

Saxton Bampfylde



The Royal Artillery Centre for
Personal Development

Chief Executive

Appointment Brief

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REF: DAPDA

This document provides information for candidates interesting in applying for the role of Chief Executive of the Royal Artillery Centre for Personal Development (RA CPD). More details about RA CPD can be found on its website at <http://www.racpd.org.uk>

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The organisation

Introduction

The Royal Artillery Centre for Personal Development (RA CPD) is a thriving, successful and forward-thinking provider of vocational and academic qualifications to the Royal Artillery.

Its primary aims are: to offer progressive learning opportunities to RA soldiers throughout their career; to improve their professional and personal skills; to enhance recruitment of high quality young men and women; and, to improve retention through raising self esteem and morale.

The RA CPD was established in 1998 in the form of a Charitable Trust, in response to the Army's requirement for soldiers to gain nationally recognised (civilian) qualifications. In 2003 it assumed its current title, and in 2005 the Charity was incorporated as a company. It has been graded twice as 'Excellent' in government inspections (Ofsted) and has national quality recognition as a 'Beacon' standard training provider. In 2009 it was a finalist in the government- sponsored STAR Awards for the best providers in the FE sector, and in 2010 it won the regional CIPR Gold Award for its newsletter, PD News.

The RA CPD's 69 staff is equally divided between its Head Office at Larkhill and the regular RA regiments. Each regiment (less 14 Regiment RA) is supported by an in-house PD Advisor who works directly for the regiment enabling better support to soldiers' career development and Basic Skills achievement, as well as being the PD focus for all personnel. A friendly and close-knit team ethos underpins the company's professional standards.



Each regiment also has a Learning Centre, staffed by a full-time ICT tutor. The Centre offers both taught IT courses and a vast range of e-learning opportunities up to Level 2 through learndirect to all personnel and their dependants. At 14 Regiment RA, a large and well equipped Study Centre offers every Phase 2 soldier both support to improve their numeracy, literacy and IT skills, and the opportunity to achieve those qualifications at Level 1 or Level 2.

The Board of Trustees is chaired by Maj Gen N H Eeles (late RA) and includes two senior artillery commanders and the Commandant Royal School of Artillery, in addition to four civilians with relevant experience.

Vision and Long Term Objectives

Throughout the Gunners' history, gunnery training and physical fitness have been the pillars of its preparation for operations. Whilst the future environment will require the retention of these two pillars, personal and professional development is growing in importance as a third pillar. This is reinforced by the demands of new technology, more technically sophisticated equipment and the diverse ethnic and educational background of recruits.

RA CPD's Vision is that, by 2014, personal and professional development provided by RA CPD will become integral to the Royal Artillery's preparation for operations. That, through its work, it will:

- Provide soldiers with a 'second chance' in their education and thereby enhance their self confidence, skills and knowledge, and life chances.
- Remove financial barriers to soldiers who wish to undertake personal development.
- Support the Royal Artillery in developing the professional skills, motivation and welfare of its soldiers, thereby improving performance and increasing retention.

Structure and governance

The organisation of the RA CPD is embedded within the Gunner structure through: a Board of Trustees of wide business, educational and Royal Artillery experience; and a staff based at its Head Office in Larkhill, alongside the artillery school, and dispersed throughout all regular RA regiments.

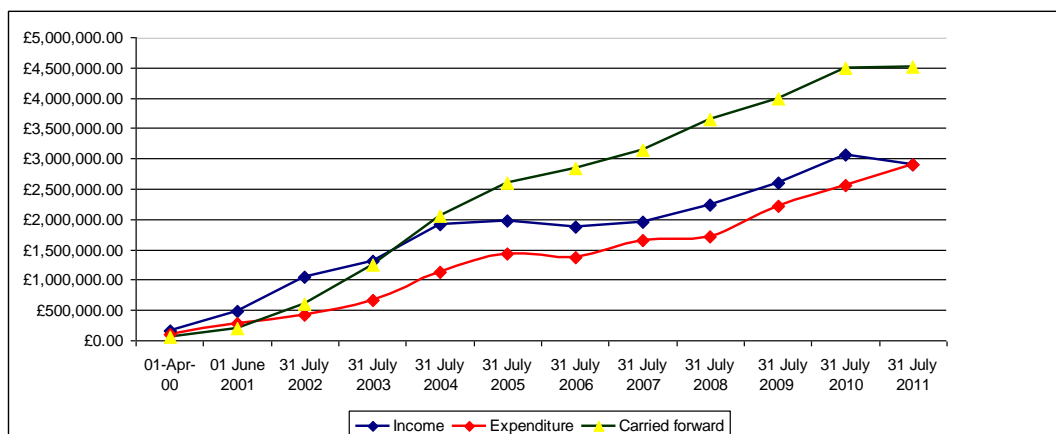
The majority of employees are former Servicemen or dependants of serving soldiers who understand the culture and challenges that soldiers face. This understanding of its clients' needs is vital to the success of the programmes; it offers the charity a unique advantage over larger and more commercially based training providers that offer similar provision within other parts of the Army.

Finances

The Apprenticeships and some Learning Centre programmes are funded by the SFA, through Army Apprenticeships. The charity is very dependent upon this income to support the rest of the many other programmes and services that RA CPD offers the Royal Artillery.

The charity does not receive charitable donations, nor does it engage in fundraising activities.

The graph below shows the history of income, expenditure and surplus over the past eleven years.



The role

This is a hugely exciting time to join the organisation. The new Chief Executive will be responsible to the Board of Trustees for providing strong and effective leadership to the organisation, thereby allowing it to continue to fulfil its potential, and build on its success to date.

Key responsibilities and accountabilities include:

The Chief Executive is responsible to the Board of Trustees for:

1. Achieving the Charity's Objects and Company's Goals

- a. The leadership, direction, sustainability and performance of the Company.
- b. Ensuring the achievement of the Charity's Objects and Company's goals as agreed with the Board.

2. Providing strong leadership to all staff

- a. Motivating, leading and empowering staff to achieve the Company's goals.
- b. Communicating clear commitment and enthusiasm for the Company's vision, mission and aims both within, and externally to, the organisation.
- c. Providing strategic vision and strong leadership, and staff management of the senior management team and key senior staff.

3. Strategic Direction

- a. Developing strategy and plans for the achievement of the goals agreed with the Board.
- b. Identifying strategic development opportunities and key risks to the Company.

4. Accreditation and Apprenticeships

- a. Overall responsibility for the negotiation and management of all contracts with external funding bodies, including Army Apprenticeships and Further / Higher Education Institutions.
- b. Identifying new accreditation opportunities for soldiers and directing their implementation.
- c. Developing the use of learning technologies to enhance teaching and learning.
- d. Acting as the Accreditation Policy Officer for the Royal Artillery.

5. Financial and Contract Management

- a. Ensuring that income is maximised to achieve the Company's aims.
- b. Ensuring that sufficient income is generated to implement the objectives of the Company; that a balanced budget is achieved and a strong reserve position is maintained, as agreed with the Board.
- c. Responsible for managing and developing revenue-earning Contracts.

6. Business Development

- a. Leading the establishment of a new trading subsidiary to generate income for the Company.
- b. Developing new partnerships within education and commerce to provide wider opportunities for soldiers and to increase income.

7. Governance

- a. Providing the Board with strategic analysis, policy proposals, financial, performance and other information as required to monitor and control all business activities.
- b. Writing the Annual Trustees' Report and ensuring compliance with the Charity Commission and Companies House.

Person specification

The successful candidate will have strong senior management experience, be operating at board level and possess all or most of the following:

Essential experience & knowledge

1. Able to demonstrate a successful track record in the following areas:
2. Management experience at senior levels within the post-16 education and training sector.
3. Setting and achieving clear strategic goals.
4. Sound commercial awareness demonstrating success at business development.
5. Successfully leading an organisation, building, motivating and inspiring effective management teams, and holding them to account through rigorous performance management.
6. Leading and managing complex operations, including change management.
7. Raising organisational profile and building/enhancing a brand.
8. Building and sustaining successful relationships and partnerships with internal and external stakeholders.

Personal Qualities

9. A genuine empathy with soldiers. A passion for developing them as individuals and improving their life chances through education and training.
10. An understanding and appreciation of the military ethos, and the ability and desire to work alongside that community.
11. Commitment to the vision, mission and values of the Company.
12. Strong achievement drive.
13. A robust, charismatic and dynamic leader who demonstrates warmth, authenticity, honesty and sensitivity.
14. An understanding of, and commitment to, the values of accountability, probity, openness and diversity.
15. A 'hands-on' manager prepared to get involved in the detail, when appropriate.

Skills & Competencies

16. Able to lead, inspire, motivate, influence and persuade others to achieve the Company's goals.
17. Sensitive and effective interpersonal skills - able to establish and maintain excellent working relationships with trustees, staff and other stakeholders.
18. Able to generate creative solutions; analyse and understand complex issues; and make systematic and rational judgments based on relevant information.
19. Financially competent with the ability to develop the Company, balancing ambitions and expenditure within a more challenging funding environment.
20. Confident and effective communication skills with a range of audiences, including senior audiences.
21. Able to identify and manage risk.

Professional/Technical Qualifications

22. Education to at least first degree level.
23. Teaching and training qualification or relevant experience.

Desirable Experience & Job Knowledge

24. Understanding of the key issues faced in the charity sector.
25. Understanding of the key issues faced in the government funded training sector.

Qualifications

27. Education to at least first degree level with evidence of educational and professional excellence and achievement.
28. Teaching and training qualification or relevant experience would be an advantage

Terms of appointment

- The role will be based at the Royal Artillery Barracks in Larkhill, Salisbury, Wiltshire.
- This is a senior appointment in the organisation and remuneration will be negotiated with the preferred candidate.

How to apply

Saxton Bampfylde has been engaged as RA CPD's leadership consultancy adviser on this appointment.

Applications should be emailed to DAPDA@saxbam.com

Please enclose with your application:

- the completed detachable **candidate summary form and equal opportunities monitoring sheet**, which are attached. Applications from all groups are warmly welcomed;
- **a full CV**, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held, relevant achievements and budgets and staff managed, and latest remuneration including any benefits; and
- a **covering note/statement** of not more than 2 pages (total) summarising your proven ability related to the person and job specifications;

Candidate Summary Form

STRICTLY CONFIDENTIAL

Please complete this form

POSITION APPLIED FOR Chief Executive The Royal Artillery Centre for Personal Development 5 letter job code: DAPDA			
SURNAME	FIRST NAME	INITIAL(S)	TITLE
ADDRESS FOR CORRESPONDENCE			
CONTACT TELEPHONE NUMBER(S)		EMAIL ADDRESS	
LATEST EMPLOYER (ORGANISATION)	LATEST JOB TITLE	SALARY	

Equal Opportunities Form

STRICTLY CONFIDENTIAL – EQUAL OPPORTUNITIES

Please tick or complete the appropriate boxes. The following information is required for monitoring purposes only and will not form part of the sifting or shortlisting process.

DATE OF BIRTH

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GENDER

.....

ETHNIC ORIGIN

Please show which group best describes your ethnic origin or descent by ticking only one of the boxes in the right hand column below.

Are you WHITE?	
Are you BLACK?	of Caribbean origin
	of African origin
	of other origin (please describe)
Are you ASIAN?	of Indian origin
	of Pakistani origin
	of Bangladeshi origin
	of East African origin
	of Chinese origin
	of other origin (please describe)
Do you belong to some other group or groups (please describe)?	

DISABILITY

Do you consider yourself to have a disability as defined by the Disability Discrimination Act 1995: ‘a physical or mental impairment which has a substantial and long-term adverse effect on the person’s ability to carry out normal day-to-day duties? If YES, please tell us separately about any adaptations which you may require either to carry out the role or to participate in the selection process.

YES	NO
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