

THE LONDON BOROUGH OF HARROW (GRANGE FARM ESTATE REGENERATION PHASES 2 AND 3) COMPULSORY PURCHASE ORDER 2020

RAF AIR CADETS CENTRE, 84 NORTHOLT ROAD, HARROW HA2 0DW, IDENTIFIED ON THE ORDER MAP AS PARCELS 75 AND 76

APPENDIX 1 TO THE PROOF OF EVIDENCE OF NICHOLAS ROBSON SUMMERS

Job Description of the Director of Estates and Commercial Lettings of the Reserve Forces' and Cadets' Association for Greater London.

JOB DESCRIPTION

Job Title: Director Estates & Commercial Lettings (DECL) **Grade:** C1

Department: Estates

Responsible to: Chief Executive

Background

1. The Association is responsible to Defence for all assets held on the regional Reserve and Cadet Asset Register. The properties are built, maintained and managed in accordance with the building and financial policies agreed with the Service Headquarters, Headquarters Regional Command and the Defence Infrastructure Organisation (DIO), through the direction and support of the Council of RFCA (CRFCA). The emphasis is on the planning, management and cost effective implementation of the construction, refurbishment and maintenance programme for all Association premises and land. Additionally there will be the planning and implementation of funded Soft Facilities Management/Contracts through the Estates Facilities Officer.

Overall Purpose of Job

2. The Director Estates & Commercial Lettings (DECL) is a Crown Servant and a full-time civilian employee of the Reserve Forces' and Cadets' Association for Greater London (GL-RFCA). Delivering one of the 3 Key Outputs of GLRFCA DECL is responsible to the Chief Executive for providing technical direction, advice and assistance on the implementation of all building, mechanical, electrical and civil engineering and facilities management (FM) matters. This includes the Management of the Administrative and Estates and FM staff of the Estates Department to achieve effective and value for money management for all aspects of the Association's properties, an in-depth knowledge of JSP Scales (Reserves and Cadets), the RFCA NGEC Specifications and Service Level Agreements (SLA).

Principal Areas of Accountability/Tasks and Duties

3. Compilation and submission of Short Term Plans (STP) for Capital Works and Property Management to meet the Operational requirements of the customers. Prepare with customer input the annual Balance of Investment (BOI) submission.

4. Prepare estimates of cost for all new works and maintenance services and establish priorities for such works in relation to financial limitations and staff capacity.

5. Develop, with the Chief Executive and the Head of Finance, the in-year (and future year's) budgeted maintenance and FM programmes. Develop and maintain the Service Register (SR) and the Planned Maintenance Plan (PMP).

6. Develop the long-term building programme and the Building Life Cycle Replacement (BLCR) plan, including acquisition of land and disposal of properties surplus to requirements.

7. In-Year Management

a. Responsible for the supervision, organisation and instruction of the Estates and FM staff, to deliver the works services and FM programmes which have been agreed with the customers and DVE CRFCA.

- b. Implement the PMP and ensure compliance with mandatory and statutory legislation governing estate matters, in particular Health and Safety at Work Acts (Electricity at Work, Food Safety, Control of Legionellosis, Lead in Air Pollution, etc.).
- c. Responsible for the overall supervision of duties for the Estates administration to ensure prompt and efficient handling of all correspondence invoices, works service demands, returns, legal correspondence, accounts, and critically the Help Desk.
- d. Other than where consultants have been appointed, supervision of all building, mechanical, electrical and civil engineering works on all sites and properties within the Association's area of responsibility, to ensure satisfactory workmanship, materials and progress in accordance with current regulations. Deliver projects on time and in budget.
- e. On an agreed periodical basis, currently biennial, carry out periodical internal and external inspections of all Association properties and prepare reports thereon for repair and maintenance purposes. Update and/or amend the annual the PMP, keep proper records and report of all such works as an adjustment to the Condition Surveys.
- f. Liaise with Defence Safety & Fire Officers and other Inspectors to ensure that all Statutory Fire Safety, Health and Welfare Regulations are observed or implemented in all buildings for which the Association is responsible.
- g. Oversee the preparation of all drawings, specifications, schedules of work etc., for all new works and maintenance programmes as funded by the customer in an and to end process following the RIBA Plan of Work.
- h. Analyse any requirement for the issuance of permits to work and to take due consideration of Construction, Design and Maintenance (CDM) requirements in this and all other estate matters
- i. Oversee the applications for Planning, Building regulations and other Defence related approvals for all new building Works. Liaise locally with DIO on land management issues and accommodation matters as appropriate.
- j. Appoint, brief and manage on behalf of the customer architects and other nominated professional consultants on works service requirements and ensure that such requirements are properly met. Attend meetings with Consultants during the planning and construction stages.
- k. Maintain a list of approved contractors for the delivery of reactive and planned maintenance and supervise the Pre-Qualification Questionnaire (PQQ) process or any other required method/ process.
- l. Apply tender procedures in accordance with the Output Specification (OS) and the Service Specification (SS) in compliance with the pertaining procurement regulations and competition rules.
- m. Oversee & Project Manage (PM) all capital works projects funded & allocated to the Association, to ensure delivery on time in budget.
- n. Oversee the programme of Aids and Adaptions to Service personnel private homes as directed by DIO.
- o. Attend and brief at both the Association's Management Board Committee and to act as Secretary to the Association's estate Property Advisory Board or equivalent.

8. Facilities Management

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- a. Prepare, plan and implement the necessary soft FM programmes against targets. Including Grounds Maintenance, Range & general cleaning and waste management in conjunction with the Estates Facilities Officer (EFO).
- b. Prioritise and implement energy efficiency measures against the Energy Management System (EMS) targets and in accordance with current best practice.
- c. Oversee the following:
 - i. NGE C Module C SMIT & implement as appropriate for the Association in conjunction with the Estates Compliance Officer (ECO)
 - ii. Association Vehicle management;
 - iii. Association H&S policy.

9. **Financial and Commercial**

- a. Monitor and maintain financial records of all individual works services and assess forecast of expenditure. Certify accounts rendered by contractors with the Head of Finance and prepare final accounts for all works services.
- b. Approve invoices, certificates and fee accounts in accordance with delegated powers determined by the Association Management Board.
- c. Organise and execute the annual works programme, keeping proper records of such works and monitoring and planning of associated expenditure.
- d. Evaluate and authorise contractors' invoice accounts.
- e. Oversee and manage the annual Regional Generated Income grant for Estates, schedule & prioritise works packages, seek Board approvals & implement works.
- f. Manage the regional Estates and Facilities Management budgets within annual limits, as agreed with the Chief Executive of the RFCA.
- g. Prepare, collate and submit the annual estates funding submission to CRFCA DVE in accordance with the Association PMP.
- h. Manage the GL RFCA Alternative Venues term contract and act as the responsible officer for provision of property/ assets for the AV service.

10. Any other duties commensurate with the appointment, as directed by the Chief Executive.

Competencies Required for the Post

11 **Essential Competences.**

- a. Senior management and organisational experience.
- b. Be professionally qualified as a Member of the Royal Institution of Chartered Surveyors (RICS) or Chartered Institute of Building (CIOB) or is demonstrably working towards such a qualification.
- c. Have external experience in Project Management to a value of at least £4.5M, have managed routine maintenance, Statutory & Mandatory compliance requirement and have an

overview of property / estate management including Facilities & grounds maintenance. Previous experience of in Public Sector / Government estate work would be an advantage.

- d. Excellent communication, interpersonal and presentational skills.
- e. Strong IT skills, particularly Microsoft Word and Excel; and practical experience of managing and operating commercial Building Specification/ Project Management software.
- f. Full clean driving license.

12. Desirable Competences.

- a. Understanding of the Reserve / Regular /Cadets military environment.
- b. Experience of Project Management for new build and major refurbishment and knowledge and experience of Government Departmental estate work.
- c. Budget management
- d. HR/Personnel Management experience.

Health & Safety at Work

13. Lead by example and take reasonable care for their health and safety and of other persons who may be affected by their acts or omissions while at work. He/she will also be responsible for the health, safety and welfare of subordinate staff (if with managerial duties).

Performance and Development Reports (PDR)

- 14. Twice a year, have own performance assessed and reported upon by the Chief Executive.
- 15. Will be required to assess and write PDRs, twice per year as Line Manager or counter signing officer for members of the Estates staff.

Security

- 16. Undergo a Baseline Personal Security Standard (BPSS) check in accordance with the Association's Security requirements.
- 17. Sign annually and comply with the Security Operating Procedures (SyOps) for the use of the Association Local Area Network (LAN) and MOD Wide Area Network (WAN) relating to both voice and data on IT Systems.

General

- 18. Any other task within the broad remit of this role which may be reasonably required, including, but not limited to, ad hoc analysis and one-off reports.
- 19. The role may require the occasional late working, predominantly in support of the events Team, and this will be compensated with Time Off In Lieu (TOIL).
- 20. Must administer, maintain responsibility for and take reasonable care of any vehicle, equipment and/or other items under his/her control.
- 21. This job description may be reviewed in the light of changes during the period of the appointment and/or on change of the incumbent.