

West Midland Reserve Forces & Cadets Association (RFCA)

Head of Operations, People, Cadets & Youth

Job Description



Appointment Details.

Job Title: Head of Operations, People, Cadets & Youth (Head

Pay Band: Civil Service Grade SEO/Grade C1

Department: West Midland RFCA Head Office

Reports to: WM RFCA Chief Executive

Job Purpose: The Head of Operations, People, Cadets & Youth will be responsible to the Chief Executive for the delivery of key business outputs across three distinct areas.

Job Location: Tennal Grange, Tennal Road, Harborne, Birmingham B32 2HX

1. Overview

a. **The Reserve Forces and Cadets Associations (RFCAs).** West Midland RFCA is one of 13 RFCAs which provide support for Reserve Forces and Cadet units throughout the UK. Each RFCA has a volunteer membership of some 120 –180 and is served by a small, full-time, salaried executive and Professional Support Staff supporting each Army Cadet Force (ACF) county. It has a volunteer Board under a Chair. The roles of the RFCAs are explained at Annex A.

b. **Region.** The West Midland RFCA region comprises the six counties of Herefordshire, Shropshire, Staffordshire, Warwickshire, West Midlands, and Worcestershire.

c. **General Description of the Role:** The Head of Operations, People, Cadets & Youth will be responsible to the Chief Executive for the delivery of a number of key business outputs across three distinct areas:

- As Head of Operations they will be responsible for the day to day business of the Association, forward planning and delivery of the annual management plan across the departments.
- As Head of People, they will lead and advise on all people matters.
- As Head of Cadets & Youth they will provide a focal point for all matters relating to youth and Cadets in the region, including liaison with the cadet branches and the wider youth and schools sector.

The role also incorporates deputy responsibilities for the Chief Executive, in their absence and on all WM RFCA matters.

2. **Accountability.** The Head of Operations, People, Cadets & Youth is accountable to the Chief Executive.

3. Duties - Head of Operations

- a. Line Management of the Head of Support Services, Administrative Officer and head office Caretaker.
- b. Oversee contract and facilities management of the head office.
- c. Oversee and maintain the H&S Policy within the Association and ensure compliance with legislation, direction and guidance.
- d. Oversee and ensure compliance and implementation of adopted and internal policies, processes and ways of working.
- e. Lead on the continual improvement process to ensure the Association is a learning organisation, maximising resources and seeking efficiencies as a matter of business as usual.
- f. Oversee the scrutiny of and renewal of insurance policies.
- g. Produce and maintain the Business Continuity Plan.
- h. Maintain the Association's risk register.
- i. Lead on all physical and IT security matters - ensuring awareness of security issues by all staff.
- j. Be the lead for data protection and GDPR as the Association's Data Control Officer. Ensure the data protection policy is fully understood by staff.
- k. Coordinate the Association's responses to external requests for information.
- l. Control such budgets as are delegated in the Management Plan.
- m. Coordinate, monitor and evaluate outputs of the Association requiring action by more than one Department.

4. Head of People - Duties

- a. Provide advice and guidance consistent with legislation, RFCA policies and best practice across all people matters including:
 - Recruitment & Induction
 - Training & Development
 - Appraisals, Performance Management & Discipline
 - Welfare & Wellbeing
 - Benefits & Retention

5. Head of Cadets & Youth - Duties

- a. Act as an advocate for the Cadet organisations and as the focal point for all regional Cadet and youth matters.
- b. Provide advice and represent Cadet issues to the regional Joint Military Command, Army Regional Command Cadets Branch and Council of RFCA Cadets & Youth Team.
- c. Lead and manage 36 Army Cadet Force (ACF) Permanent Support Staff (PSS) with direct reporting responsibilities for four Cadet Executive Officers (CEO) and countersigning responsibilities for others, ensuring that they deliver outputs as set out in the Service Level Agreement (SLA).
- d. Oversee the management by the CEOs of the ACF operating budget, including the provision of budget forecasts and monitor that all spending is within the authorised areas for expenditure.
- e. Coordinate the Association's wider support to the Cadets Forces in collaboration with the Head of Communications, support to the recruitment of Cadet Force Adult Volunteers (CFAVs); enhance cooperation between the Army Reserve and ACF; increase the synergy and awareness between all Cadet Forces with a view to promoting best practice; exploit third party funding.
- f. Oversee the provision of administrative and logistic support to the RAF Air Cadets (RAFAC) as set out in the SLA.
- g. Convene regional CEO meetings and a Joint Cadet Committee and attend national CEO conferences and Commandant conferences.
- h. Oversee the preparation for, including selection of candidates, and ensure the delivery of annual Lord Lieutenant Awards Ceremonies.
- i. Oversee and deliver Cadet events, special projects or ceremonies as required.
- j. Through close liaison with Cadet branches, ensure joined up delivery of Safeguarding and other policy areas.
- k. Exploit opportunities for wider youth engagement in the region including coordination of the Cadet Engagement Plan (CEP) into schools.
- l. Provide functional line management of the Schools Cadet Expansion Officer (tasked separately by the MOD).
- m. In collaboration with the Head of Estate, monitor and contribute to forward plans including the opening and closing of detachments.
- n. Support ACF succession planning and selection boards for key volunteer and honorary posts.

6. Deputy Chief Executive - Duties

- a. Deputise for the Chief Executive when required at events, meetings and in the running of the Association.
- b. Support the Chief Executive in the development of the Management Plan, delivery of customer Service Level Agreements, including the establishment and monitoring of targets and Key Performance Indicators.
- c. Counter sign bank approvals and transactions, support financial checks & controls and audits.

7. General

- a. The role involves frequent work in the evenings and at weekends, when required, for which Overtime or Time Off in Lieu may be taken.
- b. The post holder must be prepared to perform any other task, within the broad remit of the role, which may be reasonably required by the Chief Executive.

Person Specification

8. Civil Service Behaviours required (Success Profile).¹

- a. Seeing the Big Picture - Level 3
- b. Changing and Improving - Level 3
- c. Making Effective Decisions - Level 3
- d. Leadership - Level 3
- e. Communicating and Influencing - Level 3
- f. Working Together - Level 3
- g. Developing Self and Others - Level 3
- h. Managing a Quality Service - Level 3
- i. Delivering at Pace - Level 3

9. Required Skills/experience

- a. Experience in a similar managerial, organisational and senior administrative roles in a similar sized organisation.

¹ [Success Profiles - Civil Service Behaviours \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

- b. Experience of serving with, or working closely to the Reserve Forces, Cadets or youth organisations is desirable.
- c. Experience and knowledge of regulated activities is desirable.
- d. Computer literate (possessing a good working knowledge of current MS-Office applications) with demonstrable experience using management information systems. Comfortable utilising internet research tools including the retrieval of statistics for further analysis and presentation.
- e. A full driving licence is required.
- f. This post-holder will be required to hold an Enhanced clearance from the Disclosure and Barring Service (DBS) and to be Security Check cleared through National Security Vetting.

10. Personal qualities & behaviours.

- a. Confident with demonstrable communication skills, and the ability to engage with individuals at all levels.
- b. Proactive, self-motivated, adaptable.
- c. Keen to advance individual skills and personal development.
- d. Ability to prioritise tasks and time manage effectively.
- e. Excellent team-player and compassionate leader.
- f. An inquiring mind with an organised approach, excellent information management and good attention to detail.

Other Requirements.

- 11.
 - a. While the role is Birmingham (Harborne) based, a substantial amount of travel across the region, and beyond on occasions, is expected.
 - b. Comply at all times with RFCA health and safety policies, staff regulations and procedures, and data protection/freedom of information requirements.
 - c. Regular evening and weekend working, which will be compensated with Time off in Lieu (TOIL) or overtime payments.
 - d. Comply with the RFCA's Code of Conduct and avoid any behavior which discriminates against colleagues, potential employees or contractors on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

12. This job description:

- a. Should be discussed/read with the line manager at the time of receiving the Annual Performance & Development Report.
- b. May be reviewed in the light of changes during the period of your appointment and on change of incumbent.

Because of the changing nature of the business, the job description will inevitably change from time to time. You may be required to undertake other activities of a similar nature that fall within your capabilities and are commensurate with your grade.

Roles of the Thirteen RFCAs

1. The 13 regional RFCAs are represented nationally by the Council of RFCAs (CRFCA). The Chair of each RFCA is a member of the Council, which employs a secretariat, who, through the CRFCA Board, advise and coordinate the activities of the RFCAs. CRFCA is the single point of contact for all MOD, Defence Infrastructure Organisation (DIO) and Single Service stakeholders by whom the RFCAs are funded.
2. The main roles of RFCAs are to:
 - a. Provide assistance and advice to the Defence Council.
 - b. Provide representation and advocacy of the Armed Forces (specifically the Reserves) and the MOD-sponsored Cadet movement.
 - c. Provide hard and soft facilities management for the Reserve Forces and Cadets estate (known as the Volunteer Estate).
 - d. Provide personnel and financial management.
 - e. Provide indirect support to recruiting for the Regular and Reserve Forces and for Cadet Force Adult Volunteers.
 - f. Conduct marketing and publicity for the Reserves and the Cadets.
 - g. Conduct employer engagement and support.
 - h. Conduct wider community engagement.
3. The staff of the RFCAs maintain close liaison with the relevant Royal Navy (RN), Royal Marine (RM), Army and Royal Air Force (RAF) Headquarters and the DIO to ensure effective coordination of supporting activities for the Reserve Forces and MOD-sponsored cadet organisations.
4. The CE holds, on behalf of both the Association and the Secretary of State, freehold land and properties. This power is incorporated into the Scheme of Association made by the Defence Council, as the Association is a body corporate with a Common Seal.