate, to relatively low value contract amendment for the Volunteer Estate.

## Threats

- Retention of staff to continue to deliver existing services during the period of change.
- Perception that larger suppliers will be less engaged with RFCAs and estate users
- Potential loss of community engagement opportunities impacting upon wider RFCA outputs.
- Contractors that are failing to reach KPIs on the Regular estate contract may shift resources from the Volunteer Estate to the Regular estate, due to the much greater profit impact of delivery failure on the latter.
- Single regional supplier may not have the capacity to deliver projects at pace and late in the FY and so to exploit in-year TLB underspends.
- Existing Small Medium Enterprises working for RFCAs may not want to enter into commercial contracts with current FDIS providers.

## Option 6 - FDIS Built Estate contractual arrangements are adopted with RFCAs becoming additional Service Delivery Areas reporting to a single DIO Regional Delivery region

### Strengths

- Common standard for data, MI, technical compliance, Health & Safety and quality assurance across Volunteer Estate and Regular estate.
- Common approach to supplier contract and performance management across Volunteer Estate and Regular estate.
- Alignment of delivery standard with the Regular estate.
- Ongoing Condition Assessments.
- Use of Small Medium Enterprises in the FDIS supply chain supports Cabinet Office initiatives / targets.
- Services provided by the FDIS Suppliers will keep pace with emergent technologies and working practices.
- Provides a consistent and structured approach to engagement with estate users.
- Provides flexible service/flexibility of response.
- Model allows / encourages RFCAs to take initiative to address sustainability issues locally.
- Inclusive Repair Threshold ensures all repairs up to £3,205 are completed by the Supplier as they are included in the core price.
- FDIS approach enables Asset Management capability.
- Use of industry / MOD standard SFG20 enables the RFCAs to ensure consistent level of maintenance provision & makes the RFCAs easier to do business with.
- Supplier undertakes 1st line assurance / compliance.
- FDIS contracts support central government social value initiatives.
- FDIS suppliers are contracted to deliver to central government sustainability targets.
- Higher level of FM capability, provided at the same or lower cost than the current arrangements.
- Access to industry leading knowledge base held by FM industry leading suppliers.
- All services (including compliance) delivered in accordance with all MOD policies.
- Drives an assessment of the organisation required to manage and assure delivery of HFM services.
- Suppliers operate delivery of services to the Volunteer Estate as a separate account.
- Suppliers operate delivery of services to the Volunteer Estate as a separate account, separating the performance outcomes from the regular estate.

- Provides access to Trust With Consequences and Supplier professional services and design core teams
- Makes full use of IS approach already in place across the Built Estate

## Weaknesses

- Existing RFCA Estates Teams are not organised to assure the FDIS contracts.
- Lack of connectivity with MoDnet/Defnet
- Reactive maintenance above the Inclusive Repair Threshold may not be addressed due to lack of funding.
- Existing funding flows do not support the FDIS delivery model
- Does not align to the NDPB model recommended in the Sullivan Report.
- Undermines CRFCA ability to effectively discharge statutory Estates Management function.
- Disproportionate impact on Supplier pricing due to comprehensive governance requirements.
- Does not align with the FDIS regional delivery model
- Exposes significant element of profit, currently invested in the Regular estate, to relatively low value contract amendment for the Volunteer Estate.
- Lack of focus on Volunteer Estate performance issues due to DIO, not CRFCA, being responsible for managing the contracts.
- Decision making focus is on tasks perceived to have a higher priority by DIO and/or TLBs who are more remote from the estate users than CRFCA/RFCAs.
- Redundancy costs and/or TUPE implications in respect of the CRFCA Estate Team staff.
- Increase required in DIO headcount to indirectly manage via the RFCAs due to the additional >2000 sites and >5000 assets.
- FDIS Built Estate contract regions will encompass more than one RFCA and may not align with RFCA boundaries in all instances (e.g. EA RFCA has sites in DIO's Central Region and South East Region).

## Opportunities

- Exploiting FDIS Built Estate suppliers may drive cost efficiencies
- MOD SFG20 standard allows the service to be tailored to different users
- Multiple suppliers mean that Defence will not be reliant on a single supplier
- Local user/supplier/RFCA encourages ownership / pride in maintaining assets.
- Gainshare mechanisms in contract encourages supplier investment in the estate
- FDIS approach enables a planned preventative maintenance capability throughout the life of the contract.
- Exposes significant element of profit, currently invested in the Regular estate, to relatively low value contract amendment for the Volunteer Estate.

## Threats

- Retention of staff to continue to deliver existing services during the period of change.
- Perception that larger suppliers will be less engaged with RFCAs and estate users
- Insufficient return on investment to attract FDIS Built Estate suppliers
- Single regional supplier may not have the capacity to deliver projects at pace and late in the FY and so to exploit in-year TLB underspends.
- Existing Small Medium Enterprises working for RFCAs may not want to enter into commercial contracts with current FDIS providers
- Contractors that are failing to reach KPIs on the Regular estate contract may shift resources from the Volunteer Estate to the Regular estate, due to the much greater profit impact of delivery failure on the latter.



## Option 7 - FDIS Built Estate contractual arrangements are adopted with 13 RFCAs managing four amended regional contracts in respect of VE

### Strengths

- Volunteer Estate and Regular estate.
- Common approach to supplier contract and performance management across Volunteer Estate and Regular estate.
- Alignment of delivery standard with the Regular estate.
- Ongoing Condition Assessments.
- Use of Small Medium Enterprises in the FDIS supply chain supports Cabinet Office initiatives / targets.
- Services provided by the FDIS Suppliers will keep pace with emergent technologies and working practices.
- Provides a consistent and structured approach to engagement with estate users.
- Provides flexible service/flexibility of response.
- Model allows / encourages RFCAs to take initiative to address sustainability issues locally.
- Inclusive Repair Threshold ensures all repairs up to £3,205 are completed by the Supplier as they are included in the core price.
- FDIS approach enables Asset Management capability.
- Use of industry / MOD standard SFG20 enables the RFCAs to ensure consistent level of maintenance provision and makes the RFCAs easier to do business with.
- Supplier undertakes 1st line assurance / compliance.
- FDIS contracts support central government social value initiatives.
- FDIS suppliers are contracted to deliver to central government sustainability targets.
- Higher level of FM capability, provided at the same or lower cost than the current arrangements.
- Access to industry leading knowledge base held by FM industry leading suppliers.
- All services (including compliance) delivered in accordance with all MOD policies.
- Drives an assessment of the organisation required to manage and assure delivery of HFM services.
- Suppliers operate delivery of services to the VE as a separate account.
- Suppliers operate delivery of services to the Volunteer Estate as a separate account, separating the performance outcomes from the regular estate.
- Provides access to Trust With Consequences and Supplier professional services and design core teams.
- Makes full use of IS approach already in place across the Built Estate.

- RFCAs have intimate estate and user knowledge as well as close relationships with suppliers.

## Weaknesses

- Common standard for data, MI, technical compliance, Health & Safety and quality assurance across Existing RFCA Estates Teams are not organised to manage and assure the FDIS contracts.
- Lack of connectivity with MODnet/Defnet
- Reactive maintenance above the Inclusive Repair Threshold may not be addressed due to lack of funding.
- Existing funding flows do not support the FDIS delivery model
- Does not align with the FDIS regional delivery model
- Does not align to the NDPB model recommended in the Sullivan Report.
- Undermines CRFCA ability to effectively discharge statutory Estates Management function.
- Disproportionate admin burden on the RFCAs
- Disproportionate impact on Supplier pricing due to comprehensive governance requirements.
- FDIS Performance mechanism is ineffectual due to the relatively low level of profit exposed per RFCA
- Exposes significant element of profit, currently invested in the Regular estate, to relatively low value contract amendment for the Volunteer Estate.

## Opportunities

- Exploiting FDIS Built Estate suppliers may drive cost efficiencies
- MOD SFG20 standard allows the service to be tailored to different users
- Multiple suppliers mean that Defence will not be reliant on a single supplier
- Local user/supplier/RFCA encourages ownership / pride in maintaining assets.
- Gainshare mechanisms in contract encourages supplier investment in the estate
- FDIS approach enables a planned preventative maintenance capability throughout the life of the contract.

## Threats

- Retention of staff to continue to deliver existing services during the period of change.
- Perception that larger suppliers will be less engaged with RFCAs and estate users
- Insufficient return on investment to attract FDIS Built Estate suppliers
- Single regional supplier may not have the capacity to deliver projects at pace and late in the FY and so to exploit in-year TLB underspends.
- Existing Small Medium Enterprises working for RFCAs may not want to enter into commercial contracts with current FDIS providers.

## Option 8 - FDIS Built Estate contractual arrangements are adopted with the delivery of HFM to VE removed in totality as a function from the RFCAs, becoming a DIO responsibility

### Strengths

- Common standard for data, MI, technical compliance, Health & Safety and quality assurance across Volunteer Estate and Regular estate.
- Common approach to supplier contract and performance management across Volunteer Estate and Regular estate.
- Alignment of delivery standard with the Regular estate.
- Ongoing Condition Assessments.
- Use of Small Medium Enterprises in the FDIS supply chain supports Cabinet Office initiatives / targets.
- Services provided by the FDIS Suppliers will keep pace with emergent technologies and working practices.
- Provides a consistent and structured approach to engagement with estate users.
- Provides flexible service/flexibility of response.
- Inclusive Repair Threshold ensures all repairs up to £3,205 are completed by the Supplier as they are included in the core price.
- FDIS approach enables Asset Management capability.
- Use of industry / MOD standard SFG20 enables the RFCAs to ensure consistent level of maintenance provision & makes the RFCAs easier to do business with.
- Supplier undertakes 1st line assurance / compliance.
- FDIS contracts support central government social value initiatives.
- FDIS suppliers are contracted to deliver to central government sustainability targets.
- Higher level of FM capability, provided at the same or lower cost than the current arrangements.
- Access to industry leading knowledge base held by FM industry leading suppliers.
- All services (including compliance) delivered in accordance with all MOD policies.
- Drives an assessment of the organisation required to manage and assure delivery of HFM services.
- Provides access to Trust With Consequences and Supplier professional services and design core teams.
- Makes full use of IS approach already in place across the Built Estate.

## Weaknesses

- Existing RFCA Estates Teams are disbanded and subsumed into DIO, increasing DIO headcount.
- Existing funding flows do not support the FDIS delivery model.
- Does not align to the NDPB model recommended in the Sullivan Report.
- Undermines CRFCA ability to effectively discharge statutory Estates Management function.
- Exposes significant element of profit, currently invested in the Regular estate, to relatively low value contract amendment for the Volunteer Estate.
- Retention of staff to continue to deliver existing services during the period of change.
- Increase required in DIO headcount to manage the additional >2000 sites and >5000 assets.
- TLBs will no longer have the benefit of RFCAs being able to act as the Intelligent Customer for them, using their (RFCA) close relationships to estate users and local stakeholders.
- Fundamentally changes to the organisation of the SDAs within DIO RD.

## Opportunities

- Exploiting FDIS Built Estate suppliers may drive cost efficiencies.
- MOD SFG20 standard allows the service to be tailored to different users.
- Multiple suppliers mean that Defence will not be reliant on a single supplier.
- Local user/supplier encourages ownership / pride in maintaining assets.
- Gainshare mechanisms in contract encourages supplier investment in the estate.
- FDIS approach enables a planned preventative maintenance capability throughout the life of the contract.

## Threats

- Volunteer Estate Estates Team knowledge of the Volunteer Estate does not transfer into DIO.
- Perception that larger suppliers will be less engaged with RFCAs and estate users.
- Insufficient return on investment to attract FDIS Built Estate suppliers.
- Potential loss of community engagement opportunities impacting upon wider RFCA outputs.
- Single regional supplier may not have the capacity to deliver projects at pace and late in the FY and so to exploit in-year TLB underspends.
- Existing Small Medium Enterprises working for RFCAs may not want to enter into commercial contracts with current FDIS providers.
- Contractors that are failing to reach KPIs on the Regular estate contract may shift resources from the Volunteer Estate to the Regular estate, due to the much greater profit impact of delivery failure on the latter.

## VE VFM STUDY FDIS BE SERVICE BENEFITS

Deliverable		Benefit
	Inclusive Repair Threshold	Inspection and servicing consumables included within the IRT.
	Helpdesk	Structured approach to the management of complaints.
		Improved helpdesk functionality with multi-channel access which will evolve over time.
		Common helpdesk user experience across RFCA regions.
		Supplier liaises with sites to arrange appointments and access.
		Increased professionalisation of the helpdesk function.
	Professional Services and Design	Professional services and design up to £1m included in the core cost. Currently professional services account for approx. 20% of Billable Works budget.
	Utilities Management Bureau	Utilities Management Bureau service as part of the core contract, to monitor consumption of utilities and provide advice on innovation and energy efficiency.
	Billable Works	More efficient approval of works up to £25k through the use of the 'Trust with Consequences' light touch approvals process.
		The suppliers will be responsible for administration of the Billable Works programme, including conducting tender exercises and contract administration.
	24/7 management of the Estate	The supplier will provide a 24/7 service, including silent hours support (through the Helpdesk)
	Enhanced Reactive Maintenance	FDIS introduces an Enhanced Reactive Maintenance regime that ensures that the health, safety and welfare of Occupants are maintained as a priority and that Assets remain habitable and useable with minimum disruption.
	Statutory & Mandatory Remedial Tasks	Remedials tasks identified through Statutory and Mandatory testing, inspections and servicing, up to the IRT are included in core price.
	Establishment Specific Task Schedule (ESTS)	The FDIS core service includes the implementation and provision of the ESTS, held on the CAFM, providing consistency with the regular estate.
	Rural Estate Task Schedule (RETS)	The FDIS core service includes the implementation and provision of the RETS, held on the CAFM, providing consistency with the regular estate.



Deliverable		Benefit
	Quality of Workmanship	Suppliers are required to comply with BS 8000 workmanship standards.
	MOD SFG20	FDIS introduces the industry standard SFG20 to the VE, replacing the obsolete HFM Standards & Tasks maintenance standard currently in use.
		SFG20 includes an element of Planned Preventative Maintenance which will extend the lifecycle of assets.
	Assets taken out of service	Responsibility passed to supplier - immediate action.
	Prevention of deterioration	The supplier is required to prevent deterioration to the estate.
	Fix First Time	The supplier is required to complete maintenance tasks in a single visit, measured through the performance management mechanism.
	Reactive Maintenance Response Times	Reactive Maintenance response times are aligned to the Regular estate and industry standards, ensuring commonality of service across the Defence estate.
	Reactive Maintenance Response Times	Enhanced Reactive Maintenance introduces enhanced response times when responding to maintenance request with welfare impacts.
	Lifecycle Replacement and Planned Preventative Maintenance Assessments	Within one year of ISD, the suppliers will undertake an assessment of all Level 3 and Level 4 assets in order to identify any that would benefit from being replaced, or the application of a PPM regime.
Compliance		The responsibility to keep the VE safe and legal transfers to the supplier.
		Supplier is responsible for compliance with regulation and MOD policy.
		The supplier will ensure compliance with JSP 375 (Management of Health and Safety in Defence)
		The supplier shall make safety certificates available, through the AIM CDE, within 24 hours.
		Alignment of Estates assurance activity with the Regular estate through the introduction of Practitioner Guide EM/02
		The supplier will introduce a Quality Management System aligned to ISO 9001

Deliverable		Benefit
Asset Management		The supplier will introduce an Asset Management approach aligned to both ISO 55001 and Defence Asset Information Management policies and procedures.
		Compliance with the Defence Asset Information Hierarchy and naming conventions.
	Automation of data/info transfer	Automated, regular of information to Defence estate IS will reduce the RFCA Estates Teams administrative burden.
	Supplier support to ABC / CIDP planning	Draws RFCA into MOD planning cycle
Computer Aided Facilities Management (CAFM) and Information Systems		Virtual real time access to management information and improved data quality.
		Records and certification relating to statutory and mandatory inspections and tests available through the Common Data Environment.
		MOD Master Asset Hierarchy applied to VE data.
		COBie, NRM3 and Uniclass standards applied to VE data.
		Costs associated with issue of handheld and mobile devices to supplier operatives is included in the core contract.
		Potential for remote monitoring of assets.
		Automation of business processes (e.g. workflows) through introduction of CAFM and IMS.
		Increased reporting capability through supplier provided system and DIO Asset Information Portal.
		Alignment of IS used on both VE and regular estate (consistent systems, data sources, etc) enables single version of the truth for DIO/TLB/MOD
		Supplier will produce the Service Register
		Increased information assurance through use of Defence IS.
Collaborative Working / Relationship Management		FDIS BE requires suppliers and CRFCA/RFCA to work collaboratively according to the principles of ISO 44001
Best Practice		BE suppliers' approaches will evolve in accordance with industry best practice over the life of the contract

Deliverable	Benefit
Customer Satisfaction	Structured approach to measuring end user satisfaction
Performance Management	Structured approach to managing and incentivising suppliers
Government Social Value and Sustainability Agenda	Suppliers are required to generate social value, which is measured through the Balanced Score Card
	Alignment to ISO 26000, Social Value
	Alignment to ISO 20400, Sustainable Procurement
Facilities Condition Modelling (FCM)	FDIS BE introduces the use of the FCM application, ensuring a consistent condition assessment methodology across the Defence estate.
	Ongoing condition assessments carried out by the FDIS BE suppliers over the life of the contract.
Building Information Modelling (BIM)	Billable Works delivered through the FDIS BE contracts will comply with Government Soft Landings and BIM requirements.
Document & Records	The FDIS BE suppliers are responsible for the administration of documents and records.
Utilities Management Bureau (UMB)	The FDIS BE supplier operates a UMB
	The FDIS BE supplier will manage and optimise existing BEMS
	The FDIS BE supplier advises on optimisation of energy and utilities consumption
	The FDIS BE will identify saving and spend to save opportunities in relation to energy and utilities.
Sustainability	The FDIS BE supplier carries out sustainability appraisals and environmental assessments
	The FDIS BE supplier maintains an Environment Management System in accordance with ISO 14001:2015
Billable Works	The FDIS BE supplier is responsible for planning compliance
	The FDIS BE supplier is responsible for undertaking the procurement process
	The FDIS BE supplier will ensure that three quotes are secured for Billable Works up to the value of £100k

Deliverable		Benefit
Health and Safety		A single SHEMS/safe systems of work (SSoW) approach will be implemented across the Defence estate. The responsibility rests with the Supplier
		The FDIS BE suppliers deliver H&S training
		FDIS BE introduces a systemic approach to reporting accidents and compliance with, and interface with MOD systems
		The FDIS BE supplier is responsible for SSoW and Permits to Work
	The FDIS BE supplier to ensure sufficient Authorised Engineers and Authorised Persons are available	The FDIS BE supplier shall ensure that there are sufficient dedicated licenced Authorising Engineers available to discharge the function on behalf of the Buyer
		The FDIS BE supplier shall provide sufficient suitably qualified and experienced Skilled Persons and Persons in Charge in accordance with JSP 375 for all disciplines as required to effectively operate and maintain the systems on each site
		The FDIS BE supplier shall provide sufficient Authorising Engineers and Authorised Persons to support discharging the requirements of JSP 375 Part 2 Volume 3 for all Projects procured by the Buyer
	Gas Safety Management Plans	The FDIS BE supplier responsible for development and maintenance of Gas Safety Management Plans
	Asbestos Management Plans	The FDIS BE supplier responsible for development and maintenance of Asbestos Management Plans
	Legionella Management Plans	The FDIS BE supplier responsible for development and maintenance of Legionella Management Plans

## VE VFM STUDY RFCA ENGAGEMENT

### Engagement Programme, Aug 22

RFCA	Date	Method
Greater London	01 Aug 22	Face to Face
Highland	02 Aug 22	Microsoft Teams
Wales		
Northern Ireland	02 Aug 22	Microsoft Teams
South East	04 Aug 22	Microsoft Teams
Lowland		
Yorkshire & Humber		
North West England	12 Aug 22	Microsoft Teams
East Anglia	15 Aug 22	Face to Face
East Midlands		
West Midlands		
North of England	16 Aug 22	Microsoft Teams
Wessex	25 Aug 22	Face to Face

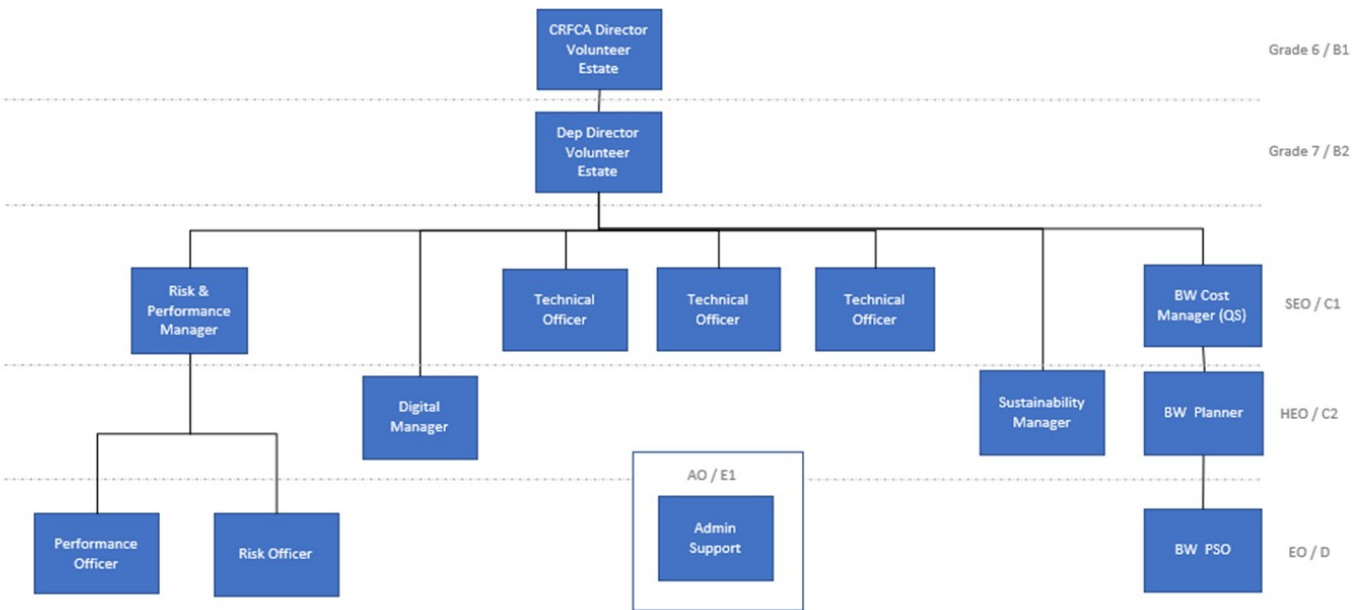


## Subsequent Engagement Sessions

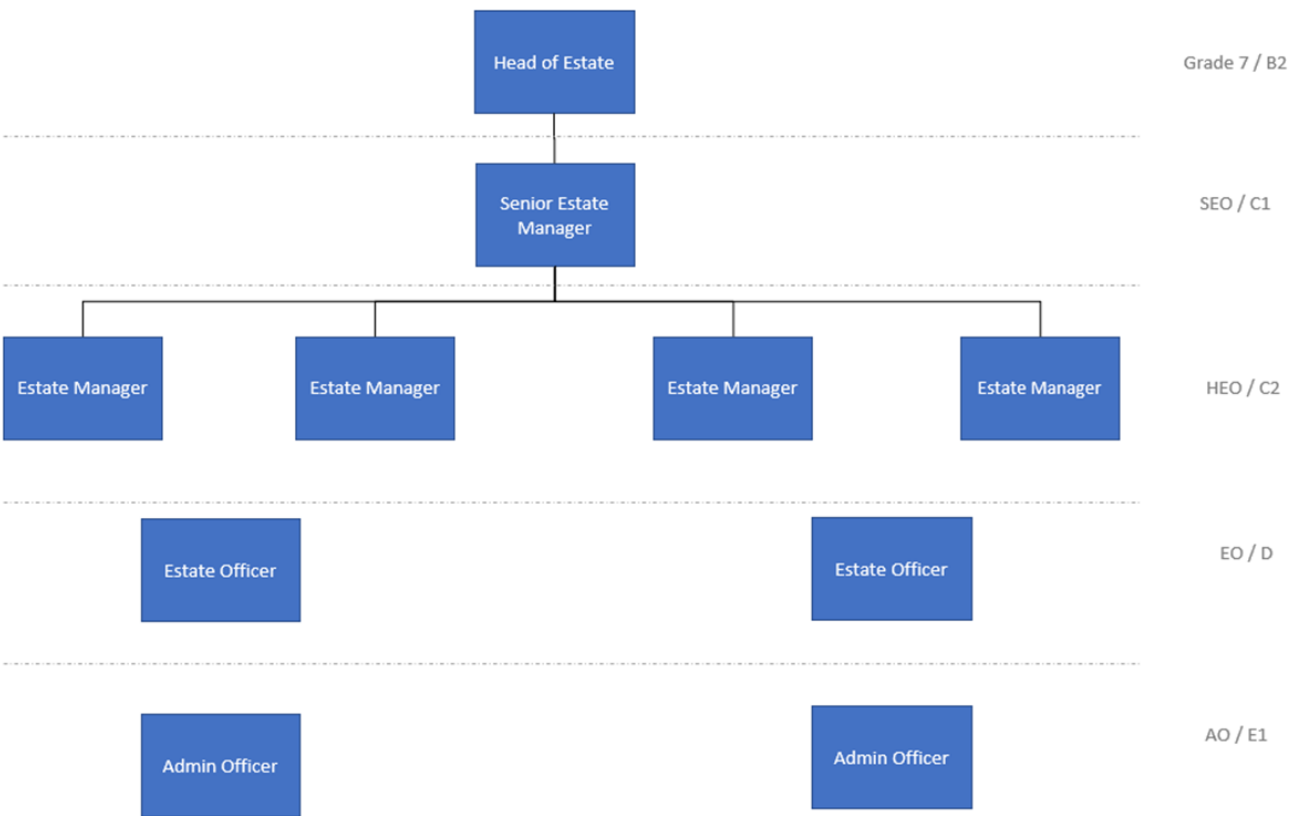
RFCA	Date	Method
All – Requirements Workshop	02 Sep 22	Face to Face
All – Industry Day	12 & 13 Sep 22	Face to Face
Northern Ireland	03 Nov 22	Face to Face
West Midlands	27 Feb 23	Face to Face
East Midlands	28 Feb 23	Face to Face
North of England	09 Mar 23	Face to Face
Yorkshire & Humber	10 Mar 23	Face to Face
East Anglia	13 Mar 23	Face to Face
Wessex	15 Mar 23	Face to Face
Greater London	22 Mar 23	Face to Face
Highland	27 Mar 23	Face to Face
Lowland	28 Mar 23	Face to Face
Wales	03 Apr 23	Face to Face
South East	21 Apr 23	Face to Face
North West England	03 May 23	Face to Face
Northern Ireland	04 May 23	Face to Face

VE VFM STUDY  
RECOMMENDED HFM ESTATES STRUCTURES

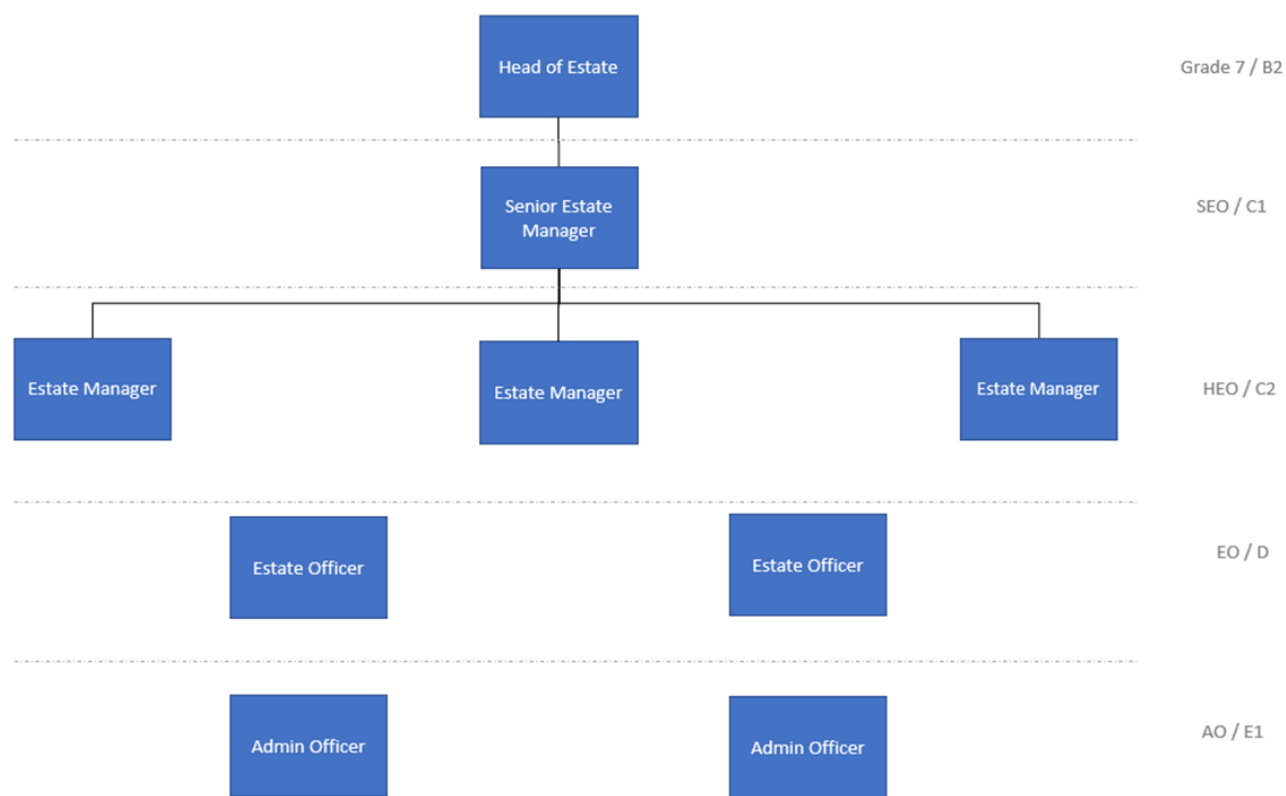
CRFCA



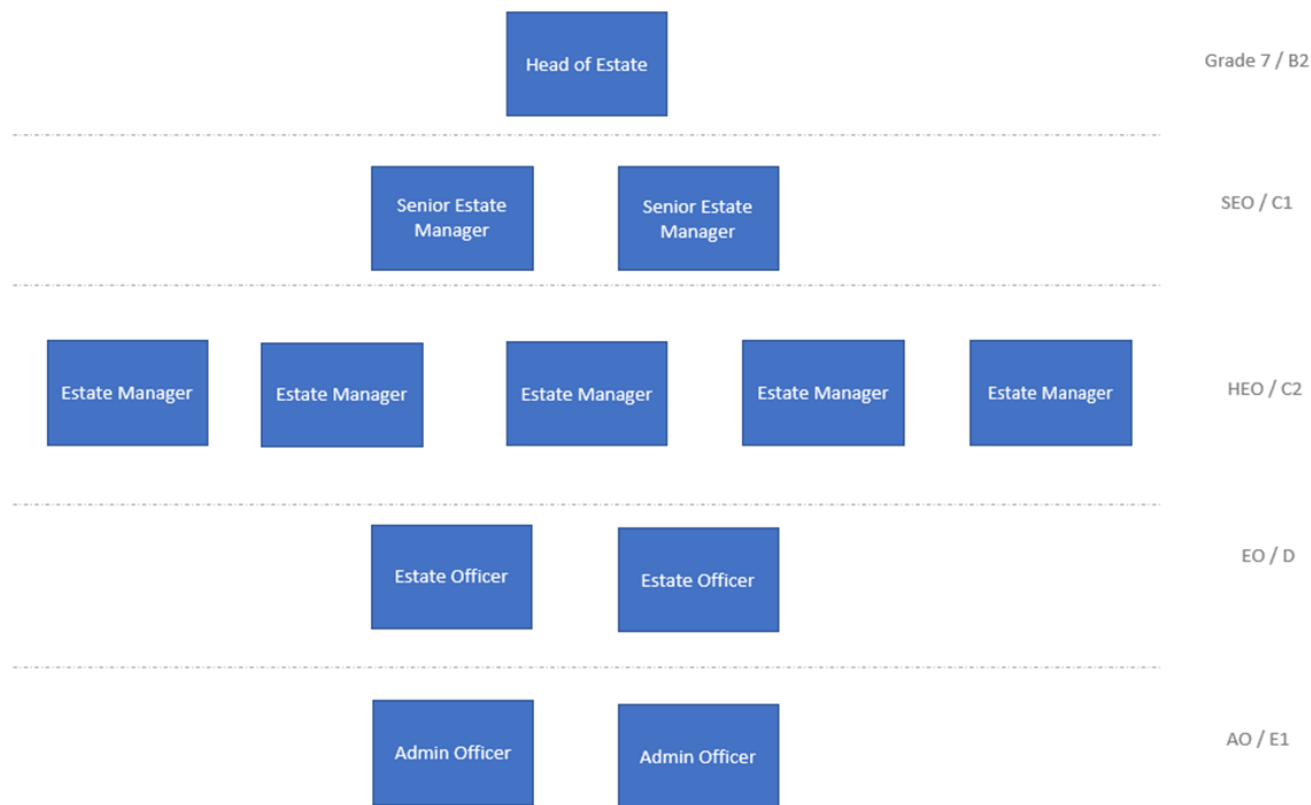
East Anglia RFCA



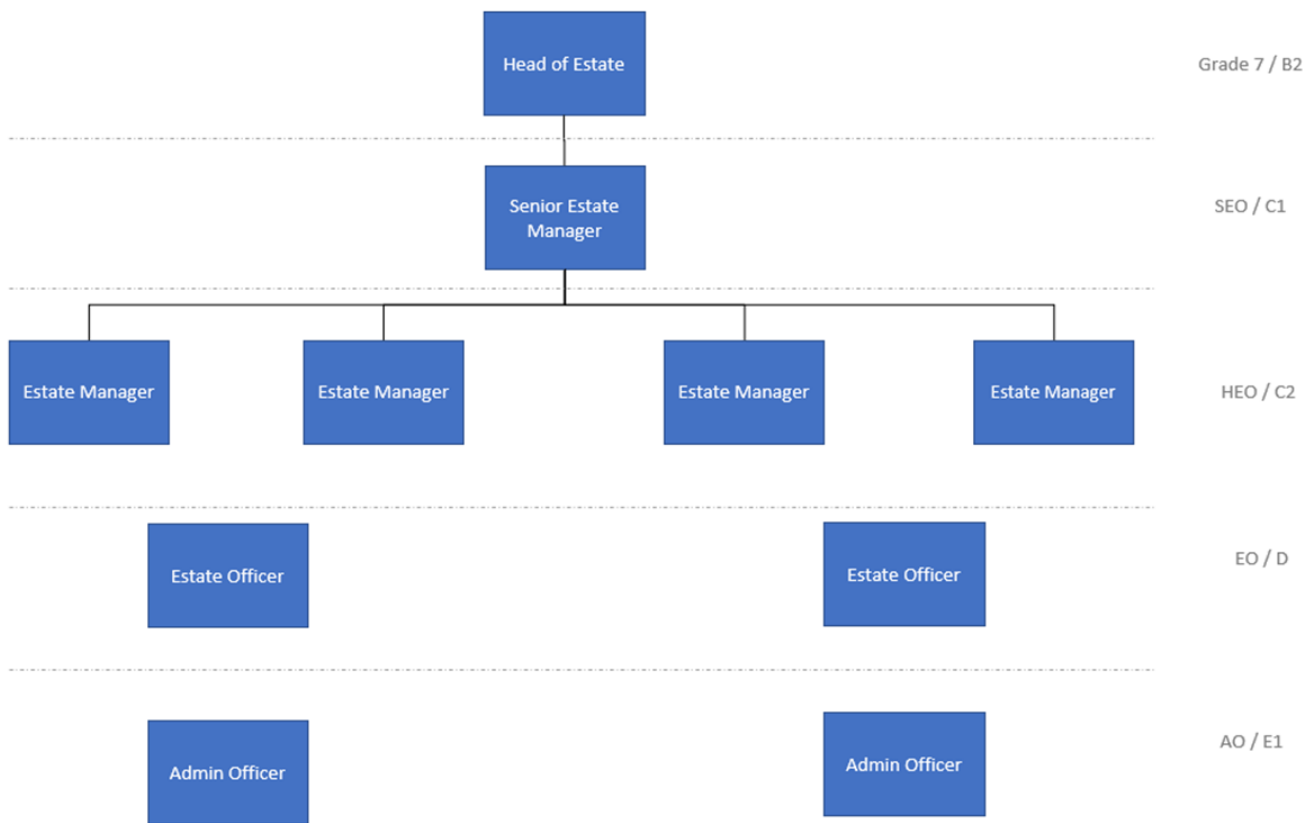
# East Midlands RFCA



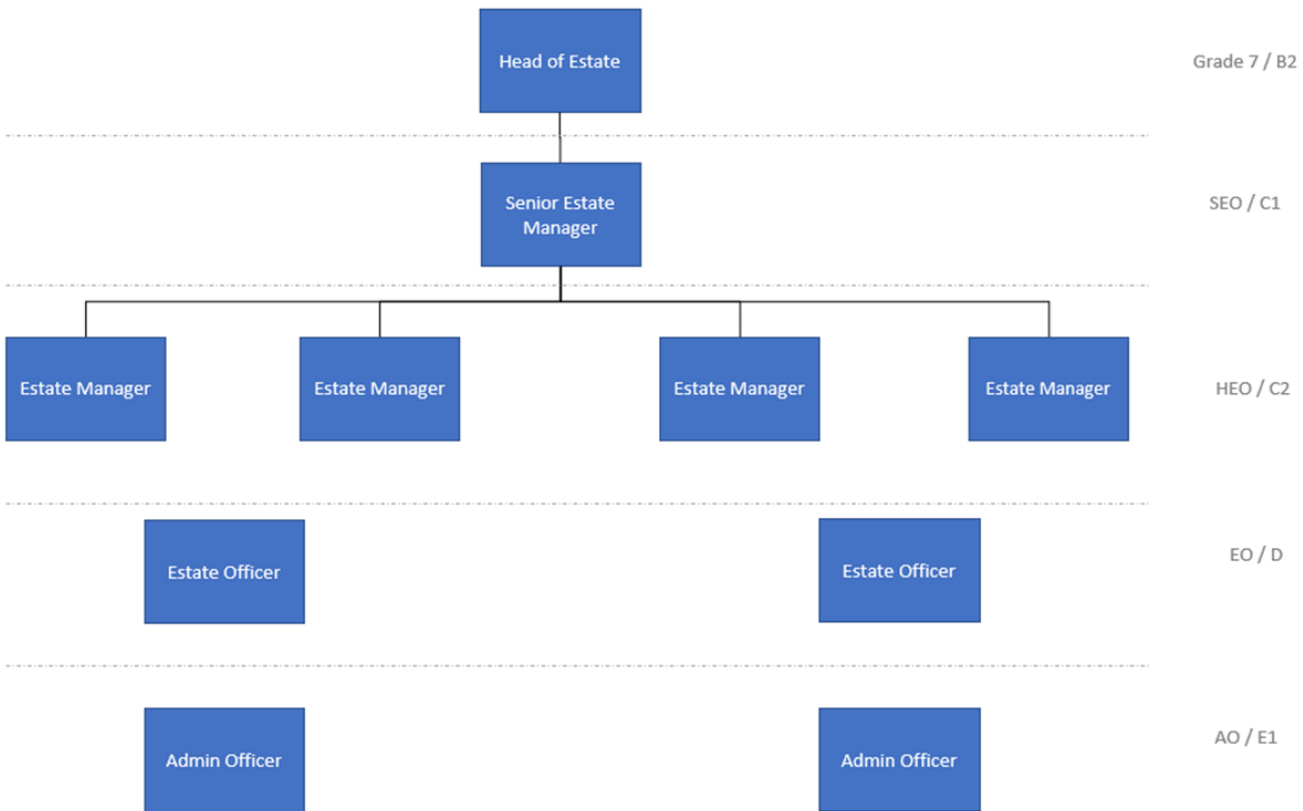
# Greater London RFCA



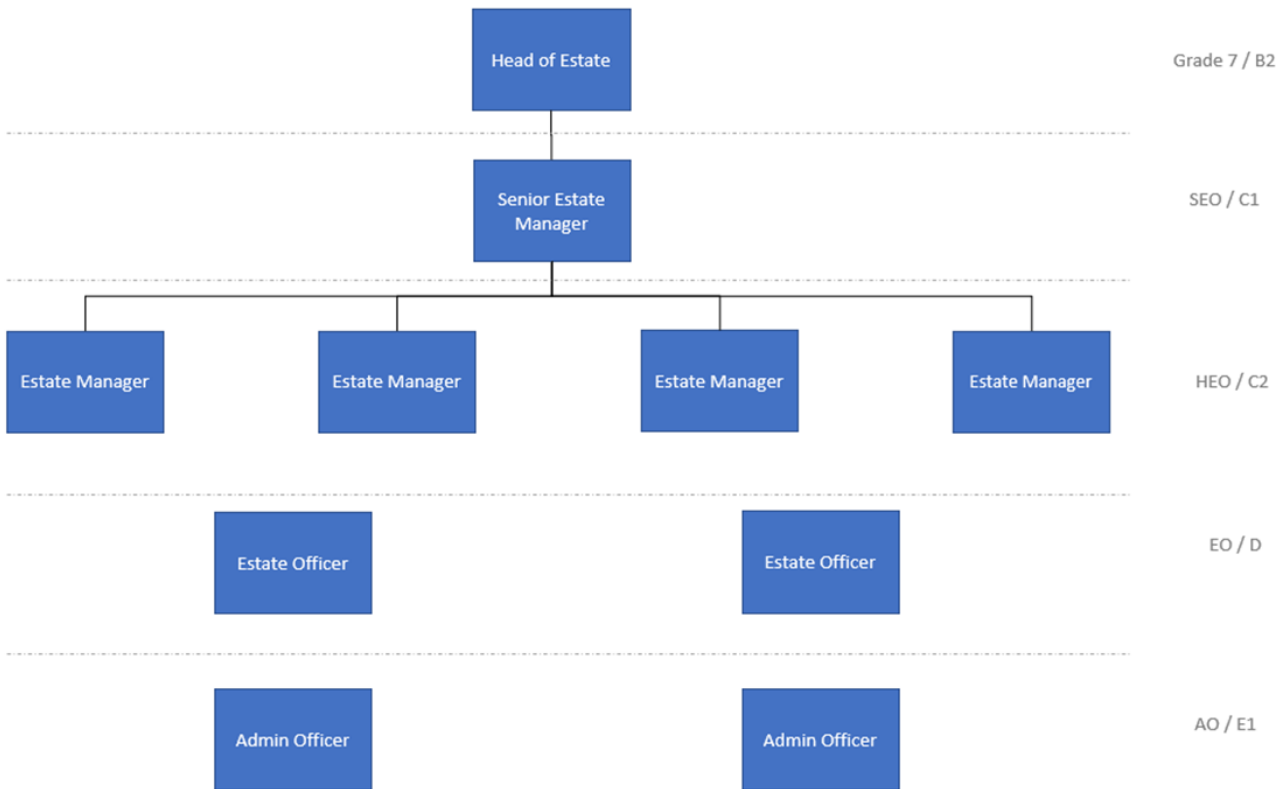
# Highland RFCA



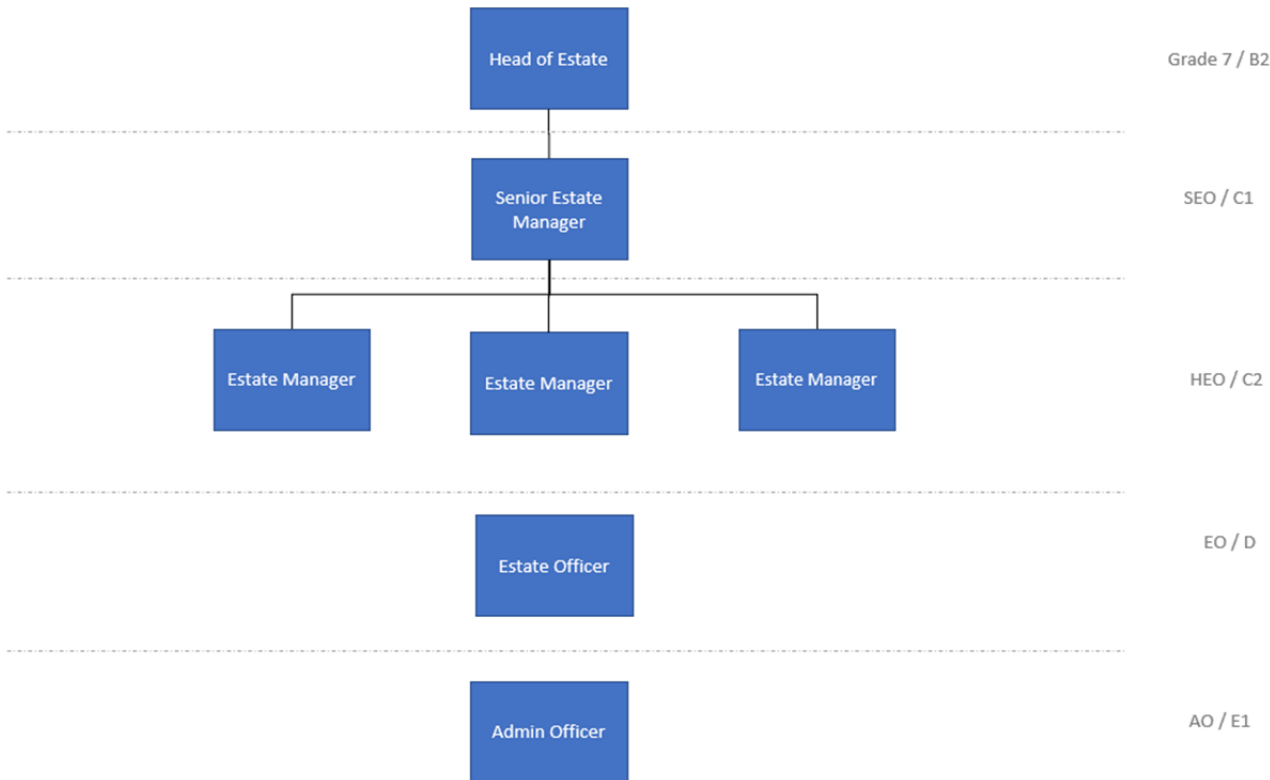
# Lowland RFCA



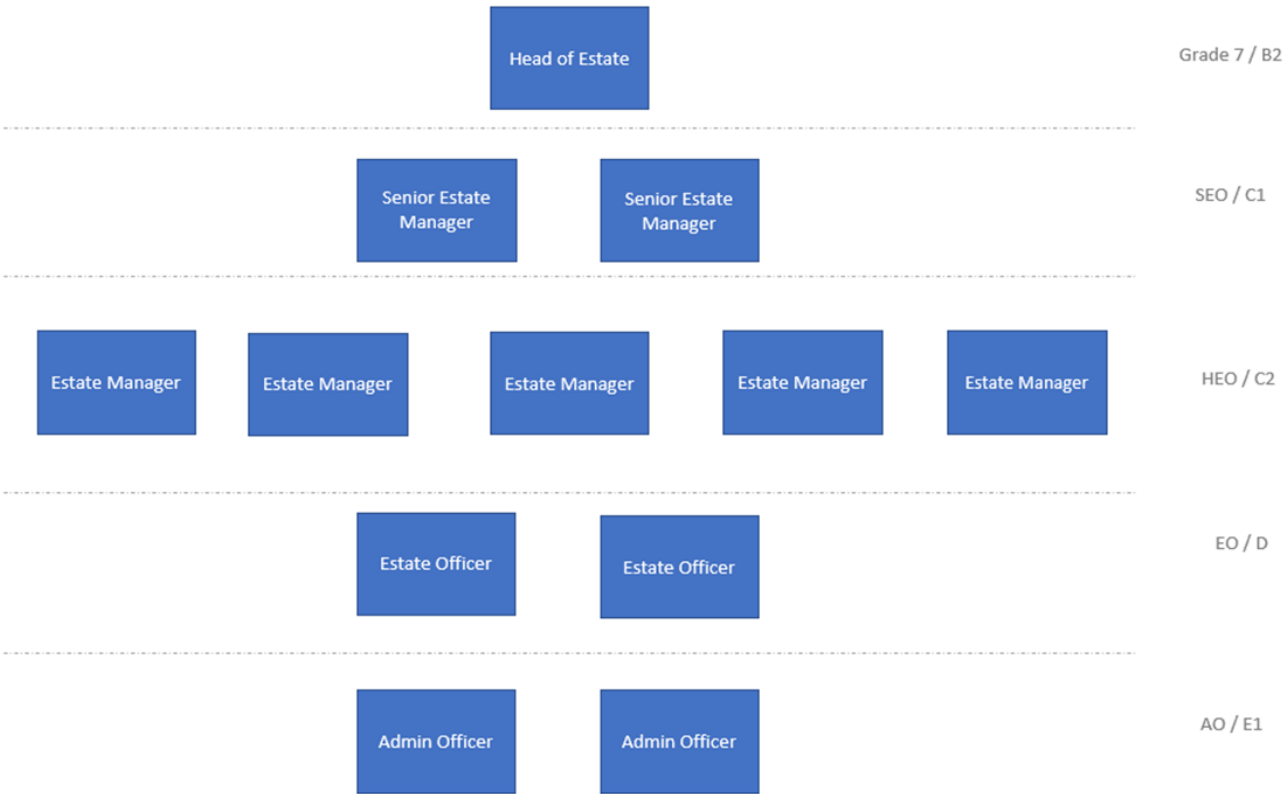
# North of England RFCA



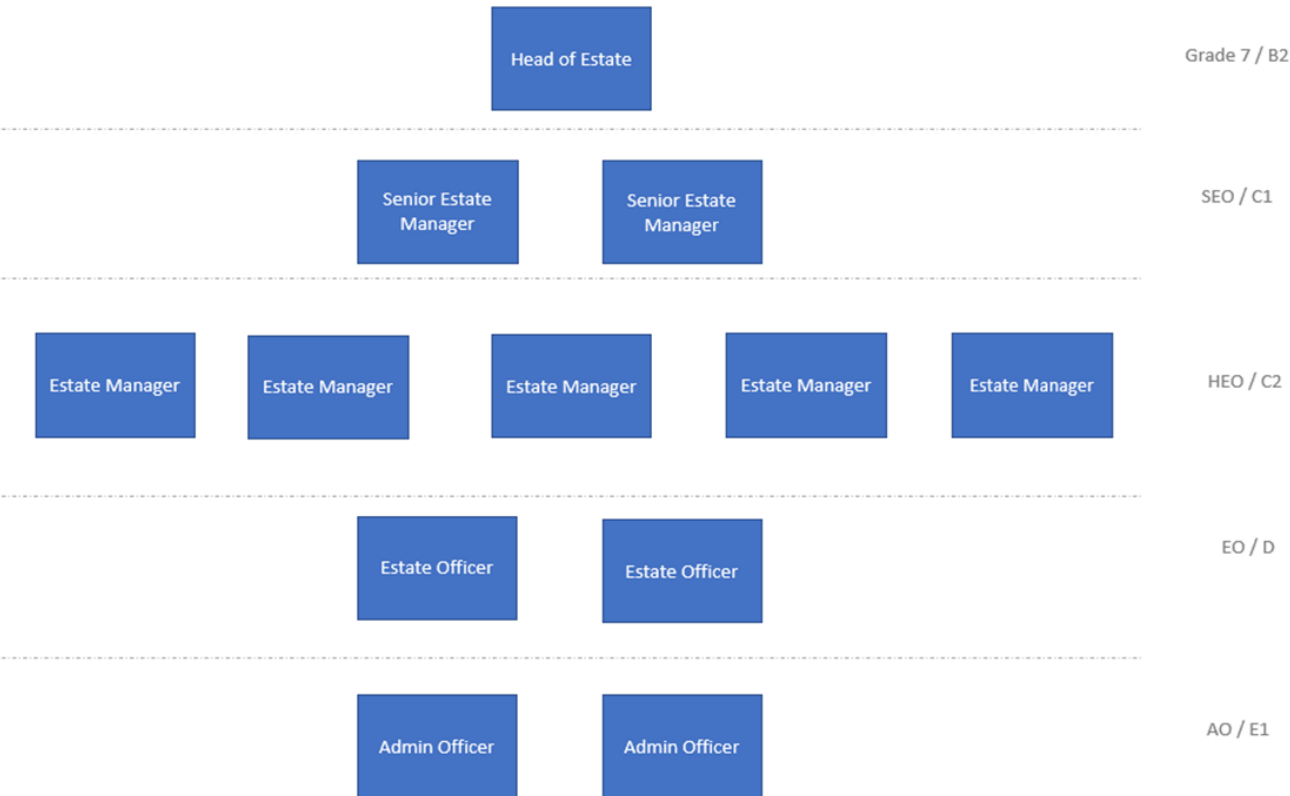
# Northern Ireland RFCA



## North West RFCA

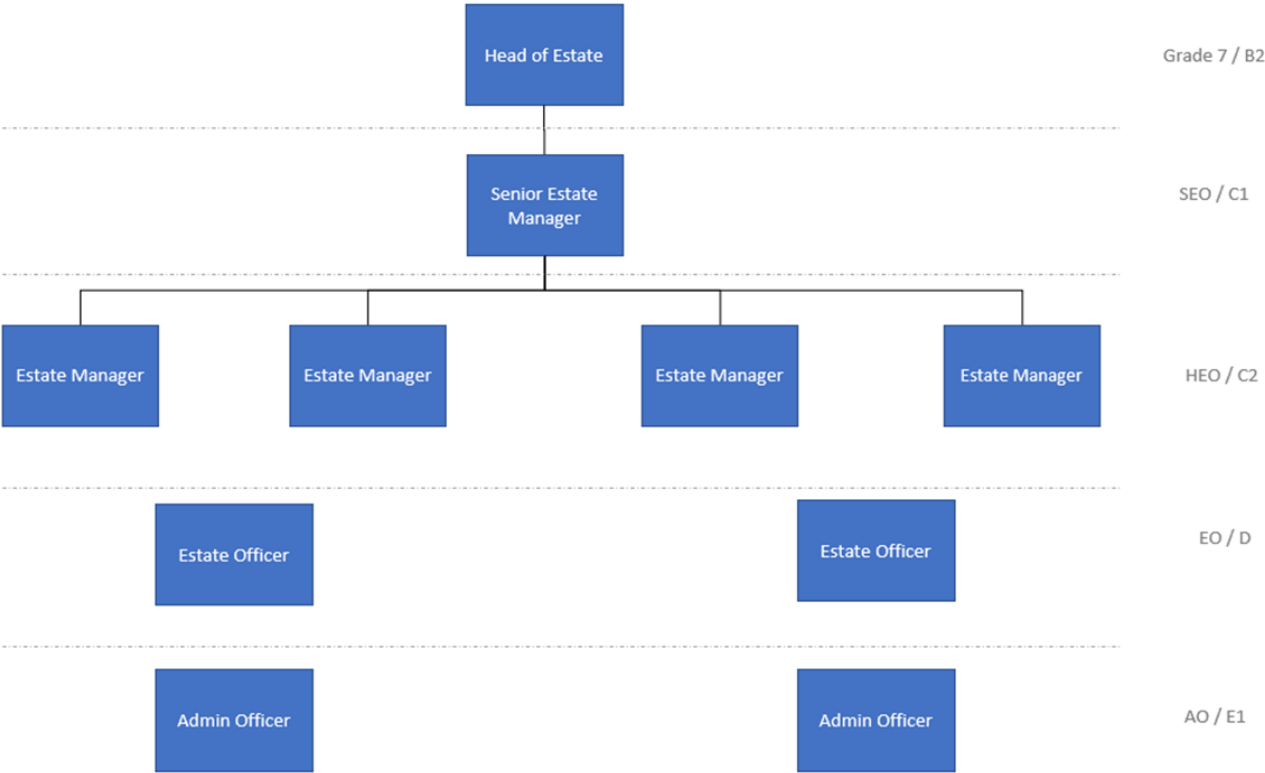


## South East RFCA

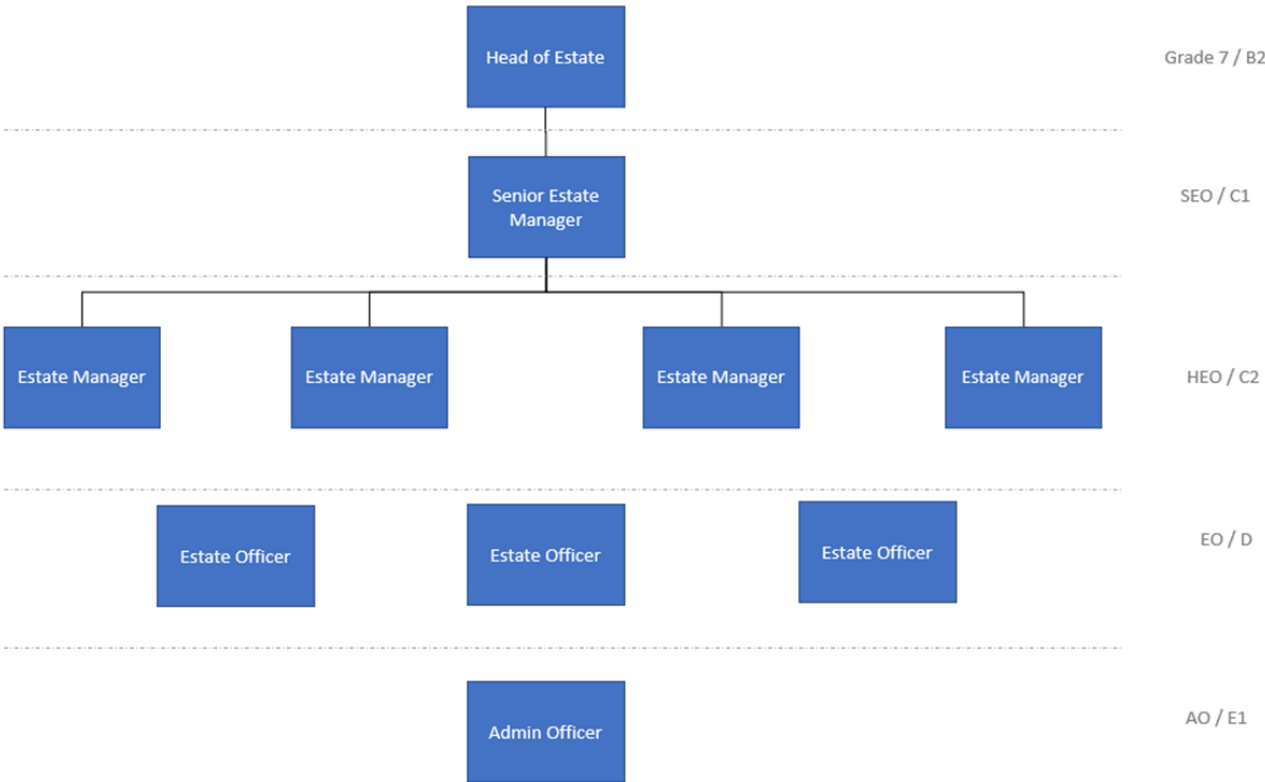




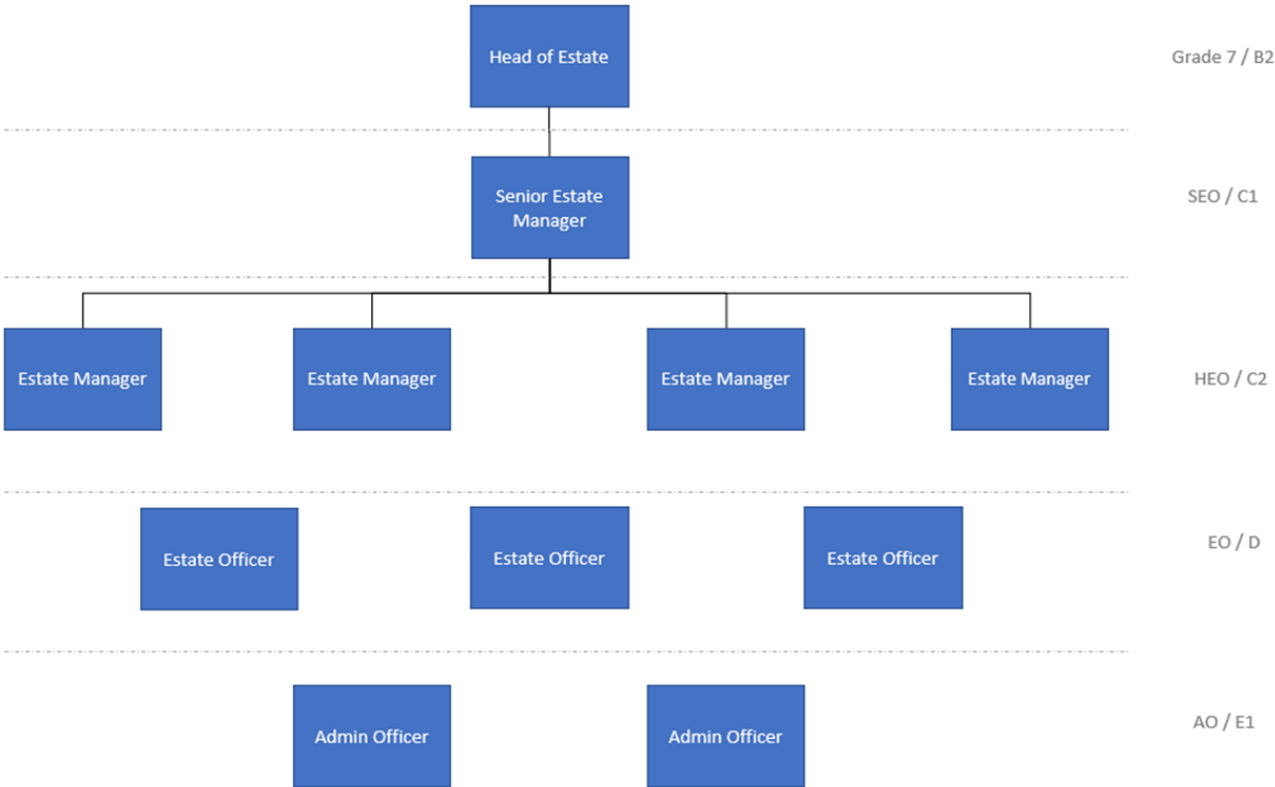
Wales RFCA



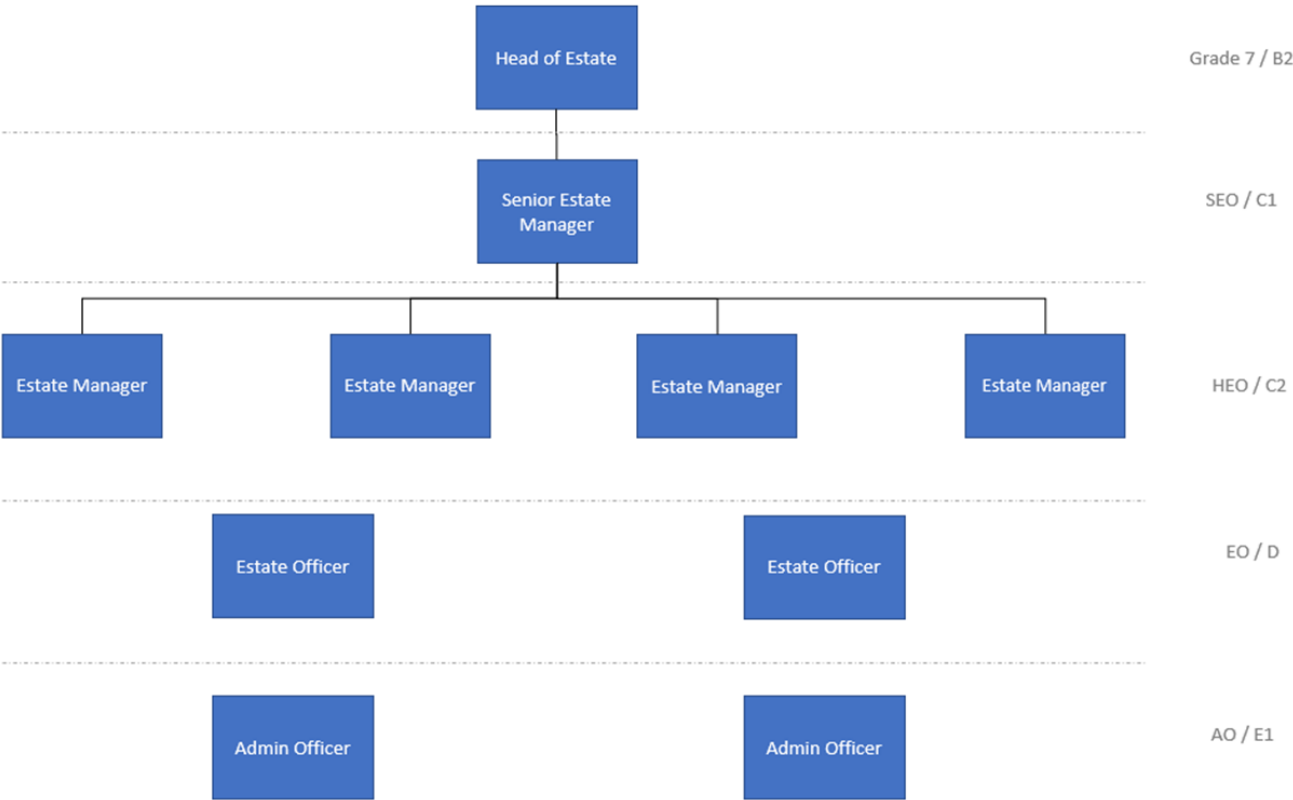
West Midlands RFCA



# Wessex RFCA



# Yorkshire and the Humber RFCA



## VE VFM STUDY CRFCA AND RFCA ESTATES TEAM JOB DESCRIPTIONS

### [insert name of association] 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: [Insert]
- d. Location: [Address]

#### 3. General Description of the Role

The [insert name of association] RFCA Head of Estate has overall responsibility for the management and assurance of HFM services in support of users of the Volunteer Estate, including the Reserves and Cadets. [In addition to HFM services the Head of Estate is responsible for.. to be completed].

The Head of Estate is accountable to the Chief Executive, working with industry partners, for the successful delivery of HFM services and for the delivery of projects up to €5m. They are accountable for assuring the compliance of the estate. Services are delivered through HFM 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 HFM 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. They will be expected to represent the RFCA in respect of all estates matters interfacing regularly with other RFCAs and CRFCA.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership & Management [20%]**

- Works collaboratively with CRFCA, other RFCA Area Managers, other RFCA functions and wider Defence organisations as appropriate
- Provide direction to the RFCA Estates Team in order to deliver RFCA estates 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
- Promote strong working relationships both within the team, with CRFCA, other RFCAs, industry partners and across Defence.
- Responsible for ensuring that all team members are compliant with mandatory training requirements appropriate to their role, including continuous professional development

##### **Communication / Engagement and Stakeholder Management [20%]**

- Responsible for development of effective stakeholder management within their Area
- Ensure open, honest and collaborative working relationships are established and maintained with industry partners
- Ensure stakeholders, especially customers, are kept informed and willing to support delivery activity as required
- 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 [15%]**

- Adopt a Programme Management approach across their Area 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 [5%]**

- Responsible for staying within own delegated budget with 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
- Responsible for financial propriety in relation to T&S for the team including ensuring appropriate record-keeping and audits

### **Contract Management [20%]**

- Manage the delivery of the contracts for HFM and Soft FM services through the RFCA Estates Team and other supporting specialists
- Responsible for developing, maintaining and managing the relationship with the HFM Supplier Account Manager.
- Chairs all 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 raising early warnings for consideration as appropriate
- 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 HFM services, are identified

### **Assurance and Performance [20%]**

- 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 partners performance within their Area
- Work with industry partners and other stakeholders to ensure the effective management of risk within their Area
- 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 industry partner Quarterly Performance Review
- Engage with industry partners to develop effective rectification plans to address industry partner non-performance

**5. Staff management responsibilities.** Line manager for Senior Estate Managers

**6. Budgetary responsibilities.** [Insert details]

## 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

#### b. Desirable.

- Commercial experience gained within a property, estates/facilities management, or similar function
- Management of delegated budgets within an estates/FM environment
- 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](#)).

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

**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)**
- Working towards full (G7) level membership of relevant professional body e.g. CIWFM – MRICS or CEng or have equivalent relevant experience.

**11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

## **Additional Requirements**

12. In addition to regular visits to sites within the RFCA area, this role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to the CRFCA head office in London, to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the RFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective RFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

[insert name of association]  
**RESERVE FORCES' AND CADETS' ASSOCIATIONS**

**JOB DESCRIPTION - Senior Estate Manager**

**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: Senior Estate Manager
- b. Job grade: SEO
- c. Reports to: Head of Estate
- d. Location: [Address]

**3. General Description of the Role**

The [insert name of association] RFCA Senior Estate Manager plays a significant role in support of the Head of Estate in the management and assurance of HFM services in support of users of the Volunteer Estate, including Reserves and Cadets. [In addition to HFM services the Senior Estate Manager is responsible for.. to be completed by the respective RFCA].

Reporting to the Head of Estate, the Senior Estate Manager will be expected to work closely with customers, industry partners, CRFCA and other stakeholders on a day-to-day basis to assure delivery of HFM services to the estate enabling it to be utilised to its fullest extent. In addition, the Senior Estate Manager provide oversight of the planning, delivery and assurance of projects up to a value of €5m.

In addition to professional qualifications appropriate to the role, key skills include contract and relationship management with stakeholders including industry partners, customers, and other partners within Defence. The Senior Estate Manager will engage with customers on a regular basis to ensure customer needs are being met and facilitate the relationship between the customer and the industry partner.

The Senior Estate Manager will be responsible for deputising for the Head of Estate as required.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership and Management [15%]**

- Works collaboratively with all stakeholders including CRFCA, other RFCAs and wider Defence organisations as appropriate
- Ensure the Head of Estate's direction to the RFCA Estates Team is delivered to support the delivery of RFCA estates outputs
- 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
- Responsible for ensuring that all team members are compliant with mandatory training requirements appropriate to their role, including continuous professional development
- Encourage innovation to foster a high performing team through continuous improvement.
- Promote strong working relationships both within the team, with CRFCA, other RFCAs, industry partners and across Defence
- Demonstrate a personal commitment to the aims and objectives of the RFCA

##### **Communication / Engagement and Stakeholder Management [15%]**

- Act as the senior point of contact for their Area, proactively addressing all internal and external stakeholders' concerns and issues, ensuring they are effectively addressed and/or escalated. Ensure all stakeholders are kept informed of the status of the concerns and issues raised.
- Develop and maintain open, honest and collaborative working relationships with customers, industry partners, across Defence and other stakeholders as appropriate.
- Ensure stakeholders, especially customers, are kept informed and willing to support delivery activity as required
- Support the Head of Estate in ensuring compliance with CRFCA and RFCA corporate approaches and messaging

##### **Programme Management [15%]**

- 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 to the assurance of completed works.
- Work closely with the industry partners to monitor progress of works against the agreed programme of activity.
- 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.
- 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).
- Support the development of business cases ensuring the required quality and output in accordance with CRFCA and wider Defence policy

### **Contract Management [25%]**

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

### **Assurance and Performance [25%]**

- Support the Head of Estate in the delivery of assurance to meet contract compliance and performance objectives
- Assure the industry partner Quarterly Performance Report
- Ensure accurate reporting in relation to RFCA assurance activity
- Manage assurance activity undertaken by the RFCA Estates Team in accordance with Practitioner Guide EM02.
- Undertake delegated Assurance Tasks in accordance with Practitioner Guide EM/02
- Manage and report risks in Area of Responsibility including treatment and escalation where appropriate

### **Financial Management [5%]**

- Ensure that Billable Works are only authorised in accordance with the agreed Business Rules and within Financial Delegations.
- Provide reports and Forecasts of Outturn on delegated programme tasks.
- Responsible for financial propriety in relation to T&S for the team including ensuring appropriate record-keeping and audits

**5. Staff management responsibilities.** Line Manager for the Estate Manager

**6. Budgetary responsibilities.** [Insert details]

## 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 to this position:

- DIO Service Delivery Infrastructure Management System (IMS) – modules applicable to role
- ISO 44001 Collaborative Business Relationships Management
- Finance Certificate Foundation v1.10
- Commercial Awareness and (where mandated) Managing Defence Contracts Online Training (MDCOLT)
- Asbestos Awareness – for DIO Service Manager Representative
- Legionella Awareness and ACOP L8 (BS6) – for Service Manager Representative (L8 Duty Holder)
- Dangerous Substances Explosive Atmosphere Regulations (DSEAR) Awareness
- SPEC 024 (Asset Management)
- FDIS Training

### 8. Experience.

#### a. Essential.

- Clear demonstration of FM 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
- An understanding of building condition and performance

#### b. Desirable.

- Experience of managing teams in an Estates environment
- Commercial experience gained within a property, facilities management, or similar function
- Exploitation of the benefits of major FM service delivery contracts



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

- Leadership
- Seeing the Bigger Picture
- Managing a Quality Service
- Communicating and Influencing
- Delivering Value for Money
- Working Together

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

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

- Property Professional Expertise **(P)**
- Customer and Client Service **(P)**
- Stakeholder Engagement **(P)**
- Strategy and Business Planning **(P)**
- Analytical Decision Making **(W)**
- Technology and Innovation **(W)**
- Sustainable Practice **(W)**
- Commercial Acumen **(P)**
- Property Programme and Project Management **(P)**
- Health and Safety, Compliance and Inclusion **(P)**

**Professional Membership:**

- Hold or be willing to work towards full (SEO) level membership of relevant professional body or have equivalent relevant experience or have equivalent relevant experience

**11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

## **Additional Requirements**

12. In addition to regular visits to sites within the RFCA area, this role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to the CRFCA head office in London, to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the RFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective RFCAs Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

[insert name of association]  
**RESERVE FORCES' AND CADETS' ASSOCIATIONS**

**JOB DESCRIPTION - Estate Manager**

**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: Estate Manager
- b. Job grade: HEO
- c. Reports to: Senior Estate Manager
- d. Location: [Address]

**3. General Description of the Role**

The [insert name of association] RFCA Estate Manager plays a significant role in overseeing and supporting the management and assurance of HFM services in support of users of the Volunteer Estate, including Reserves and Cadets. [In addition to HFM services the Estate Manager is responsible for.. to be completed by respective RFCAs].

Reporting to the Senior Estate Manager, the Estate Manager will work with industry partners and other stakeholders to support the assurance of the delivery of services to the Volunteer Estate for assets within their area of responsibility. This will include the oversight and support of all aspects of the delivery of day-to-day HFM services, contract and supplier management and the planning and assurance of the maintenance/minor works programme, acting as a point of contact to ensure customer needs are met. They will be expected to work closely with customers, industry partners, and other stakeholders in the planning, delivery and assurance of projects up to a value of €5m.

In addition to professional qualifications appropriate to the role, key skills include contract and relationship management with stakeholders including industry partners, customers, and other partners within Defence.

The Estate Manager will be expected to deputise for the Senior Estate Manager as required.

## **4. Principal Areas of Accountability, Tasks and Duties**

### **Leadership and Management [15%]**

- Works collaboratively with all stakeholders including customers, other RFCAs and wider Defence organisations as appropriate.
- 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.
- Ensure direct reports are compliant with mandatory training requirements appropriate to their role, including continuous professional development.
- Encourage innovation to support the development of a high performing team through continuous improvement.
- Promote strong working relationships both within the team, customers, industry partners and other RFCAs.
- Demonstrate a personal commitment to the aims and objectives of the RFCA.

### **Communication/Engagement and Stakeholder Management [30%]**

- Act as point of contact for the assets within their area of responsibility, proactively addressing all internal and external stakeholders' concerns and issues, ensuring they are effectively addressed and/or escalated. Ensure all stakeholders are kept informed of the status of the concerns and issues raised.
- Develop and maintain open, honest and collaborative working relationships with customers industry partners and other stakeholders as appropriate
- Work collaboratively with Suppliers to support the delivery of services to ensure performance against contract performance measures and identify opportunities for efficiencies and improvements
- Provide an active site presence to help develop and maintain open, honest and collaborative working relationships with customers, industry partners and other stakeholders as appropriate.
- Ensure stakeholders, especially customers, are kept informed and willing to support delivery activity as required
- Ensure compliance with CRFCA and RFCA corporate approaches and messaging

### **Programme Management [20%]**

- Adopt a programme management approach for assets within their area of responsibility, including working closely with customers and industry partners in respect of delegated Billable Works projects, including supporting the development of the Statement of Need and assurance of completed works.
- Support the review and monitoring of progress of works against the Billable Works programme of activity, escalating any issues using the respective Early Warning, Recompense Events, Supplier Non-Performance, Defects, and risk management processes.
- Work closely with all stakeholders to develop strategies to deal with programme issues, agree corrective actions, closely monitor developments on site, report progress and escalate as appropriate.

- Support the development of draft business cases ensuring they are of the required quality and output in accordance with CRFCA and wider Defence policy.
- Work with customers and industry partners to support the Senior Estate Manager in the development of future Billable Works plans and programmes.

### **Performance and Contract Management/Assurance [30%]**

- Carry out the delegated performance and contract management/assurance duties and responsibilities on behalf of the Senior Facilities Manager, working closely with the industry partners and Independent Auditors on the preselected HFM works orders and tasks, to include High Value Works Audits, Work in Progress, Retrospective Audits, PPM, Grounds Maintenance and Asset File Checks, as required under Practitioner Guide EM02.
- Ensure Health and Safety compliance of HFM industry partner deliverables in accordance with SFG20 and SOP19/02 reporting and escalating any instances of non-compliance to the Senior Facilities Manager as necessary.
- Address matters falling short of the contracted standards and escalate to Senior Facilities Manager any concerns that cannot be mitigated at a local level.
- Ensure customers receive regular reports on the delivery of HFM services to their respective area of responsibility
- Ensure opportunities for exploiting benefits of the contract, including continuous improvement and innovation in the delivery of HFM services, are identified
- As required, support all meetings with industry partners and/or customers as laid down in the contract to support the effective delivery of HFM services.

### **Financial Management [5%]**

- Ensure that Billable Works are only authorised in accordance with the agreed Business Rules and within Financial Delegations.
  - Provide progress reports on site budget expenditure and updates to stakeholders on delegated Billable Works tasks.
  - Ensure Financial Propriety for all T&S transactions and other manpower associated delegations under your control is maintained, including record keeping and audit requirements.
5. **Staff management responsibilities.** Line Manager for the Assistant Facilities Manager
6. **Budgetary responsibilities.** [not envisaged for HFM services. Retained for any budget responsibilities relating to other duties.]

## **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 to this position:

- DIO Service Delivery Infrastructure Management System (IMS) – modules applicable to role
- ISO 44001 Collaborative Business Relationships Management

- Finance Certificate Foundation v1.10
- Commercial Awareness and (where mandated) Managing Defence Contracts Online Training (MDCOLT)
- ISO 44001 Collaborative Business Relationships Management
- Asbestos Awareness – for DIO Service Manager Representative
- Legionella Awareness and ACOP L8 (BS6) – for Service Manager Representative (L8 Duty Holder)
- Dangerous Substances Explosive Atmosphere Regulations (DSEAR) Awareness
- SPEC 024 (Asset Management)
- Practitioner Guide EM02
- FDIS Training

## 8. Experience.

### a. Essential.

- Clear demonstration of FM skills in both meeting customer needs and managing supplier relationships
- Understanding and complying with statutory, regulatory, and professional requirements

### b. Desirable.

- Clear demonstration of contract management and assurance in a HFM environment
- Local management of key suppliers, able to support negotiations, management, or escalation issues
- Commercial experience gained within a property, facilities management, or similar function

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

- Leadership
- Seeing the Bigger Picture
- Managing a Quality Service
- Communicating and Influencing
- Delivering Value for Money
- Working Together

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

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

- Property Professional Expertise (**P**)
- Customer and Client Service (**P**)



- Stakeholder Engagement **(P)**
- Strategy and Business Planning **(P)**
- Analytical Decision Making **(W)**
- Technology and Innovation **(W)**
- Sustainable Practice **(W)**
- Commercial Acumen **(P)**
- Property Programme and Project Management **(P)**
- Health and Safety, Compliance and Inclusion **(P)**

**Professional Membership:**

- Hold or be willing to work towards full or associate (HEO) level membership of relevant professional body or have equivalent relevant experience.

**11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

**Additional Requirements**

12. In addition to regular visits to sites within the RFCA area, this role may require occasional travel throughout the UK to other sites including those of the 13 RFCAs and industry partner offices.
13. The job holder is required to comply with the RFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective RFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

[insert name of association]  
**RESERVE FORCES' AND CADETS' ASSOCIATIONS**

**JOB DESCRIPTION - Estate Officer**

**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: Estate Officer
- b. Job grade: EO
- c. Reports to: Estate Manager
- d. Location: [Address]

**3. General Description of the Role**

The [insert name of association] RFCA Estate Officer plays a significant role in assisting the oversight and support of the management and assurance of HFM services in support of the users of the Volunteer Estate, including Reserves and Cadets. [In addition to HFM services the Estate Officer is responsible for.. to be completed by the respective RFCA].

Reporting to the Estate Manager, the Estate Officer will work with industry partners and other stakeholders to support the assurance of the delivery of services to the Volunteer Estate for assets within their area of responsibility. This will include the oversight and support of all aspects of the delivery of day-to-day HFM services and undertaking assurance of maintenance/Billable Works and acting as a point of contact to ensure customer needs are met. They will be expected to work closely with customers, industry partners, and other stakeholders in the delivery and assurance of Billable Works.

In addition to professional qualifications appropriate to the role, key skills include relationship management and engagement with stakeholders including industry partners and customers.

The Estate Officer will be expected to deputise for the Estate Manager as required.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership and Management [10%]**

- Carry out line management duties ensuring that staff effectively meet their objectives and achieve their professional goals.
- Ensure direct report is compliant with mandatory training requirements appropriate to their role, including continuous professional development.
- Demonstrate a personal commitment to the aims and objectives of the RFCA.

##### **Communication/Engagement and Stakeholder Management [30%]**

- Act as point of contact for the assets within their area of responsibility, proactively addressing all internal and external stakeholders' concerns and issues, ensuring they are effectively addressed and/or escalated. Ensure all stakeholders are kept informed of the status of the concerns and issues raised.
- Develop and maintain open, honest and collaborative working relationships with customers and industry partners.
- Ensure customers remain fully informed on all aspects of service delivery.
- Ensure compliance with CRFCA and RFCA corporate approaches and messaging.

##### **Programme Management [15%]**

- Support the adoption of a programme management approach, including working closely with the Estate Manager, customers and industry partners in respect of Billable Works projects, supporting the development of the Statement of Need and assurance of completed works
- Support the review and monitoring of progress of Billable Works, escalating any issues using the respective Early Warning, Recompense Events, Supplier Non-Performance, Defects, and risk management processes.
- Work with customers to identify future requirements to support the development of future Billable Works plans.

##### **Contract/Performance Management, Reporting and Assurance [40%]**

- Carry out the delegated assurance duties and responsibilities on behalf of the Estate Manager, working closely with the industry partners on the preselected HFM works orders and tasks, to include Work in Progress, Retrospective Audits, PPM, Grounds Maintenance and Asset File Checks, as required under Practitioner Guide EM02.
- Ensure Health and Safety compliance of HFM industry partner deliverables in accordance with SFG20 and SOP19/02 reporting and escalating any instances of non-compliance to the Facilities Manager as necessary.
- Identify matters falling short of the contracted standards and escalate to Estate Manager any concerns that cannot be mitigated at a local level.
- Address matters falling short of the contracted standards and escalate to Estate Manager any concerns that cannot be mitigated at a local level.

- Ensure customers receive regular reports on the delivery of HFM services to their respective area of responsibility.
- As required, support all meetings with industry partners and/or customers as laid down in the contract to support the effective delivery of HFM services.
- Provide support to the Senior Facilities Manager in the execution of the Property Change Form process.

### Financial Management [5%]

- Ensure Financial Propriety for all T&S transactions and other manpower associated delegations under your control is maintained, including record keeping and audit requirements.
5. **Staff management responsibilities.** Line Manager for the Admin Officer
  6. **Budgetary responsibilities.** [not envisaged for HFM services. Retained for any budget responsibilities relating to other duties]

## 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 to this position. Complete in-house:

- DIO Service Delivery Infrastructure Management System (IMS) – modules applicable to role
- ISO 44001 Collaborative Business Relationships Management
- Finance Certificate Foundation v1.10
- Commercial Awareness and (where mandated) Managing Defence Contracts Online Training (MDCOLT)
- ISO 44001 Collaborative Business Relationships Management
- Asbestos Awareness
- Legionella Awareness and ACOP L8 (BS6) – for Service Manager Representative (L8 Duty Holder)
- Dangerous Substances Explosive Atmosphere Regulations (DSEAR) Awareness
- SPEC 024 (Asset Management)
- Practitioner Guide EM02
- FDIS Training

## 8. Experience.

### a. Essential.

- Experience of working with customers to identify and quantify needs in a HFM environment.
- Good interpersonal skills.

### b. Desirable.

- Experience in customer relationship management and stakeholder liaison.

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

- Collaborating & Partnering
- Managing a Quality Service
- Communicating and Influencing
- Changing and Improving
- Delivering at Pace
- Working Together

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

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

- Property Professional Expertise (**W**)
- Customer and Client Service (**P**)
- Stakeholder Engagement (**W**)
- Strategy and Business Planning (**A**)
- Analytical Decision Making (**A**)
- Technology and Innovation (**A**)
- Sustainable Practice (**W**)
- Commercial Acumen (**A**)
- Property Programme and Project Management (**A**)
- Health and Safety, Compliance and Inclusion (**W**)

### Professional Membership:

- Hold or be willing to work towards associate (EO) level membership of relevant professional body or have equivalent relevant experience.

## **11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)

## **Additional Requirements**

12. In addition to regular visits to sites within the RFCA area, this role may require occasional travel throughout the UK to other sites.
13. The job holder is required to comply with the RFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective RFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.



[insert name of association]  
**RESERVE FORCES' AND CADETS' ASSOCIATIONS**

**JOB DESCRIPTION - Admin Officer**

**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: Admin Officer
- b. Job grade: AO
- c. Reports to: Estate Officer
- d. Location: [Address]

**3. General Description of the Role**

The [insert name of association] RFCA Admin Officer is responsible for ensuring an efficient and effective administrative support service is provided to [insert name of association] RFCA Estates Team and that all activity conforms with all agreed RFCA/CRFCA processes and operating procedures.

Key skills include strong organisational skills, excellent communication, teamwork and interpersonal skills, customer service, problem solving and understanding of [MS Office] applications.

**4. Principal Areas of Accountability, Tasks and Duties**

**Leadership [5%]**

- Demonstrate a personal commitment to the aims and objectives of the RFCA.
- Demonstrate a clear understanding of own area of responsibility.
- Support line management in delivering RFCA goals.
- Understand and support the RFCA Estates Team activity.

**Administrative Support [70%]**

- Provide an effective administrative support service to the RFCA Estates Team.

## VE VFM Study Report

- Produce Estate reports and other management information to support RFCA Estates Team business requirements.
- Collation and validation of data and reports provided by the industry partner e.g. service delivery reports, Health & Safety compliance reports, etc.
- Execute RFCA Information Management Policy on behalf of the RFCA Estates Team.
- Effective and efficient management of the RFCA Estates Team group mailbox.
- Carry out general administrative duties as required e.g. photocopying, filing and post.

### **Meeting Management [10%]**

- Arrange meetings as required, ensuring availability of attendees, booking meeting rooms, confirm arrangements and, if required, manage arrangements on the day.
- Collation of papers for meetings or other requirements as requested.

### **Stakeholder Engagement/Communications [15%]**

- Ensure stakeholders and customers experience an effective administrative service.
- Maintain all RFCA Estates Team stakeholder contact information in accordance with RFCA Information Management policy.
- Support the Estate Officer in ensuring customers remain fully informed on all aspects of service delivery.
- Support the Head of Estate in addressing complaints which the industry partner has been unable to resolve.
- Maintain awareness of CRFCA/RFCA corporate messaging.

5. **Staff management responsibilities.** None.

6. **Budgetary responsibilities.** None.

### **Success Profile**

7. **Technical skills and qualifications.**

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

### **Experience.**

a. **Essential.**

- Self-confident with the ability to work on own initiative.
- Use of MS Office applications (Word, Outlook, Excel, OneNote)

b. **Desirable.**

- Strong interpersonal skills with the ability to demonstrate experience in a customer service environment
- The ability to adapt to changing priorities and tight deadlines
- Experience of working within an office or HFM environment

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

- Managing a Quality Service
- Communicating & Influencing
- Delivering at Pace
- Working Together

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

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

- Property Professional Expertise (**W**)
- Customer and Client Service (**P**)
- Stakeholder Engagement (**W**)
- Strategy and Business Planning (**A**)
- Analytical Decision Making (**A**)
- Technology and Innovation (**A**)
- Sustainable Practice (**W**)
- Commercial Acumen (**A**)
- Property Programme and Project Management (**A**)
- Health and Safety, Compliance and Inclusion (**W**)

**Professional Membership:**

- Working towards associate level membership of relevant professional body.

11. **Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)

## **Additional Requirements**

12. In addition to regular visits to sites within the RFCA area, this role may require occasional travel throughout the UK to other sites
13. The job holder is required to comply with the RFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective RFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

## COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

### JOB DESCRIPTION - CRFCA Director Volunteer Estate (VE)

#### 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: CRFCA Director VE
- b. Job grade: Grade 6
- c. Reports to: Chief Executive CRFCA
- d. Location: [Address]

##### 3. General Description of the Role

The CRFCA Director VE is the senior responsible person for the management and maintenance of the VE. The postholder will be responsible for establishing and maintaining effective working relationships at the senior level with all industry partners contracted to deliver Facilities Management (FM) services to the VE. This challenging and high profile role will provide a significant sense of professional achievement through the functional leadership of CRFCA and RFCA Estates Teams, in creating a one team culture to support the delivery of FM services to the VE. The CRFCA Director VE will liaise with all key stakeholders across Defence to help deliver the 'One Defence Estate' ethos and to support the delivery of CRFCA goals and objectives.

The CRFCA Director VE will demonstrate visible safety leadership, working with industry partners, RFCAs, DIO and other stakeholders to ensure the VE complies with all statutory and mandatory obligations. The postholder, through the effective performance management of FM industry partners, will ensure that all services are delivered to the appropriate contracted standard.

The postholder will play a critical role as a leader within CRFCA as a member of the Senior Leadership Team. The CRFCA Director VE will lead the CRFCA Estates Team to enable the delivery of the VE strategy making use of asset management data to inform evidence based balance of investment decisions.

Reporting to the CE CRFCA, the CRFCA Director VE will contribute significantly to the leadership, management and assurance of FM delivery and the Billable Works programme to the VE, providing direction and guidance to the CRFCA Deputy Director VE and CRFCA Estates Team. The postholder will provide functional guidance and work

collaboratively with the RFCA Area Managers to ensure the VE is maximised to support customer operational needs.

The postholder would benefit from prior experience in an infrastructure leadership role with a track record in the management and assurance of contracts and leading multi-disciplinary teams to deliver against organisational goals and objectives.

In addition to the professional qualifications appropriate to the role, key skills include contract and relationship management with senior stakeholders and customers.

The CRFCA Director VE will be expected to deputise for the CE CRFCA on Estates matters.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership and Management [30%]**

- Management of the Deputy Director VE providing strategic direction to enable the CRFCA Estates Team to deliver CRFCA goals and objectives.
- Works collaboratively at a senior level within CRFCA and with the RFCAs, industry partners and wider Defence organisations as appropriate.
- Provide functional guidance and work collaboratively with the RFCA Area Managers to ensure the VE is maximised to support customer operational needs.
- Embed a culture of continuous improvement within the CRFCA/RFCA Estates function, utilising data and digital technology to develop and improve learning opportunities.
- Support and encourage professional development and training opportunities for CRFCA Estates Team members and self, through the exchange of knowledge and experience, managing staff performance consistently and fairly, integrating Diversity & Inclusion.
- Demonstrate a personal commitment to the delivery of the aims and objectives of the CRFCA
- Responsible for ensuring that all team members are compliant with mandatory training requirements appropriate to their role.

##### **Communication / Engagement & Stakeholder Management [20%]**

- Responsible for the development of effective stakeholder management in respect of all VE matters.
- Ensure open, honest and collaborative working relationships are established and maintained with industry partners, RFCAs and other stakeholders at senior levels.
- Ensure stakeholders, especially customers, are advised of service delivery performance and willing to support delivery activity as required.
- Support the industry partners in addressing complaints which they have been unable to resolve.
- Responsible for reinforcing CRFCA corporate approaches and messaging in the conduct of day-to-day business.



- Ensure all issues escalated affecting the safe and effective management of the VE are addressed proactively, always ensuring regular progress updates are provided.
- Responsible for ensuring that parliamentary and other secretariat processes are complied with in a timely manner.

### **Contract Management & Assurance [10%]**

- Responsible for the delivery of the objectives relating to the VE set out in the SLAs with Defence.
- Work closely with industry partners and RFCA Area Managers to monitor and mitigate safety risks on the VE through consistent use of data, assurance and risk management processes and procedures to ensure that all assets across the VE comply with all statutory and mandatory requirements.
- Responsible for ensuring that Hard FM services are managed and assured in line with Defence policy.
- Accountable for leading VE risk management activities, with the support of the RFCAs, including the management of all strategic VE risks.
- Responsible for developing, maintaining and managing the contractual relationship in a collaborative manner with the Hard FM Supplier Account Directors.
- Provide strategic oversight of the collaborative working relationship as outlined within the Joint Relationship Management Plans (JRMPs) between CRFCA, RFCAs and industry partners.
- Lead on resolving disputes with industry partners as required.
- Ensure opportunities for exploiting benefits of the contracts, including continuous improvement and innovation in the delivery of Hard FM services, are identified.
- Engaging with industry partners to ensure a common user experience in the delivery of Hard FM services across the VE.

### **Programme Management [10%]**

- Lead the development of and own the agreed Command Infrastructure Delivery Plan (CIDP) for the VE, ensuring the CIDP is aligned with CRFCA and Defence strategic objectives.
- Regularly review and assess progress of the delivery of the CIDP, engaging with industry partners, RFCAs and stakeholders to ensure effective delivery of the agreed programme.
- When required, intervene to ensure the continued timely delivery of the CIDP and by doing so maintain customer confidence in the progress of the programme.
- Work with RFCA Area Managers to drive forward Trust with Consequences across all RFCAs and continue to review and support initiatives to drive time out of the Billable Works approvals process.

- Engage with MOD approving authorities to ensure business cases (and all supporting evidence) are of the required quality in accordance with Defence policy to ensure approvals are obtained in a timely manner to meet CIDP requirements.

### **Performance Management [20%]**

- Work closely with RFCA Area Managers to assess industry partner performance in the delivery of Hard FM services in line with the contract performance framework.
- Work collaboratively with RFCA Area Managers, industry partners and other stakeholders to manage and assure delivery of agreed programmes of Billable Works across the VE.
- Ensure management information is provided on a regular basis to stakeholders to demonstrate industry partner service delivery outcomes and compliance of the VE.
- Work collaboratively with RFCA Area Managers, industry partners and other stakeholders to drive industry partner continuous improvement and identify opportunities for efficiencies and innovation.
- Chair the Hard FM Quarterly Performance Review meeting with the industry partner and the Customer Quarterly Meeting with customer representatives and RFCA Area Managers and any other contracted meetings within the scope of the role.

### **Financial Management [20%]**

- Responsible for managing delegated VE budgets through regular and effective forecast reviews, risk management and accurate reporting.
- Effectively forecasting TLB CIDP expenditure within 5% of monthly Planned Spend profiles.
- Responsible for ensuring all information provided to finance staff is in accordance with extant policy.
- Conduct regular performance review meetings for all delegated VE budgets within CRFCA.
- Responsible for financial propriety in relation to T&S for the team including ensuring appropriate record-keeping and audits.
- Responsible for contributing to the CRFCA financial planning cycle and ensure that all associate Estate information for the current and future years is robust, thus helping CRFCA to plan appropriately to meet its goals and objectives.

5. **Staff management responsibilities.** Line Management responsibilities for CRFCA Deputy Director VE.
6. **Budgetary responsibilities.** [insert details]

## 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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS Training

### Experience.

#### a. Essential.

- Proven track record of leading a substantial estates and facilities service, preferably in a complex environment
- Experience of developing and maintaining stakeholder relationships at a senior level
- Excellent leadership, management, communication, presentational and influencing skills

#### b. Desirable.

- Extensive appropriate experience (pre or post qualification) within a property profession discipline, preferably in strategic roles
- Strong financial and sound commercial acumen, with the proven ability to forecast, prepare and manage large budgets
- Experience in delivering complex, multi-disciplinary programmes

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

- Leadership
- Making Effective Decisions
- Managing a Quality Service
- Communicating and Influencing
- Delivering at Pace
- Changing and Improving

## **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 **(E)**
- Analytical Decision Making **(P)**
- Technology and Innovation **(E)**
- Sustainable Practice **(P)**
- Commercial Acumen **(E)**
- Property Programme and Project Management **(P)**
- Health and Safety, Compliance and Inclusion **(E)**

### **Professional Membership:**

- Holds Government Property Profession (GPP) Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA).
- Maintain continued professional development as required for professional body membership.

## **11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

### **Additional Requirements**

12. This role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.

13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities, and which are commensurate with your grade.

## COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

### JOB DESCRIPTION - Deputy Director Volunteer Estate (VE)

#### 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: Deputy Director VE
- b. Job grade: Grade 7
- c. Reports to: CRFCA Director VE
- d. Location: [Address]

##### 3. General Description of the Role

The CRFCA Deputy Director VE supports the CRFCA Director VE in the management and maintenance of the VE. This will include providing support in establishing and maintaining effective working relationships at the senior level with all industry partners contracted to deliver Facilities Management (FM) services to the VE. This challenging and high profile role will provide a significant sense of professional achievement through supporting the CRFCA Director VE in the functional leadership of CRFCA and RFCA Estates Teams, in helping to create a one team culture to support the delivery of FM services to the VE. The CRFCA Deputy Director VE will assist in liaison activity with all key stakeholders across Defence to help deliver the 'One Defence Estate' ethos and to help support the delivery of CRFCA goals and objectives.

The CRFCA Deputy Director VE will be responsible for the day-to-day management of the CRFCA Estates Team to ensure all team outputs are delivered to time and quality standards. Reporting to the CRFCA Director VE, the CRFCA Deputy Director VE is accountable for providing contract management and assurance, reporting and risk management and ensuring data integrity in relation to the FM contracts. The postholder will work with the RFCAs, industry partners, DIO and other key stakeholders in leading the business management and planning process for the VE to ensure it continues to meet the operational needs of customers. In addition, the postholder will support CRFCA Director VE and play a significant role in the development and delivery of the Billable Works programme, including ensuring expert guidance and advice is provided to the RFCA Estates Teams in respect of the programme in accordance with delegated authority.

The postholder will play a significant role as a leader within CRFCA, managing, developing and mentoring the CRFCA Estates Team to enable the delivery of CRFCA goals and objectives.

The postholder will play a significant role as a leader within CRFCA, managing, developing and mentoring the CRFCA Estates Team to enable the delivery of CRFCA goals and objectives.

The postholder would benefit from prior experience in infrastructure management with a track record in the management and assurance of contracts and managing multi-disciplinary teams to deliver against organisational goals and objectives.

In addition to the professional qualifications appropriate to the role, key skills include contract and relationship management with senior stakeholders and customers.

The Deputy Director VE will be expected to deputise for the CRFCA Director VE as and when required.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership and Management [20%]**

- Management of the CRFCA Estates Team, ensuring that CRFCA Director VE direction is delivered to support the achievement of CRFCA goals and objectives.
- Works collaboratively at a senior level within CRFCA, the RFCAs, industry partners and wider Defence organisations as directed.
- Support the CRFCA Director VE in embedding a culture of continuous improvement within the CRFCA/RFCAs Estates function, utilising data and digital technology to develop and improve learning opportunities.
- Develop CRFCA Estates Team members and self, through the exchange of knowledge and experience, managing staff performance consistently and fairly, integrating Diversity & Inclusion.
- Support and encourage professional development and training opportunities for all CRFCA Estates Team members.
- Demonstrate a personal commitment to the delivery of the aims and objectives of the CRFCA, and ensure this is embedded throughout the CRFCA Estates Team.
- Responsible for ensuring that all team members are compliant with mandatory training requirements appropriate to their role.

##### **Communication / Engagement & Stakeholder Management [25%]**

- On behalf of the CRFCA Estates Team, address all internal and external stakeholders' concerns and issues, ensuring they are effectively addressed and/or escalated to CRFCA Director VE. Ensure all stakeholders are kept informed of the status of the concerns and issues raised.
- Develop and maintain open, honest and collaborative working relationships at senior levels with industry partners and other stakeholders at senior levels as directed.
- Ensure the CRFCA Estates Team is compliant with CRFCA corporate approaches and messaging in the conduct of day-to-day business.



- Support the CRFCA Director VE in addressing complaints which the industry partners have been unable to resolve.
- Support the CRFCA Director VE in all activity in relation to parliamentary or other secretariat business.

### **Contract Management & Assurance [20%]**

- Accountable to the CRFCA Director VE in providing contract management and assurance, data integrity, reporting and risk management in relation to the contract.
- Accountable for the outputs, guidance and advice of the CRFCA Estates Team in supporting the RFCAs in the management and assurance of the VE and the delivery of the Billable Works programme.
- Support the CRFCA Director VE in managing the delivery of the objectives set out in the SLA with DIO.
- Support CRFCA Director VE in working closely with industry partners and RFCA Heads of Estates to monitor and mitigate safety risks on the VE through consistent use of data, assurance and risk management processes.
- Monitor the delivery of Hard FM services across the VE, working collaboratively with RFCA Area Managers, industry partners and stakeholders to ensure services are delivered to contracted standards.
- Ensure the CRFCA Estates Team take a pro-active approach to the management of relationships with the RFCAs, industry partners, DIO and other relevant stakeholders.
- Ensure opportunities for exploiting benefits of the contract, including continuous improvement and innovation in the delivery of Hard FM services, are identified.
- Support the CRFCA Director VE to ensure a common user experience in the delivery of Hard FM services across the VE.

### **Programme Management [15%]**

- Provide support to the CRFCA Director VE in the development and management of the Command Infrastructure Delivery Plan (CIDP), helping to ensure the CIDP is aligned with CRFCA and Defence strategic objectives.
- Support the CRFCA Director VE to review and assess progress of the delivery of the CIDP, engaging with industry partners, RFCAs and stakeholders to ensure effective delivery of the agreed programme.
- Manage all Billable Works programme activities and support project development through overall management, coordination and direction of resources to ensure the CIDP is delivered.
- Regularly review and assess progress across the programme of activity, engaging with industry partners, CRFCA and stakeholders to ensure effective corrective action or

or re-prioritisation, highlighting any issues which require senior intervention to the CRFCA Director VE.

- Responsible for supporting customers by ensuring the delivery of the agreed Billable Works requirements once works have been instructed, enabling identification and forward planning for effective budgetary control.
- Ensure business cases (and all supporting evidence) are of the required quality and output in accordance with Defence policy.

### **Performance Management [10%]**

- Support the CRFCA Director VE in assessing industry partner performance in the delivery of Hard FM services in line with the contract performance framework.
- Oversee the delivery of the Billable Works programme, liaising with RFCAs to ensure the industry partners are on target to meet time, quality and cost targets.
- Support the CRFCA Director VE in managing the delivery of assurance activity to meet contract compliance and performance objectives across the VE.
- Manage and monitor delegations within both CRFCA and the RFCA Estate Teams, ensuring any required changes are acted upon.
- Lead the review of the Hard FM Quarterly Performance Report and Balanced Scorecard, briefing the CRFCA Director VE on outcomes and key areas for discussion with the industry partner.
- As necessary, attend the Hard FM Quarterly Performance Review Meeting, the Customer Quarterly Meeting and any other such meeting within the scope of the role.
- Support the CRFCA Director VE in the management of rectification plans to address areas of industry partner unsatisfactory performance.

### **Financial Management [10%]**

- Support the CRFCA Director VE in the management of the delegated VE budgets.
- Provide monthly forecasts of TLB CIDP expenditure to CRFCA Director VE.
- Responsible for staying within own delegated budget with support of the finance function
- Responsible for raising significant financial issues and risks to CRFCA Director VE.
- Responsible for financial propriety in relation to T&S for the team including ensuring appropriate record-keeping and audits.
- Support CRFCA Director VE in contributing to the CRFCA financial planning cycle and ensure that all associate Estate information for the current and future years is robust.

#### **5. Staff management responsibilities.** Line Management responsibilities for:

- Risk and Performance Manager
- Technical Officer

- Mechanical & Electrical Technical Officer
- Building and Construction Engineer Technical Manager
- Billable Works Cost Manager (QS)
- Digital Manager
- Sustainability Manager

6. **Budgetary responsibilities.** [insert details]

**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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS Training

**Experience.**

a. **Essential.**

- Proven track record of managing a substantial estates and facilities service, preferably in a complex environment.
- Excellent leadership, management, communication, presentational and influencing skills.

b. **Desirable.**

- Extensive appropriate experience (pre or post qualification) within a property profession discipline, preferably in strategic roles.
- Commercial experience gained within a property, estates/facilities management, or similar function.
- Experience in delivering complex, multi-disciplinary programmes.

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

- Leadership
- Making Effective Decisions

- Managing a Quality Service
- Communicating and Influencing
- Delivering at Pace
- Changing and Improving

#### **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 **(E)**
- Analytical Decision Making **(P)**
- Technology and Innovation **(E)**
- Sustainable Practice **(P)**
- Commercial Acumen **(E)**
- Property Programme and Project Management **(P)**
- Health and Safety, Compliance and Inclusion **(E)**

#### **Professional Membership:**

- Holds Government Property Profession (GPP) Core Accreditation at Chartered, Certified or Fellow grade (RICS, IWFM, CIOB, CEng, CEnv, RTPI, RIBA).
- Maintain continued professional development as required for professional body membership.

#### **11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

## **Additional Requirements**

12. This role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

# COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

## JOB DESCRIPTION - Risk and Performance Manager

### 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: CRFCA Risk and Performance Manager
- b. Job grade: SEO
- c. Reports to: CRFCA Deputy Director Volunteer Estate
- d. Location: [Address]

#### 3. General Description of the Role

This role is key in the management and assurance of Hard FM services in support of users of the Volunteer Estate (VE), including Reserves and Cadets. Reporting to the Deputy Director Estates, the Risk and Performance Manager will work with the RFCAs and industry partners to identify service delivery risks, and to implement and coordinate assurance activities. The post holder will also lead on the coordination of all performance related activities, providing information and advice on all aspects of industry partner performance, including the Quarterly Performance Report. The post holder will monitor trends in performance and where industry partner performance is less than satisfactory will work with stakeholders to address poor performance, including monitoring progress against rectification plans. The Risk and Performance Manager will work with the HFM industry partners and key stakeholders to monitor customer satisfaction.

The CRFCA Risk and Performance Manager leads HFM assurance activities across the Volunteer Estate and acts as a focal point on all HFM assurance matters. The postholder is responsible for the provision of advice to CRFCA and RFCA Estates Teams on the interpretation and implementation of Practitioner Guide Estate Management 02 (EM02). The post holder, working with the RFCAs and Industry partners, will be responsible for the development of the annual joint assurance programme, coordinating all associated activity and analysing the outcomes of the programme.

In addition to professional qualifications appropriate to the role, key skills include risk and performance management and engagement with stakeholders and customers.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership and Management [15%]**

- Works collaboratively with CRFCA, the RFCAs and wider Defence organisations as appropriate to support the delivery of Risk, Performance and Contract Management activities in respect of HFM service delivery across the VE.
- Management of the CRFCA Risk and Performance Management Team, ensuring that CRFCA Director Estates direction is delivered to support the achievement of CRFCA goals and objectives.
- Develop team members and self, through the exchange of knowledge and experience, managing staff performance consistently and fairly, integrating Diversity & Inclusion.
- Support and encourage professional development and training opportunities for all team members.
- Responsible for ensuring that all team members are compliant with mandatory training requirements appropriate to their role.
- Demonstrate a personal commitment to the aims and objectives of the CRFCA.

##### **Risk Management [25%]**

- Responsible for the development and implementation of the CRFCA/RFCA risk management framework and tools in relation to Hard FM service delivery.
- Manage all CRFCA, and any escalated RFCA, risks relating to the VE.
- Act as the functional lead for all risk, assurance and performance management issues across the VE, providing advice and guidance to the respective Estates Teams as required.
- Ensure that CRFCA and RFCA Estates Teams participate in the identification, assessment, planning and management of risks, issues and opportunities in accordance with best practice.
- Provide oversight of all VE risk mitigation activity and manage all CRFCA estates risks to a successful conclusion, and promulgate lessons learned as appropriate.
- Manage the production of risk reports, to include commentary and insight about the effectiveness of risk control and mitigation measures, providing succinct, reliable, timely and objective analysis.
- Ensure that Business Cases in support of Billable Works projects include appropriate levels of risk analysis in accordance with Defence policy.
- Act as the lead for all Early Warnings relating to HFM service delivery across the VE.
- Work with the RFCAs and industry partners to develop and improve the quality of VE risk data.
- Ensure that industry partner Business Continuity and Disaster Relief plans are in place and regularly updated.



## **Performance Management [25%]**

- Lead the analysis of the Hard FM industry partner Quarterly Performance Reports and Balanced Scorecard, engaging with RFCA Area Managers and stakeholders to validate and verify reported service delivery outcomes in line with the contract performance framework.
- Provide briefing material to the CRFCA Director Volunteer Estate to enable the effective conduct of HFM Quarterly Performance Management meetings with both industry partners and customers alike.
- Attend all HFM performance related meetings in support of the CRFCA Director Volunteer Estate and CRFCA Deputy Director Volunteer Estate.
- Undertake the verification of performance related payment of HFM industry partner profit and report agreed outcomes to DIO to enable payment.
- Monitor HFM service delivery in relation to agreed rectification plans to address areas of unsatisfactory industry partner performance.
- Produce management information to ensure stakeholders are provided with demonstrable evidence of industry partner service delivery outcomes and the compliance of the VE.
- In support of senior management, work collaboratively with RFCA Area Managers, industry partners and other stakeholders to drive industry partner continuous improvement and identify opportunities for efficiencies and innovation.
- Ensure that HFM Customer Satisfaction surveys are carried out by the industry partners in accordance with the agreed customer satisfaction framework, analysing outcomes and identifying any service delivery trends.

## **Assurance [25%]**

- The postholder is responsible for the provision of advice to CRFCA and RFCA Estates Teams on the interpretation and implementation of Practitioner Guide Estate Management 02 (EM02).
- Responsible for providing oversight of all HFM assurance activity across the VE.
- Support the development of the annual joint assurance plan working collaboratively with the respective industry partners and RFCA Estates Teams.
- Act as the single point of contact, and working closely with RFCAs, for any external audit, inspections and quality assurance, including but not limited to, Defence Internal Audit and National Audit Office to ensure external assurance organisations are able to undertake their 3rd party accreditation.
- Oversee the implementation of any third party audit recommendations across the VE.
- Act as the Estates point of contact for any external benchmarking carried out across the VE.
- Ensure that all changes notified by RFCAs in relation to VE infrastructure assets are acted upon in accordance with the HFM contract change mechanisms.

- Co-ordinate Assurance Reports and produce management information as required in support of senior management.
- Responsible for ensuring the HFM industry partners have an effective fraud prevention regime in place.
- Lead the monitoring and measurement of benefits in relation HFM service delivery reporting progress to senior management until such time as the benefits are realised.

### **Governance [5%]**

- Ensure that the programme for all mandated assurance, risk and performance meetings is published well in advance, supporting papers and documents are provided to all participants in a timely manner, and all associated administrative arrangements are carried out effectively.

### **Stakeholder Engagement [5%]**

- Develop and maintain open, honest and collaborative working relationships with RFCAs, industry partners and other stakeholders.
- Support the CRFCA Deputy Director VE in addressing complaints which the industry partners have been unable to resolve
- Ensure appropriate levels of communications and engagement activities are undertaken with relevant stakeholders.

#### **5. Staff management responsibilities.** Line Management responsibilities for:

- Performance Officer
- Risk Officer

#### **6. Budgetary responsibilities.** [insert details]

### **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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS Training

## **Experience.**

### **a. Essential.**

- Sound understanding of managing performance, risk and the assurance of major service delivery contracts.
- Good communicator with excellent written and oral communication skills.
- Experience analysing and interpreting complex reports to produce clear briefing material to enable effective decision making.

### **b. Desirable.**

- Experience of engagement with a wide range of stakeholders in a service delivery environment.
- APM project management qualification, or equivalent.

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

- Leadership
- Making Effective Decisions
- Changing and Improving
- Communicating and Influencing
- Seeing the Big Picture
- Working Together

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

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

- Risk and Issue Management (**P**)
- Quality Management (**A**)
- Business change and implementation (**A**)
- Governance (**W**)
- Frameworks and methodologies (**W**)
- Stakeholder engagement (**W**)
- Assurance (**P**)
- Change control (**A**)

- Business case development (A)
- Knowledge management (A)

**Professional Membership:**

- Hold or be willing to work towards full (SEO) level membership of APM or equivalent professional body or have equivalent relevant experience.

**11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

**Additional Requirements**

12. This role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

# COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

## JOB DESCRIPTION - Technical Officer

### 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: CRFCA Technical Officer
- b. Job grade: SEO
- c. Reports to: CRFCA Deputy Director Volunteer Estate
- d. Location: [Address]

#### 3. General Description of the Role

The CRFCA Technical Officer is a key position within the CRFCA Estates Team. It is a challenging role and it will provide a significant sense of achievement in supporting complex multi-million-pound Facilities Management contracts across the VE.

The postholder is responsible for assuring that the industry partner and RFCAs adhere and conform with associated legislation, Defence policies and operating procedures, including MOD SFG20.

The CRFCA Technical Officer will act as focal point for RFCA and CRFCA Estate Teams in the provision of technical guidance [with a focus on Health and Safety, including Legionella, Asbestos, Gas, Electricity, Fire and Fuels.] The postholder will ensure technical standards are maintained for all Core and Billable Works delivered by the industry partner, liaising with the industry partner and/or DIO Technical Services for all technical issues, technical assurance and review.

This is a critical role as an individual leader within the CRFCA Estates Team. Whilst providing support to the RFCA Estates Teams the postholder will work collaboratively with the industry partner to deliver a technically compliant Estate formulating approaches and plans to continually improve compliance and implement any compliance recommendations, provide innovation around technical data capture, retention and use and the production of technical reports for senior management.

In addition to professional qualifications appropriate to the role, key skills include contract and relationship management with stakeholders and customers.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership [10%]**

- Provide functional guidance in their area of expertise to the CRFCA and RFCA Estates Teams.
- Works collaboratively with CRFCA, the RFCAs and wider Defence organisations as appropriate.
- Seek out professional development and training opportunities.
- Demonstrate a personal commitment to the aims and objectives of the CRFCA.

##### **Stakeholder Management [10%]**

- Develop and maintain open, honest and collaborative working relationships within CRFCA, RFCAs, industry partners and wider Defence.
- Closely coordinate with appropriate Subject Matter Experts (SMEs) within CRFCA, RFCAs and wider Defence to support the assurance of Hard FM services and the Billable Works programme.
- Responsible for providing appropriate communication and engagement activities in support of a direct delivery of technical or assurance management across the VE.

##### **Contract Compliance, Assurance & Risk Management [60%]**

- Responsible for monitoring Hard FM service delivery for compliance with CRFCA and Defence policy, instructions and guidance.
- Responsible for providing CRFCA and RFCA Estates Teams with functional subject area advice.
- Support CRFCA and RFCA Estate Teams in respect of Practitioner Guide Estate Management EM02 technical assurance activities. Undertaking joint assurance activities with industry partners in accordance with the agreed annual Joint Assurance Plan.
- Work with the CRFCA and RFCA Estate Teams to assure that the industry partner is applying safety standards in accordance with Defence policy.
- Support the CRFCA Risk and Performance Manager in the management, review and reporting of technical and safety risk and issues.

##### **Contract Compliance, Assurance & Risk Management [60%]**

- Work with CRFCA and RFCA Estate Teams in planning, undertaking and reporting on assurance checks, including identifying learning from experience and continuous improvement opportunities.
- Work with the CRFCA Risk and Performance Manager to assure safety and technical aspects of the industry partner Quarterly Performance Report and support the Deputy Director VE in its review.

5. **Staff management responsibilities.** No Line Management responsibilities.
6. **Budgetary responsibilities.** [insert details]

## **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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS Training

## **Experience.**

### a. **Essential.**

- Demonstrable experience of complying with statutory and regulatory compliance and professional requirements in an estates environment.
- A thorough understanding of health and safety management and a demonstrable track record of safety culture transformation.

### b. **Desirable.**

- Experience of stakeholder and relationship management.
- Experience of monitoring supplier performance.

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

- Leadership
- Making Effective Decisions
- Managing a Quality Service
- Communicating and Influencing
- Delivering at Pace
- Working Together



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

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

- Property Professional Expertise **(P)**
- Customer and Client Service **(P)**
- Stakeholder Engagement **(P)**
- Strategy and Business Planning **(P)**
- Analytical Decision Making **(P)**
- Technology and Innovation **(P)**
- Sustainable Practice **(P)**
- Commercial Acumen **(W)**
- Property Programme and Project Management **(P)**
- Health and Safety, Compliance and Inclusion **(E)**

### **Professional Membership:**

- Hold or be willing to work towards full (SEO) level membership of APM or equivalent professional body or have equivalent relevant experience.

## **11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

### **Additional Requirements**

12. This role may require regular travel throughout the UK to sites of the 13 RFCAs, as well as to the CRFCA head office in London, to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.

13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

## COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

### JOB DESCRIPTION - Billable Works Cost Manager (QS)

#### 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: CRFCA Billable Works Cost Manager (QS)
- b. Job grade: SEO
- c. Reports to: CRFCA Deputy Director Volunteer Estate
- d. Location: [Address]

##### 3. General Description of the Role

The CRFCA Billable Works Cost Manager is responsible for the financial management and cost assurance of the delivery of the agreed Billable Works programme, to ensure value for money is achieved and Billable Works are delivered in accordance with the requirements of the Hard FM contract in support of users of the Volunteer Estate (VE), including Reserves and Cadets. Working collaboratively with RFCAs, industry partners and customers on the design and construction cost build up activity, the Billable Works Cost Manager will, with support of RFCAs, lead the assurance of time, cost and quality outputs.

Reporting to the CRFCA Deputy Director VE, the CRFCA Billable Works Cost Manager will also provide guidance and advice to the RFCAs in support of the development of user requirements and future Billable Works programmes. The postholder will support the development and provision of Should Cost Estimates to support tender analysis, evaluation of contractors' proposals and negotiation and agreement of the price for Billable Works.

In addition to professional qualifications appropriate to the role, key skills include contract and relationship management with stakeholders and customers.

##### 4. Principal Areas of Accountability, Tasks and Duties

###### Leadership and Management [15%]

- Works collaboratively with CRFCA, the RFCAs and wider Defence organisations as appropriate to support the delivery of Billable Works.

- Management of the CRFCA Billable Works Team, ensuring that CRFCA Director Estate's direction is delivered to support the achievement of CRFCA goals and objectives.
- Develop team members and self, through the exchange of knowledge and experience, managing staff performance consistently and fairly, integrating Diversity & Inclusion.
- Support and encourage professional development and training opportunities for all team members.
- Responsible for ensuring that all team members are compliant with mandatory training requirements appropriate to their role.
- Demonstrate a personal commitment to the aims and objectives of the CRFCA.

### **Billable Works Programme Management [50%]**

- Under the direction of Deputy Director VE, lead the development of the CRFCA Command Infrastructure Development Plan (CIDP).
- Provide support in the development and provision of Should Cost Estimates to support tender analysis, evaluation of contractors' proposals and negotiation and agreement of the price for Billable Works activities.
- Provide cost advice and guidance to the RFCAs when required, focusing on delivering value for money.
- Lead the development of business cases for Billable Works valued at greater than £500k, ensuring they are of the required quality and output in accordance with Defence policy.
- With the support of industry partners undertake deliverability assessments of all new Billable Works projects.
- Analyse and validate cost data for cost planning, benchmarking, whole life costing, life cycle replacement, minor and major capital works.
- Responsible for managing programme and project risks and opportunities, feeding into the wider CRFCA risk management process.
- Provide support to the RFCAs as required by providing overarching direction and advice in relation to the Billable Works programme in accordance with CRFCA and MOD policies and guidance.
- Work with the RFCAs to assure the Billable Works programme to time, cost and quality benchmarks.
- Work with the RFCAs and the industry partners to develop future Billable Works programmes.
- Implement the Billable Works Change Process to ensure clear audit and governance of the requirements.

### **Assurance & Performance Management [15%]**

- Lead the retrospective assurance of works delivered through the Billable Works programme, working closely with the RFCAs, industry partners and Independent Auditors, to include High Value Works Audits, Work in Progress, Retrospective Audits, as required under Practitioner Guide EM02.
- Lead assurance reviews of Billable Works programmes and projects, with the support of the RFCAs, at key stages to evaluate the likelihood of delivering the programmes and projects in compliance with the approved time, cost and performance parameters.
- Work with the RFCAs to assure the Quarterly Performance Report in respect of the Billable Works programme and support CRFCA Director Estates in its review.
- Monitor compliance with Client/Contractor for CDM and other associated responsibilities.

### **Stakeholder Engagement [20%]**

- Develop and maintain open, honest and collaborative working relationships with RFCAs, industry partners and other stakeholders at a senior level.
- Closely coordinate with appropriate Subject Matter Experts (SMEs) including, sustainability, Technical Services, H&S, customers and others to support the assessment and scrutiny of the Billable Works programme.
- Manage continuous improvement of the Billable Works process in conjunction with all internal and external stakeholders.

5. **Staff management responsibilities.** Line Manager for the Billable Works Planner.

6. **Budgetary responsibilities.** [insert details]

### **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 to this position:

- 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)

- SPEC 024 (Asset Management)
- FDIS Training

**Experience.**

a. **Essential.**

- Commercial experience gained within a property, facilities management or similar complex function.
- Management of key suppliers, able to support negotiations, management or escalation of issues, and engage in key decision making that has strategic consequences.

b. **Desirable.**

- Good understanding of project management methodologies, tools and techniques.
- Ability to provide an independent review and budget challenge for all types of projects and manage financial performance of projects.

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

- Making Effective Decisions
- Communicating and Influencing
- Working Together
- Changing and Improving
- Developing Self & Others

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

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

- Property Professional Expertise (P)
- Customer and Client Service (P)
- Stakeholder Engagement (P)
- Strategy and Business Planning (P)
- Analytical Decision Making (P)
- Technology and Innovation (P)
- Sustainable Practice (P)
- Commercial Acumen (W)
- Property Programme and Project Management (P)
- Health and Safety, Compliance and Inclusion (E)

**Professional Membership:**

- Hold or be willing to work towards full (SEO) level membership of APM or equivalent professional body or have equivalent relevant experience.

**11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

**Additional Requirements**

12. This role may require regular travel throughout the UK to sites of the 13 RFCAs, as well as to the CRFCA head office in London, to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.



# COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

## JOB DESCRIPTION - Digital Manager

### 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: CRFCA Digital Manager
- b. Job grade: HEO
- c. Reports to: CRFCA Deputy Director Volunteer Estate
- d. Location: [Address]

#### 3. General Description of the Role

The CRFCA Digital Manager is responsible for ensuring that CRFCA policies, standards and guidelines for Estate information and records management align to DIO and wider Defence data definitions and requirements. Working with the industry partner the postholder will apply tools and techniques for data analysis to help inform evidence based decision making. The postholder will work with industry partners and RFCAs to ensure management information meets customer needs.

Reporting to the CRFCA Deputy Director Volunteer Estate (VE), the CRFCA Digital Manager will carry out the role of estates data steward and will be responsible for data assurance and work with RFCAs, industry partners and DIO to resolve data quality issues. The CRFCA Digital Manager will be responsible for implementing systems and controls to support the assurance of industry partner performance and to manage estate data risk.

In addition to professional qualifications appropriate to the role, key skills include data analysis and visualisation, data governance, relationship management with stakeholders and customers.

#### 4. Principal Areas of Accountability, Tasks and Duties

##### Leadership [5%]

- Works collaboratively with CRFCA, the RFCAs, industry partners and wider Defence organisations as appropriate.
- Promote data driven decision making in all CRFCA/RFCA Estates matters.

- Seek out professional development and training opportunities.
- Demonstrate a personal commitment to the aims and objectives of the CRFCA.

### **Information Management [25%]**

- Develops CRFCA policies, standards, and guidelines for estates information and records management in line with MOD policies, ensuring that uniformly recognised and accepted data definitions are developed and applied across the VE.
- Ensures that CRFCA business processes and information required to support the management of the VE are defined and devises appropriate processes and data architectures.
- Identifies the impact of any relevant statutory, internal or external regulations on the CRFCA's use of estates information and develops strategies for compliance.
- Leads and plans activities to communicate and implement estates information/asset management strategies throughout the VE: including providing advice on associated training requirements
- Co-ordinates estates information resources to meet specific business objectives whilst maintaining the principles of professional standards, accountability, openness, equality, diversity and clarity of purpose.

### **Data Exploitation [20%]**

- Ensure data is aligned to the needs of the end user and provide clear insights to support effective decision making.
- Apply tools and techniques for data analysis and data visualisation, including the use of business information tools.

### **Data Steward [25%]**

- CRFCA/RFCA Estates data governance lead.
- Identify estates data quality issues, and either resolve internally or in conjunction with industry partners/DIO.
- Escalate estates data quality issues to appropriate parties for resolution.
- Working with industry partners/DIO identify root causes of estates data issues (e.g. system, process, training etc.).
- Recommend estates process/system improvements that prevent recurring issues.
- Provision of information to support DIO CIO estate data stewardship requirements.
- Liaise with RFCAs to assure asset data on an ongoing basis in accordance with mandated data standards.

## **Planning & Governance [20%]**

- Responsible for ensuring that CRFCA/RFCA Estates Information Systems (IS) requirements are articulated, understood and given the appropriate priority.
- Responsible for providing technical and business advice and guidance in relation to the adoption and utilisation of the Estates IS.
- Responsible for managing the estates systems element of the CRFCA business plan.
- Responsible for gathering data and producing ad-hoc estates reports to required timescales, whilst adhering to corporate data and reporting standards.
- Implements systems and controls to support the assurance of industry partner performance and to manage estate data risk.
- Work with the Deputy Director VE to review the industry partner Quarterly Performance Report in respect of the provision of information management.

## **Stakeholder Engagement [5%]**

- Develop and maintain open, honest and collaborative working relationships with RFCAs, industry partners and other stakeholders as appropriate.
- Manage continuous improvement of business information and information management process in conjunction with all relevant internal and external stakeholders.

5. **Staff management responsibilities.** Line Manager for the Billable Works Planner.

6. **Budgetary responsibilities.** [insert details]

## **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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS training

## Experience.

### a. **Essential.**

- Experience in relation to information management and data stewardship.
- Ability to analyse, interpret and organise large amounts of data to present evidence based solutions.

### b. **Desirable.**

- An understanding of the role of data in the assurance of service delivery contracts.
- An ability to work with a wide range of stakeholders.

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

- Leadership
- Making Effective Decisions
- Changing and Improving
- Communicating and Influencing
- Delivering at Pace
- Seeing the Big Picture

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

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

- Property Professional Expertise **(W)**
- Customer and Client Service **(W)**
- Stakeholder Engagement **(W)**
- Strategy and Business Planning **(W)**
- Analytical Decision Making **(P)**
- Technology and Innovation **(W)**
- Sustainable Practice **(W)**
- Commercial Acumen **(W)**
- Property Programme and Project Management **(W)**
- Health and Safety, Compliance and Inclusion **(W)**

## **Professional Membership:**

- Hold or be willing to work towards full (SEO) level membership of APM or equivalent professional body or have equivalent relevant experience.

## **11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

## **Additional Requirements**

12. This role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to the CRFCA head office in London, to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

# COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

## JOB DESCRIPTION - Sustainability Manager

### 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: CRFCA Sustainability Manager
- b. Job grade: HEO
- c. Reports to: CRFCA Deputy Director Volunteer Estate
- d. Location: [Address]

#### 3. General Description of the Role

The CRFCA Sustainability Manager is responsible for driving all aspects of environmental sustainability across the Volunteer Estate (VE). The postholder will provide advice on all ecology, natural environment and socio-economic issues affecting the VE and will develop associated strategies in collaboration with RFCAs, industry partners and wider stakeholders to reduce the environmental impact of maintaining the VE, including energy and utilities consumption.

Working with the Hard FM industry partners the postholder will ensure CRFCA, wider Defence and Government sustainability targets and initiatives are met. The postholder will work with RFCAs and wider stakeholders to identify sustainability initiatives for implementation across the VE.

Reporting to the Deputy Director VE, the CRFCA Sustainability Manager will work collaboratively with RFCAs, industry partners and wider stakeholders to ensure that sustainable solutions are delivered in support of the agreed Billable Works programme.

In addition to professional qualifications appropriate to the role, key skills include contract and relationship management with stakeholders and customers

#### 4. Principal Areas of Accountability, Tasks and Duties

##### Leadership [5%]

- Works collaboratively with CRFCA, the RFCAs, industry partners and wider Defence organisations as appropriate in support of sustainability matters in respect of Hard FM services across the VE.

- Promote sustainable solutions in all CRFCA/RFCA Hard FM activities.
- Seek out professional development and training opportunities.
- Demonstrate a personal commitment to the aims and objectives of the CRFCA.

### **Sustainability [65%]**

- Primary point of contact for all sustainability matters in relation to the delivery of Billable Works projects and Hard FM services, working closely with the RFCAs and the industry partners to identify innovative solutions which meet or exceed environmental and sustainability targets.
- Act as the primary point of contact for the provision of advice and guidance in relation to all aspects of environmental and socio-economic issues associated with the delivery of Hard FM services to the VE.
- Support development and implementation of estates strategy for sustainability, energy and utilities in conjunction with RFCAs, industry partners and wider stakeholders.
- Develop a sustainability action plan to deliver the strategy and ensure appropriate standards and targets are met.
- Monitor energy consumptions to identify and understand performance, usage and opportunities through the analysis of related data.
- Review and verify Billable Works project designs ensuring sustainability solutions are at the heart of this work.
- Encourage the use of renewable and sustainable energy resources across the VE, driving innovation and championing best practice.
- Keep abreast of all industry trends, developments, and legislation on carbon, waste and the environment.
- Through liaison with DIO Technical Services ensure updated legislation is communicated and acted upon by industry partners.
- Ensure that all aspects of Hard FM service delivery is driving towards the reduction of environmental impact and supports the government's sustainability agenda and targets.
- Undertake joint environmental audits with the industry partners for the delivery of Hard FM contracts and Billable Works projects, including benchmarking of energy and environmental performance data.

### **Performance Management & Assurance [15%]**

- Monitor and assure industry partner performance against sustainability performance measures and the Balanced Scorecard.
- Work with the Deputy Director VE to review the industry partner Quarterly Performance Report in relation to sustainability performance measures.



- Assure compliance of industry partners with energy, water, emissions, wildlife and natural environment in accordance with the Hard FM contracts, making recommendations to the Deputy Director VE to address issues when required.

### **Stakeholder Engagement [15%]**

- Develop and maintain open, honest and collaborative working relationships with RFCAs, industry partners and wider stakeholders as appropriate.
- Work closely with DIO Technical Services to ensure a consistent approach to the delivery of sustainability initiatives between the VE and the wider Defence estate.
- Ensure appropriate levels of communications and engagement activities are undertaken with relevant stakeholders.

5. **Staff management responsibilities.** None.

6. **Budgetary responsibilities.** [insert details]

### **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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS Training

### **Experience.**

a. **Essential.**

- Knowledge and experience of complying with statutory and regulatory frameworks within a Facilities Management environment.
- Demonstrable knowledge of environmental assessment methodologies e.g. BREEAM within a Facilities Management environment.

b. **Desirable.**

- Demonstrable experience of leading stakeholders, colleagues and customers towards environmentally sustainable solutions that support business outputs.
- Experience of delivering sustainability initiatives supported by data.

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

- Leadership
- Working Together
- Seeing the Big Picture
- Communicating and Influencing
- Managing a Quality Service
- Changing and Improving
- 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 (**P**)
- Customer and Client Service (**P**)
- Stakeholder Engagement (**P**)
- Strategy and Business Planning (**W**)
- Analytical Decision Making (**P**)
- Technology and Innovation (**P**)
- Sustainable Practice (**P**)
- Commercial Acumen (**W**)
- Property, Programme & Project Management (**W**)
- Health and Safety, Compliance and Inclusion (**P**)

**Professional Membership:**

- Hold or be willing to work towards full (HEO) level membership of relevant professional body or have equivalent relevant experience.

**11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection

- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

### **Additional Requirements**

12. This role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to the CRFCA head office in London, to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

# COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

## JOB DESCRIPTION - Billable Works Planner

### 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: CRFCA Billable Works Planner
- b. Job grade: HEO
- c. Reports to: CRFCA Billable Works Cost Manager—Quantity Surveyor (QS)
- d. Location: [Address]

#### 3. General Description of the Role

The CRFCA Billable Works Planner is responsible for supporting the Billable Works Cost Manager in the financial management and cost assurance of the delivery of the agreed Billable Works programme, to ensure value for money is achieved and Billable Works are delivered in accordance with the requirements of the Hard FM contract in support of users of the Volunteer Estate (VE), including Reserves and Cadets.

Reporting to the Billable Works Cost Manager, the Billable Works Planner will work with RFCAs to ensure all aspects of Billable Works projects are clearly defined. The postholder will lead on all aspects of Billable Works project planning, which will include the development, updating and monitoring of plans and schedules. In addition, they will identify tasks, activities, interdependencies and outputs for the Billable Works projects and work with others within CRFCA, the RFCAs and industry partners to track and monitor progress against the plan throughout the life of the project.

The Billable Works Planner will assist the Billable Works Cost Manager in the performance monitoring and the assurance of the achievement of project milestones.

In addition to professional qualifications appropriate to the role, key skills include contract and relationship management with stakeholders and customers.

The Billable Works Planner will be responsible for deputising for the Billable Works Cost Manager as appropriate.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership and Management [15%]**

- Works collaboratively with CRFCA, the RFCAs, industry partners and wider Defence organisations as appropriate to support the delivery of Billable Works.
- Develop direct report and self, through the exchange of knowledge and experience, managing performance consistently and fairly, integrating Diversity & Inclusion.
- Support and encourage professional development and training opportunities for direct report.
- Responsible for ensuring that direct report is compliant with mandatory training requirements appropriate to their role, including continuous professional development.
- Demonstrate a personal commitment to the aims and objectives of the CRFCA.

##### **Billable Works Programme Management [45%]**

- Primary point of contact for planning the delivery of Billable Works and projects from Statement of Need to completion, working closely with the industry partners and RFCAs to plan the provision of the Billable Works projects.
- Challenge and test project assumptions, to ensure that plans are realistic and achievable.
- Identify options to optimise delivery through resource smoothing, resource levelling and rescheduling of activities.
- Support the Billable Works Cost Manager in the development of business cases for Billable Works valued at greater than £500k.
- Review and monitor progress of works against projected in year delivery, highlighting any contracted programme issues using the respective Early Warning, Defect and Risk Management process.
- Identify when corrective action or re-prioritising of the programme may be required and advise Billable Works Cost Manager accordingly.
- Support the development of future Billable Works programmes.
- Identify programme and project risks and opportunities, feeding into the wider CRFCA/ RFCA risk management process.
- Support the assurance of the Billable Works programme.

##### **Stakeholder Engagement [15%]**

- Develop and maintain open, honest and collaborative working relationships with RFCAs, industry partners and other stakeholders as appropriate.
- Closely coordinate with appropriate Subject Matter Experts (SMEs) to support the assessment and scrutiny of the Billable Works programme.
- Support the Billable Works Cost Manager in the continuous improvement of the Billable Works process in conjunction with all relevant internal and external stakeholders.

- Liaise with RFCAs to review plans for acquisitions and disposals impacting the Billable Works programme.

### **Stakeholder Engagement [15%]**

- Develop and maintain open, honest and collaborative working relationships with RFCAs, industry partners and wider stakeholders as appropriate.
  - Work closely with DIO Technical Services to ensure a consistent approach to the delivery of sustainability initiatives between the VE and the wider Defence estate.
  - Ensure appropriate levels of communications and engagement activities are undertaken with relevant stakeholders.
5. **Staff management responsibilities.** Line Manager for the Billable Works Project Support Officer.
6. **Budgetary responsibilities.** [insert details]

### **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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS Training

### **Experience.**

#### **a. Essential.**

- Working knowledge and experience of applying project planning methodologies.

#### **b. Desirable.**

- Planning of capital works projects within Government or a Facilities Management environment.

- Demonstrable experience of reporting issues to project delivery.
- Ability to engage with stakeholders at all levels to achieve objectives.

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

- Leadership
- Making Effective Decisions
- Managing a Quality Service
- Communicating and Influencing
- Delivering at Pace
- Working Together

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

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

- Planning (**W**)
- Scheduling (**W**)
- Resource Management (**A**)
- Budgeting and Cost Management (**A**)
- Risk and Issue Management (**A**)
- Governance (**A**)
- Frameworks and Methodologies (**A**)
- Change Control (**A**)
- Knowledge Management (**A**)

**Professional Membership:**

- Hold or be willing to work towards full (HEO) level membership of relevant professional body or have equivalent relevant experience, such as APM Qualification, PRINCE 2 Practitioner.

11. **Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals



- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

### **Additional Requirements**

12. This role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

# COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

## JOB DESCRIPTION - Performance Officer

### 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: CRFCA Performance Officer
- b. Job grade: EO
- c. Reports to: CRFCA Risk and Performance Manager
- d. Location: [Address]

#### 3. General Description of the Role

The CRFCA Performance Officer will support activity in relation to the performance management and contract management of Hard FM services delivered to the Volunteer Estate (VE).

The Performance Officer will support the Risk and Performance Manager in the assurance of the industry partners' Quarterly Performance Report. The post holder will put systems in place to monitor trends in performance, highlighting any emerging performance issues to senior management. The Performance Officer will regularly engage with RFCA Estates Teams to verify performance related data.

The postholder will support the Risk and Performance Manager in arranging external audit, inspections and quality assurance reviews, overseeing the implementation of any recommendations. In support of the Risk and Performance Manager the Performance Officer will, through the use of contract change mechanisms, ensure that the asset base supported by the Hard FM services remains accurate.

In addition to professional qualifications appropriate to the role, key skills include performance and contract management and strong interpersonal and communication skills coupled with an ability to deliver outcomes.

#### 4. Principal Areas of Accountability, Tasks and Duties

##### Leadership and Management [10%]

- Be organised with excellent time management to deliver risk and assurance activity and contribute to wider CRFCA business outputs.

- Management of the CRFCA Estates Administrative Officer, ensuring that CRFCA Director Estates direction is delivered to support the achievement of CRFCA goals and objectives.
- Develop team member and self, through the exchange of knowledge and experience, managing staff performance consistently and fairly, integrating Diversity & Inclusion.
- Support the Risk and Performance Manager in delivering CRFCA performance related goals.
- Support and encourage professional development and training opportunities for team members.
- Responsible for ensuring that all team members are compliant with mandatory training requirements appropriate to their role.
- Demonstrate a personal commitment to the aims and objectives of the CRFCA.

### **Assurance [30%]**

- Support the Risk and Performance Manager, and work closely with RFCAs, in the facilitation of any external audit, inspections and quality assurance, including but not limited to, Defence Internal Audit and National Audit Office to ensure external assurance organisations are able to undertake their 3rd party accreditation.
- Support the Risk and Performance Manager to develop third-party management action plans to track progress and delivery of any third-party audit recommendations across the VE.
- Establish Hard FM benchmarking requirements and identify appropriate suppliers to undertake the activity. Support the Risk and Performance Manager in the implementation of benchmarking outcomes.
- Develop and implement clear processes to capture and measure benefits in relation to HFM service delivery reporting progress to the Risk and Performance Manager.

### **Performance Management [40%]**

- Support the Risk and Performance Manager in the analysis of the Hard FM industry partner Quarterly Performance Reports and Balanced Scorecard, engaging with RFCA Estates Teams to validate and verify reported service delivery outcomes in line with the contract performance framework.
- Support the preparation of briefing material to senior management to enable the effective conduct of HFM Quarterly Performance Management meetings with both industry partners and customers alike.
- Put a system in place to enable the Risk and Performance Manager to monitor HFM service delivery in relation to agreed rectification plans and highlight any emerging issues to senior management.
- Through liaison with the Digital Manager and industry partners, support the Risk and Performance Manager in the production of management information to demonstrable evidence of industry partner service delivery outcomes.

- Provide support to continuous improvement initiatives as requested.
- Review the results of industry partner HFM Customer Satisfaction surveys, analysing outcomes and identifying any service delivery trends to senior management.

### **Governance [10%]**

- Act as the day-to-day point of contact to ensure that all changes notified by RFCAs in relation to VE infrastructure assets are acted upon in accordance with the HFM contract change mechanisms.
- Work with the industry partner to ensure that the Quarterly Performance Management meetings and all other meetings associated with the role are conducted in an effective manner.

### **Stakeholder Management [10%]**

- Support the development and maintenance of open, honest and collaborative working relationships with RFCAs, industry partners and other stakeholders as appropriate.
- Support the CRFCA Risk and Performance Manager in addressing complaints which the industry partners have been unable to resolve.
- Support the development of communications and engagement activities as appropriate.

5. **Staff management responsibilities.** Line Manager for the Billable Administrative Officer.

6. **Budgetary responsibilities.** [insert details]

### **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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS Training

## Experience.

### a. **Essential.**

- Experience of working with suppliers in the delivery of services
- Good interpersonal and stakeholder management skills

### b. **Desirable.**

- Experience of working in a Hard Facilities Management environment

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

- Working Together
- Making Effective Decisions
- Communicating & Influencing
- Delivering at Pace
- Managing a Quality Service
- Changing and Improving

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

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

- Risk and Issue Management (**W**)
- Quality Management (**A**)
- Business Change and Implementation (**A**)
- Governance (**A**)
- Frameworks and Methodologies (**A**)
- Stakeholder Engagement (**A**)
- Assurance (**A**)
- Change Control (**A**)
- Business Case Development (**A**)
- Knowledge Management (**A**)

## **Professional Membership:**

- Hold or be willing to work towards relevant EO level professional qualification or have equivalent experience.

## **11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

## **Additional Requirements**

12. This role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

# COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

## JOB DESCRIPTION - Risk Officer

### 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: CRFCA Risk Officer
- b. Job grade: EO
- c. Reports to: CRFCA Risk and Performance Manager
- d. Location: [Address]

#### 3. General Description of the Role

Under the direction of the CRFCA Risk and Performance Manager, the CRFCA Risk Officer will proactively monitor all risks and issues associated with Hard FM service delivery to the Volunteer Estate (VE). Reporting to the Risk and Performance Manager, the Risk Officer will support the effective management of Hard FM service delivery risks across the VE.

The postholder will achieve this by monitoring the consistent production of risk documentation, and the approach to monitoring and reporting risks and issues. The CRFCA Risk Officer will support the relevant risk or issue owners to identify and develop appropriate mitigation plans, escalate to the next level of management where appropriate. The postholder will support risk management guidance and training, identifying and disseminating lessons learned.

The CRFCA Risk Officer will support the CRFCA Risk and Performance Manager in the development of the annual joint assurance plan, the implementation of the recommendations of 3rd party audits, and the provision of advice and guidance on assurance matters to the CRFCA and RFCA Estates Teams.

In addition to professional qualifications appropriate to the role, key skills include risk and issue management and mitigation and strong interpersonal and communication skills coupled with an ability to deliver outcomes.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership and Management [5%]**

- Be organised with excellent time management to deliver risk and assurance activity and contribute to wider CRFCA business outputs.
- Support the Risk and Performance Manager in delivering CRFCA risk related goals.
- Support and undertake professional development and training opportunities.
- Demonstrate a personal commitment to the aims and objectives of the CRFCA.

##### **Risk Management [50%]**

- Support the Risk and Performance Manager in the development and implementation of the CRFCA/RFCA risk management framework and tools in relation to Hard FM service delivery.
- Support the Risk and Performance Manager in the management of all CRFCA, and any escalated RFCA, risks relating to the VE.
- Support the Risk and Performance Manager in providing advice and guidance to the CRFCA and RFCA Estate Teams on risk and assurance issues relating to the VE.
- Produce risk reports, working with stakeholders to include commentary and insight about the effectiveness of risk control and mitigation measures, providing succinct, reliable, timely and objective analysis.
- Conduct a programme of regular risk and issue reviews with key stakeholders, ensuring that risk registers, risk reviews and an escalation process are in use and are regularly reviewed, highlighting issues of note to the Risk and Performance Manager.
- Support the Risk and Performance Manager in identifying and promulgating best practice.
- Undertake risk analysis in support of Billable Works business cases in accordance with Defence policy.
- Undertake routine liaison with RFCA Estates Teams in relation to risk management.
- Act as the focal point for risk related responses to external requests for information.

##### **Assurance [40%]**

- Support the Risk and Performance Manager in the provision of advice to CRFCA and RFCA Estates Teams on the interpretation and implementation of Practitioner Guide Estate Management 02 (EM02).
- Assist the Risk and Performance Manager in supporting the development of the annual joint assurance plan.
- Support the Risk and Performance Manager in ensuring the HFM industry partners have an effective fraud prevention regime in place.
- Assist the Risk and Performance Manager in co-ordinating Assurance Reports and the production of management information as required.



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- Support the Risk and Performance Manager in the implementation of risk related audit recommendations, associated with level 1 and level 2 assurance activity, across CRFCA and the RFCAs (where applicable).
- Be responsible for ensuring delegated CRFCA/RFCA contract assurance activities are undertaken at the right time and ensure an up-to-date compliance schedule is maintained.
- Undertake routine liaison with RFCA Estates Teams in relation to assurance outcomes.

### **Stakeholder Engagement [5%]**

- Work collaboratively with stakeholders to support the continuous improvement of the risk management process.
- Support the development and maintenance of open, honest and collaborative working relationships with RFCAs, industry partners and other stakeholders as appropriate.
- Support the development of communications and engagement activities as appropriate.

5. **Staff management responsibilities.** No Line Manager Responsibilities.

6. **Budgetary responsibilities.** [insert details]

### **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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS Training

### **Experience.**

#### **a. Essential.**

- Experience of risk and issue management processes and procedures.
- Good interpersonal and stakeholder management skills.

b. **Desirable.**

- Experience undertaking qualitative and quantitative risk and issue analysis.
- Experience of working in a Hard Facilities Management environment.

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

- Working Together
- Making Effective Decisions
- Communicating & Influencing
- Delivering at Pace
- Managing a Quality Service
- Changing and Improving

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

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

- Risk and Issue Management (**W**)
- Quality Management (**A**)
- Business Change and Implementation (**A**)
- Governance (**A**)
- Frameworks and Methodologies (**A**)
- Stakeholder Engagement (**A**)
- Assurance (**A**)
- Change Control (**A**)
- Business Case Development (**A**)
- Knowledge Management (**A**)

**Professional Membership:**

- Hold or be willing to work towards relevant EO level professional qualification or have equivalent experience.

**11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness

- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

### **Additional Requirements**

12. This role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to the CRFCA head office in London, to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.

## COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

### JOB DESCRIPTION - Billable Works Project Support Officer (PSO)

#### 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: CRFCA Billable Works PSO
- b. Job grade: EO
- c. Reports to: CRFCA Billable Works Planner
- d. Location: [Address]

##### 3. General Description of the Role

The CRFCA Billable Works PSO supports the CRFCA Billable Works Team in the financial management and cost assurance of the delivery of the agreed Billable Works programme, to ensure value for money is achieved and Billable Works are delivered in accordance with the requirements of the Hard FM contract in support of users of the Volunteer Estate (VE), including Reserves and Cadets

Reporting to the CRFCA Billable Works Planner, the CRFCA Billable Works PSO will lead on reporting the progress of Billable Works, support issue resolution and assist the CRFCA Billable Works Team to adhere and conform with all agreed CRFCA and wider Defence Billable Works processes and operating procedures. The CRFCA Billable Works PSO will work collaboratively with industry partners, RFCAs and customers to support the delivery of successful Billable Works outcomes.

The CRFCA Billable Works PSO will assist the CRFCA Billable Works Planner in the performance monitoring and the assurance of the achievement of project milestones.

In addition to professional qualifications appropriate to the role, strong interpersonal and communication skills coupled with an ability to deliver outcomes are key attributes of the role.

The CRFCA Billable Works PSO will be responsible for deputising for the CRFCA Billable Works Planner as appropriate.

#### **4. Principal Areas of Accountability, Tasks and Duties**

##### **Leadership and Management [5%]**

- Be organised, with excellent time management, to deliver monthly Billable Works reports and contribute to wider CRFCA business outputs.
- Support Billable Works Planner in delivering CRFCA Billable Works related goals.
- Support and undertake professional development and training opportunities.
- Demonstrate a personal commitment to the aims and objectives of the CRFCA.

##### **Billable Works Programme Support [30%]**

- Support the CRFCA Billable Works Team in the delivery of Billable Works projects to time, cost and quality.
- Work closely with CRFCA Billable Works Team, RFCAs and industry partners to support the implementation of Billable Works project plans, tracking achievements against milestones to ensure the delivery of contracted outputs and benefits.
- Develop and maintain appropriate systems to enable effective scheduling and planning of Billable Works projects.
- Maintain risk and issue logs for the Billable Works projects, escalating as appropriate.
- Provide support to the CRFCA Billable Works Team to aid the development of business cases for Billable Works valued at greater than £500k.

##### **Billable Works Programme Administration [40%]**

- Maintain the Billable Works Business Case Register, including alignment with the Command Infrastructure Delivery Programme (CIDP) tool.
- Support the Billable Works Team in liaising with approving authorities to enable effective progress of Business Case submissions.
- Responsible for updating the Digital Approvals Tool (DAT) with details of Business Cases going through to the approving authority.
- Assist in the provision of trend and data analysis of business case progress against the CIDP.
- Assist in the development of Billable Works project documentation.
- Actively undertake housekeeping on project documentation in accordance with CRFCA information assurance policies.
- Arrange and support various Billable Works Project meetings including drafting of associated documentation and minutes.
- Support the CRFCA Billable Works Team in the development of future Billable Works programmes.

### **Assurance & Performance Management [15%]**

- Support the CRFCA Billable Works Planner in the management of the Billable Works Change Process, ensuring clear audit and governance of the requirements at all times.
- Support the CRFCA Billable Works Planner in performance monitoring of the delivery of the agreed Billable Works Programme.
- Support the CRFCA Billable Works Planner in the delivery of assurance reviews of Billable Works programmes and projects at key stages to help evaluate the likelihood of delivering the programmes and projects in compliance with the approved time, cost and performance parameters.

### **Stakeholder Engagement [5%]**

- Support the development and maintenance of open, honest and collaborative working relationships with RFCAs, industry partners and other stakeholders as appropriate.
  - Support the Billable Works Planner in the close coordination with appropriate Subject Matter Experts (SMEs) to support the assessment and scrutiny of the Billable Works programme.
  - Maintain a stakeholder log for internal and external stakeholders.
  - Act as the focal point for Billable Works project responses to external requests for information
  - Support the development of communications and engagement activities as appropriate.
5. **Staff management responsibilities.** No Line Manager Responsibilities.
6. **Budgetary responsibilities.** [insert details]

### **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 to this position:

- 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)
- SPEC 024 (Asset Management)
- FDIS Training.

## Experience.

### a. **Essential.**

- Good interpersonal and communication skills
- Ability to collect, analyse and present data

### b. **Desirable.**

- Experience of working in a facilities management environment
- Experience of working in a project environment

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

- Leadership
- Managing a Quality Service
- Communicating and Influencing
- Delivering at Pace
- Working Together
- Making Effective Decisions

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

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

- Planning **(A)**
- Scheduling **(A)**
- Resource Management **(A)**
- Budgeting and Cost Management **(A)**
- Risk and Issue Management **(A)**
- Governance **(A)**
- Frameworks and Methodologies **(A)**
- Change Control **(W)**
- Knowledge Management **(W)**

## **Professional Membership:**

- Hold or be willing to work towards relevant EO level professional qualification or have equivalent experience.

## **11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety (with additional module for Managers)
- Designated Safeguarding Officer Training (as required)

## **Additional Requirements**

12. This role may require occasional travel throughout the UK to sites of the 13 RFCAs, as well as to principal MOD sites including London, Aldershot, Andover and Lichfield and industry partner offices.
13. The job holder is required to comply with the CRFCAs' Code of Conduct and to avoid any conduct which discriminates against colleagues, potential employees or contractors on the grounds of any protected characteristics, as identified by the Equality Act 2010.
14. The job holder will be required to be vetted to Security Check (SC) level.
15. Complete all mandated training within the specified timeframe, all in accordance with respective CRFCA Skills framework and as detailed in the Post Mandatory Training section of this Job Description.
16. 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 activities of a similar nature to those within this job description, which fall within your capabilities and which are commensurate with your grade.



# COUNCIL OF RESERVE FORCES' AND CADETS' ASSOCIATIONS

## JOB DESCRIPTION - Administrative Support

### 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: CRFCA Administrative Officer
- b. Job grade: AO
- c. Reports to: CRFCA Performance Officer
- d. Location: [Address]

#### 3. General Description of the Role

The CRFCA Administrative Officer is responsible for ensuring an efficient and effective administrative support service is provided to CRFCA Estates Team and that all activity conforms with all agreed CRFCA processes and operating procedures.

Key skills include strong organisational skills, excellent communication, teamwork and interpersonal skills, customer service, problem solving and an understanding of [MS Office] applications.

#### 4. Principal Areas of Accountability, Tasks and Duties

##### Leadership [5%]

- Demonstrate a personal commitment to the aims and objectives of the CRFCA.
- Demonstrate a clear understanding of own area of responsibility.
- Support line management in delivering CRFCA goals.
- Understand and support the wider CRFCA Estates Team activity.

##### Administrative Support [75%]

- Provide an effective administrative service to all CRFCA Estates Team staff.

## VE VFM Study Report

- Support the CRFCA Estates Team in the production of key outputs and deliverables such as Estate reports and complaint resolution.
- Effective and efficient management of CRFCA Estates Team group mailboxes
- Carry out diary management for CRFCA Director VE and CRFCA Deputy Director VE
- Carry out general administrative duties involving bulk photocopying, filing and post as required.

### **Meeting Management [15%]**

- Arrange meetings at venues as required. Ensure key stakeholders are available, book facilities, confirm arrangements, arrange travel and, if required, manage arrangements on the day.
- Collation of papers and briefing materials to support meetings or other requirements as requested.
- Provide secretariat support for CRFCA Estates Team meetings as required.

### **Stakeholder Engagement / Communications [5%]**

- Ensure stakeholders and customers experience a professional administrative service.
- Maintain all CRFCA Estates Team stakeholder contact information in accordance with CRFCA Information Management policy.
- Maintain awareness of CRFCA corporate messaging.

5. **Staff management responsibilities.** No Line Manager Responsibilities.

6. **Budgetary responsibilities.** [insert details]

## **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 to this position:

- DIO Service Delivery Infrastructure Management System (IMS) – modules applicable to role
- Contract Role awareness – FDIS
- FDIS Training

### **Experience.**

#### **a. Essential.**

- Self-confident with the ability to work on own initiative.
- Use of MS Office applications (Word, Outlook, Excel, OneNote)

b. **Desirable.**

- Strong interpersonal skills with the ability to demonstrate experience in a customer service environment.
- The ability to adapt to changing priorities and tight deadlines.
- Experience of working within an office or Hard FM environment.

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

- Managing a Quality Service
- Communicating and Influencing
- Delivering at Pace
- Working Together

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

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

- Property Professional Expertise **(A)**
- Customer and Client Service **(A)**
- Stakeholder Engagement **(A)**
- Strategy and Business Planning **(A)**
- Analytical Decision Making **(A)**
- Technology and Innovation **(A)**
- Sustainable Practice **(A)**
- Commercial Acumen **(A)**
- Property Programme and Project Management **(A)**
- Health and Safety, Compliance and Inclusion **(A)**

**11. Post Mandatory Training**

- Inclusion in the Civil Service
- Counter Fraud, Bribery & Corruption: Managers/All staff
- Security and Data Protection
- Commercial Awareness
- General Security Threat Brief/Security Fundamentals
- Cascade Training
- Health and Safety

## **11. Post Mandatory Training**

- Inclusion in the Civil Service
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VE VFM STUDY  
FUTURE CONTRACT MANAGEMENT RELATIONSHIP

