



Reserve Forces' and Cadets' Association
for Greater London

RECRUITMENT PACK HEAD OF ENGAGEMENT



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LONDON
SW6 3JS**

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1. ABOUT US

Our Background

At Greater London Reserve Forces' and Cadets' Association (GL RFCA) we champion London's Reserve Forces and Cadets and have been their voice since 1908. There are thirteen RFCAs across the UK which are central government bodies with Crown status, each with a legal identity under the Reserve Forces Act 1996. GL RFCA is supported by a local voluntary membership of some 190 people with an interest in Defence, particularly in Reserve and Cadet matters, and they give us influence across London. Uniquely within GL RFCA, we also have a separate City RFCA element that focuses on engagement specifically within the City of London.

The Council of RFCAs (CRFCA), constituted by the thirteen individual RFCAs, provide central coordination and the corporate focus to enable the regional Associations to fulfil the requirements of their customers. The CRFCA gives advice and assistance to the Defence Council and to the Royal Navy, Army and Royal Air Force on matters that concern Reserve Forces and Cadets. The thirteen RFCAs are currently Arm's Length Bodies (ALB) of the Ministry of Defence and it is expected that they will collectively become a Non Departmental Public Body in 2027 to satisfy Cabinet Office requirements.

Our Team

We are a small organisation of some 60+ people with a headquarters in a Grade 2 listed building in Fulham, near to Putney Bridge, and have four satellite offices across London. We have three main output pillars of activity: Engagement; Cadets & Youth; and, Estates, all coordinated by a small supporting HQ business team.

Our Work

We promote the value and diverse skill set of the Armed Forces community to local stakeholders and employers from all sectors and use our locally driven relationships to provide 'effect' for defence at a regional level. We support London's military cadets, in particular key logistic and administrative support for the Army Cadet Force and our Estates team manage and maintain some 140 sites used by Reservists and Cadets.

2. WHAT WE DO

ENGAGEMENT TEAM. We work to establish and maintain strong relationships with employers and wider community stakeholders in London to encourage them to develop a two way mutually beneficial working relationship with Defence. Through our Communications lead we market and publicise Reserve and Cadet activity and recruiting opportunities through multiple social media channels, through our website and via hard print.

Employers can discover the benefits of partnering with Defence through our engagement work and activities enabling them to understand the transferable skill sets that Reservists, Cadet Force Adult Volunteers, Veterans and Service Spouses can bring to the workplace.

Our Engagement Team advises and guides companies to adopt forces friendly HR policies beginning with signing the Armed Forces Covenant (AFC), through their journey with the Employer Recognition Scheme (ERS) to becoming advocates for Defence to other employers. Companies and organisations can achieve a Silver and then Gold Award based on the level of commitment and support they have demonstrated and they will receive these awards at prestigious Silver and Gold Award Ceremonies organised by the team.

CADETS AND YOUTH TEAM. There are some 16000 military cadets across London in all three services: the Sea Cadet Corps (SCC) including Royal Marine (RM) cadets; the Army Cadet Force (ACF); the RAF Air Cadets (RAFAC); and, school based CCFs, all of which are supported by more than 2000 Cadet Force Adult Volunteers (CFAVs).

GL RFCA manage and maintain the locations and buildings specifically for the ACF and RAFAC and provide a cadre of 33 Professional Support Staff (PSS) to provide administrative and logistic support to the ACF. In addition the PSS assist the recruitment process to attract new adult volunteers.

The RFCA also help in coordinating numerous cadet events and activities across the Capital including Remembrance Day Ceremonies at City Hall, Guildhall Yard and in many boroughs, as well as multiple Armed Forces Day parades, the Lord Mayor's Show and even events such as the Invictus games. We organise a tri service cadet skills competition, the Lord Mayor's Music Competition at the Guildhall and an annual Lord- Lieutenant's Awards Ceremony.

In schools our commitment to the Cadet Expansion Programme for school CCFs is led by our School Cadet Engagement Officer who guides schools and offers advice throughout the process of establishing a new CCF unit.

ESTATES TEAM. Our Estates Team manage over 40 Reserve Centre's in London, along with some 100+ Cadet establishments, for all three services. We manage large project builds and any sizeable essential maintenance projects and partner with VINCI, under the Future Defence Infrastructure Services contract, to assure the provision of compliance inspections and tests at all our sites so they are safe for Reservists and Cadets to train and thrive – this includes routine maintenance. We also provide Soft Facilities Management for all our sites and although the majority are owned by Defence (via the RFCA) we also manage multiple leases.

The estate requires considerable funding to enable London's Reserves and Cadet Forces to train and operate safely, and achieving this against inevitable funding constraints is a challenge. In addition to core funding we are required to source additional funding streams to help meet the demand and this is achieved through Alternative Venues London – See below.

ALTERNATIVE VENUES TEAM. Alternative Venues London (AVL) is a dedicated venue hire department within GL RFCA. It is a non-profit process involving renting out spare capacity (space/facilities) on the GL Estate on a commercial basis. The proceeds generated by AVL are a vital source of extra funding and our Association Finance Advisory Board assures the process whilst the Association Volunteer Management Board provides direction to direct the funding back into supporting Reserve and Cadets, principally for key estate works.

3. BENEFITS PACKAGE

- **Salary:** The Head of Engagement role Salary is £50,510 p/a plus London Weighting of £3,300. Total £53,810 (annual review in August 26)
- **Pension:** Eligibility to join the Council of RFCA's Pension Scheme with a 5% employee contribution and 13% from the employer.
- **Working Patterns:** The opportunity for flexible working patterns and/or remote working is available but is subject to RFCA guidelines.

- **Leave:**
 - Annual Leave of 25 days, rising (1 day per year) to 30 days after 5 years reckonable service (previous HM Forces or Public Sector service may count as reckonable service).
 - Up to 15 days additional special paid leave for Volunteer Reserve commitments, such as the annual training camp or official military instructional training courses.
 - Up to 10 days special paid leave for Cadet Force Adult Volunteer training (eg official annual camp) or specified military instructional training courses.
 - Up to 6 days special paid leave for alternative recognised volunteering service at the discretion of the CE.
 - Enhanced maternity and paternal leave - after one year of service.
 - In addition to 8 public Holidays p/a an additional day for the HM The King's Birthday.
- **Bonus Scheme.** An opportunity to receive a small annual bonus under central CRFCA performance guidelines and also the possibility of a Special Bonus for a specific noteworthy performance.
- **Welfare Support.** Employee Assistance Programme to support welfare needs

4. APPLICATION PROCESS

Application process: To apply, please send a CV and covering letter giving evidence of how you fulfil the requirements, preferably electronically (and marked in the subject '*Head of Engagement' application*), to Kate Peyton:

Email : gl-offman@rfca.mod.uk

Or hard copy to
 Kate Peyton - Head of Support Services
 Reserve Forces' and Cadets' Association for Greater London
 Fulham House
 87 Fulham High Street
 London, SW6 3JS

Further enquiries: Email Kate Peyton as above or Tel: 07917 835455

Closing date: The closing date is **4pm on Monday 4th May 26** and it is anticipated that interviews for retained candidates will take place during the **week commencing Monday 11th May 26**.

Offers of employment will be conditional on the following:

- Confirmation of the right to work in the UK;
- Completion of a medical assessment;
- Receipt of two satisfactory references;
- The role will be subject to the successful completion of a six month probationary period prior to it being confirmed as permanent;
- Undergoing a Baseline Personal Security Standard (BPSS) check (organized by GL RFCA);
- Agreement to sign an employment contract.

The Reserve Forces' and Cadets' Association for Greater London is committed to being an Equal Opportunities Employer and welcomes applications from eligible candidates no matter what their gender, marital status, age, race, ethnic origin or religious belief.

5. JOB DESCRIPTION

Job Title: Head of Engagement

Job Grade: C1

Department: Engagement

Reporting to: Chief Executive

Location: Fulham House, 87 Fulham High Street, London, SW6 3JS

Overall Purpose of the Job

1. The Head of Engagement (HoE) is a Crown Servant and full-time employee of the Reserve Forces' and Cadets' Association for Greater London (GL RFCA). A member of the Senior Leadership Team, reporting to the Chief Executive, they lead the Engagement team with responsibility for the operational direction, management and delivery of the engagement and communication strategy in order to influence internal (GL staff and GL membership) and external audiences (London Stakeholders, employers, society, units) in line with national objectives and Service Level Agreements (SLA).
2. Responsibilities include employer engagement, community engagement, employer support, support to recruiting, public relations and all aspects of communications. The role requires coordination with the Chief Executive regarding the activities of GL RFCA membership networks, and with the Deputy Chief Executive (DCE) for issues related to Cadet and Youth activity, as well as internal staff coordination.

Primary Activities/Duties

3. The HoE is responsible for the delivery of all outputs of the RFCA Engagement pillar including the direct line management of the engagement team. The HoE is to prioritise and direct the activities of the Defence Relationship Managers (DRMs) [previously called REEDs] in accordance with the Chief Executive's direction and the MOD published policy & directives– notably the Defence People Employer Engagement Directive (DPEED) and the Defence People Employer Engagement Strategy (DPEES). The Defence Relationship Management team at CRFCA will filter and summarise the MOD direction. The HoE also gives direction to the Communications Manager and provides guidance for the City RFCA Secretary.

Engagement

4. Strategy and Plan. The HoE is to develop and deliver an Engagement Strategy and implement an Engagement Plan that focuses on where the RFCA seeks to exert influence including team KPIs.
 - a. The primary aim of the strategy is to promote the interests of Reserve Forces and military Cadet organisations in London and the coordination of all the related engagement aspects that stem from GL RFCA's mandated outputs (employer, community, civic and City engagement and support to recruitment), as well as others that may be directed by the CRFCA Executive Board and the SLA's. KPIs must be discussed and agreed with the Chief Executive
 - b. The secondary aim is to promote understanding of the GL and City RFCAs to both internal and external audiences in order to sustain support for the Association's work and recognition of the value it delivers for Defence.

5. Key Engagement Tasks.

- a. Employer Engagement. Delivery of Employer Engagement (EE) activities that attract new companies and organisations to employ Reserves, Veterans, Cadet Force Adult Volunteers and other members of the AF Community. Maintain those who are already on the EE ladder.
- b. Strategic Guidance. Manage, lead and direct the DRMs to work with CRFCA's Defence Relationship Management team, translating national and single Service strategic intent and initiatives into nuanced local activities that support delivery of the MOD and single Service SLAs. This will include working with key organisations to coordinate AFC signings.
- c. Employer Recognition Scheme (ERS). Manage the ERS process (as per current MOD directive) from providing the initial information about the scheme through to ERS workshops, application development, client liaison, coordinating the ERS Silver board, managing the Gold application process, informing successful organisations and delivering high quality awards ceremonies.
- d. City RFCA. Support the City Secretary with delivery of activities in the City RFCA, in conjunction with Mansion House and the City of London Corporation, to promote RFCA engagement objectives and leverage the skills and influence of City stakeholders.
- e. Community Engagement. Work with HQ LONDIST and RN/RAF, including via the Fusion Meeting, to coordinate engagement with Local Authorities and other London community stakeholders to increase understanding of the Reserve and Cadet Forces and the wider AFC, encouraging them to advocate on behalf of Defence.
- f. Cadet Expansion. Assist the DCE to support the Cadet Expansion Programme and the recent 30 x30 Government initiative, in particular strategising ways to increase the inflow and retention of Cadet Force Adult Volunteers. Additionally engage with other youth organisations, in particular the Youth Organisations in Uniform (YOU) London.
- g. Continuous Improvement. Work in conjunction with the CRFCA Director Engagement and Heads of Engagement in other RFCAs to ensure best practice, risks and opportunities are shared.
- h. Unit Cooperation. Assist units with Employer Support issues and facilitate liaison opportunities between Reserve and Regular units and Cadets.

Communications

6. Work with the Communications Manager to draft a GL communications plan considering how best to influence and relay information to key stakeholders.
 - a. In cooperation with single Service Media Operations staff, identify positive communication opportunities for the RFCA to enhance the reputation of the Reserves and Cadets.
 - b. Identify opportunities for communication with influential people such as politicians, local authorities, the Lieutenancy, business figures and the Association's own membership.
 - c. Provide strategic oversight and management of the Association's website(s) including the contractual relationship with the technical agency support.
 - d. Assure the optimum use of social media whilst following MOD guidelines and ensuring "brand compliance".

- e. Oversee the Communication Manager's production of the annual GL RFCA magazine ("London Bridge") in Q1 (Feb) and an Annual Report for the AGM in Q3 (Oct), ensuring a professional standard continues to be produced.

Recruiting Support

7. Assist the recruiting efforts of the single Services (and units) where feasible within budget and resource constraints, including support to Service Presentation Teams. Direct and oversee the use of social media, press releases and other communications media to help create conditions for improved Reserve recruiting and assist the DCE in recruiting Cadet Force Adult Volunteers.

Event Management

8. Events Calendar. Oversee the production of an Engagement Events Calendar to include DRM National events, ERS workshops, ERS 'windows', the silver board, GL ERS Award Ceremonies, City RFCA events, gun salutes, and other activities as appropriate. This will also assist forward budget planning.
9. ERS Awards Ceremonies. Deliver high quality Silver and Gold ERS Awards ceremonies ensuring the administration and VIP invitations, speeches etc. are all in place in a timely manner and the events are conducted in accordance with relevant Joint Service Publications and in line with MOD's financial direction as directed through DRM.
10. RFCA Events. Work with the Head of Support Services to assist with the delivery of wider GL RFCA events including, but not limited to the Lord Lieutenant/GL RFCA Awards and the AGM.

Budget

11. Produce a budgeted forecast of engagement events for the financial year with predicted costs, in order to align with the financial direction provided by Defence Relationship Management. There must be careful monthly monitoring of the spend coordinated with GL Head of Finance.

Developing and Sustaining the RFCA Membership

12. Manage the RFCA Membership database on behalf of the CE and in coordination with the Head of Support Services. Identify opportunities to develop the membership in line with the Schemes of Association. Members should be drawn from as wide a base as possible as part of a continuous effort to achieve progressively greater diversity of association membership and to achieve broad representation of the regional community. The RFCA Membership should be a "network of networks" that help the RFCA facilitate the Defence agenda regionally and maintain a dialogue with volunteer members to help their currency with key defence issues and messaging.

GL RFCA Trusts

13. An additional general GL RFCA task (as a member of the SLT) is to be responsible for oversight and management of the GL Charitable Trust and the Air Training Corps Trust. Both require invested funds to be monitored, trust aims to be reviewed periodically, trustee meetings to be coordinated and an annual return submitted to the Charities Commission by 31 Jan each year.

Other Requirements

14. Salesforce. Ensure the development, maintenance and exploitation of the Salesforce database to optimise knowledge of the employer network in order to more accurately target and exploit private and public sector engagement.
15. Representational Duties. The HoE, as a member of the SLT should be prepared to represent the Chief Executive, and to cover or assist with Chief of Staff duties, when required.
16. Training. Complete mandated training modules and ensure Engagement Team compliance.
17. H&S. The post holder must comply at all times with RFCA health and safety policies and procedures, taking a managerial approach to ensure that staff and all visitors remain safe.
18. Miscellaneous other tasking. The HoE should be prepared to assume any other duties as directed by the CE which they could reasonably be expected to undertake.

Person Specification

19. Civil Service Behaviours required (Success Profile). The Civil Service Behaviours can be found at the above Gov.uk link, or search at: Gov.uk/Success profiles /Civil Service Behaviours. The grade level that should be read is for HEO/SEO civil service grades.
 - a. Seeing the Big Picture
 - b. Changing and Improving
 - c. Making Effective Decisions
 - d. Leadership
 - e. Communicating and Influencing
 - f. Working Together
 - g. Developing Self and Others
 - h. Managing a Quality Service
 - i. Delivering at Pace
20. Required Skills/ Experience:
 - a. Should have experience of senior management and leadership of teams and working with a wide spectrum of stakeholders, including an ability to network and engage comfortably with senior leaders across business and the military.
 - b. Self-motivated with a proven ability to work with minimum supervision, possessing excellent organisational skills and demonstrable experience of organising and planning events.
 - c. Excellent communication (written and oral), interpersonal and presentational skills and experience of influencing and networking. For example must be capable of articulating clearly to individuals or groups the benefits of engaging with Reserves & Cadets.
 - d. Experience of producing strategy and planning documents and ensuring the team deliver on them.
 - e. A basic knowledge of London military organisations including Regular, Reserves and Cadets.
 - f. Computer literate - possessing a good working knowledge of current MS-Office applications.

- g. This post-holder will be required to be SC Cleared through National Security Vetting (which GL RFCA will arrange).

21. Desired Skills/Experience:

- a. Experience of the public sector.
- b. Knowledge and awareness of publicity and marketing methods.
- c. Experience of working with and knowledge of diverse minority communities.
- d. Understanding the MOD's need to engage with the Nation and society.

22. Personal Qualities and Behaviours:

- a. Excellent interpersonal skills, confident and astute with a high level of emotional intelligence and the ability to interact productively with colleagues and all relevant stakeholders.
- b. Ability to prioritise tasks and time manage effectively.
- c. A self-starter with a high degree of flexibility and adaptability. Proven team-working ability.
- d. An inquiring mind with an organised approach to information management and detail.

General

23. Reporting System. The Engagement Team line management chain is as follows:

- a. The HoE has direct Line Manager responsibilities for those listed below and will produce a mid-year appraisal and an EOY performance report on each:
 - Communications Manager - Grade HEO (C2)
 - 3 x Defence Relationship Managers – Grade HEO (C2)
- b. The HoE is the Senior Reporting Officer for other members of the Engagement Team.

24. The post will involve some evening and weekend working for which time off in lieu is available, or exceptionally, and if pre-approved by the Chief Executive, overtime can occasionally be permitted.

25. This job description should be discussed and reviewed with the Chief Executive at the time of receiving the Annual Staff Report. It may also be reviewed and adjusted as required in the light of organisational changes during the period of the appointment.