



General Purposes Committee
3rd November 2009

**Report from the Director of Children
and Families**

For Action

Wards Affected:
NONE

**New Post – Assistant Director- Building Schools for the
Future (BSF), Children and Families**

1 SUMMARY

- 1.1 This report concerns the creation and grading of a new post of Assistant Director – Building Schools for the Future (BSF) to lead the BSF Transformation Programme.

2 RECOMMENDATIONS

- 2.1 The Committee is requested:
- (a) to note creation of a new post of Assistant Director – Building Schools for the Future in the Children and Families department.
 - (b) to approve the grading of the post at Hay Grade 3 (£91,869 - £108,084).

3 DETAILS

- 3.1 The Executive approved the submission of the Building Schools for the Future programme for approval to the Department of Children, Schools and Families (DCSF) in November 2008. The Executive report is set out at Appendix 1. The programme provides for funding from the Government of up to £300 million for the rebuilding and transformation of secondary schools in Brent. The first phase is for funding of £80 million to cover the top four priority schools. It is expected that the Council will be approved to enter the scheme in January 2010. An announcement of the entrants to the next phase is imminent. It is intended that the post will be filled when and subject to approval to the scheme by the DCSF.
- 3.2 The scheme approved by the Executive provides for the appointment of a Project Director. The grading of the post has been assessed as Hay 3 which reflects the scale and complexity of the programme and advice from

Partnership for Schools. The Job Description and Person Specification for the post are attached at Appendix 2.

- 3.3 In accordance with the Constitution the terms and conditions and the grading structure of the proposed new post needs to be agreed by the General Purposes Committee.
- 3.4 The council has previously agreed, through a decision of this Committee, that the pay of senior managers will be determined in accordance with the Hay Job Evaluation Scheme and associated Brent pay scales (a copy of the pay scales is attached as Appendix 3). The draft job description has been evaluated using the Hay Scheme and has produced the grade set out in 2.1(b) above. The terms and conditions for this post will be those applicable to senior managers of the council on Hay grades.

4 FINANCIAL AND STAFFING IMPLICATIONS

- 4.1 The annual salary cost including on-costs at the minimum of the grade is £122,185 and at the maximum of the grade £143,752.
- 4.2 The funding for this post has been included in the Council's Revenue Budget for 2009/10 onwards.

5 LEGAL IMPLICATIONS

- 5.1 The Council's Constitution requires that the terms and conditions and the grading structure of the proposed new post is agreed by the General Purposes Committee. The Council's policy to apply the Hay scheme to determine the grades ensures that pay outcomes for senior managers are fair and consistent with equal pay legislation.

6 DIVERSITY IMPLICATIONS


- 6.1 The recruitment to this post will be in accordance with the Council's Recruitment policies.

7 BACKGROUND INFORMATION

Report to the Executive on Building Schools for the Future November 2008
Brent's Readiness to Deliver statement September 2009

Contact Officer(s) details

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	<p style="text-align: center;">Executive 17 November 2008</p> <p style="text-align: center;">Report from the Director of Children and Families</p>
<p style="text-align: right;">Wards Affected: All</p>	
<p>Approval of Expression of Interest submission for Building Schools for the Future (BSF)</p>	

Forward Plan Ref: C&F-08/09-010

1.0 Summary

- 1.1 This report seeks approval to submit an Expression of Interest by the deadline of 30 November in order to attempt to gain entry into the Building Schools for the Future programme.

2.0 Recommendations

- 2.1 That the Executive gives its approval to an Expression of Interest being submitted to enter the BSF Programme.
- 2.2 That the Executive approves the draft Expression of Interest shown as Appendix A (including the commitment to establishing a LEP) and delegates to the Director of Children and Families authority to finalise the EoI, in consultation with the lead member for Children and Families and to submit it to the DCSF.
- 2.3 That the Executive approves the provisional BSF Governance model shown as Appendix C.

3.0 Background

- 3.1 Building Schools for the Future is a national programme that represents the largest national investment in school infrastructure for over fifty years. Its aim is to transform secondary education by providing 21st Century learning environments that engage and inspire young people, their teachers and the wider community.

- 3.2 The programme began in 2003 and is a fifteen year programme that will invest round £45 billion to rebuild, refurbish or remodel nearly every secondary school in the country.
- 3.3 Although there were delays to the programme during the earlier years the programme is now moving forward at an accelerated rate. Twenty two BSF schools opened during September 2008 bringing the total to 35. By 2010/11 the total number of opened BSF schools is planned to be around 326.
- 3.4 There is also evidence that the transformation in education that is a key component of BSF is starting to be delivered. As of August 2008 there were five schools that were fully rebuilt and had been opened for a full academic year. The percentage of students awarded five or more GCSEs at grades A*-C increased on average by around 15%. A high achievement over the course of one year.
- 3.5 Brent Council, along with all other local authorities, submitted an Expression of Interest (EoI) in December 2003. This was a simple document setting out each local authority's context, educational vision and confirmation that it was interested in joining the BSF programme. At that time the DfES allocated each LA into BSF Waves based on educational need and social need. Brent was allocated into Wave 7-9, which is one of the last Waves and meant that funding was expected to flow after 2011.
- 3.6 A number of early wave local authorities experienced significant delays in their BSF programmes. It became obvious to the Government that need alone was not the best indicator for selecting entry to BSF; capability and readiness to deliver were just as critical. The DfES/DCSF's approach changed so that authorities that were able to demonstrate their readiness and capability to deliver were given the opportunity to join the BSF programme ahead of their original wave.
- 3.7 On 5 March 2008, the Council was invited to apply to the DCSF and Partnership for Schools (PfS) to be considered for early entry, which would have been onto the latter part of Wave 6. In order to do this, it had to submit a Readiness to Deliver Statement (RtD) by 11 April 2008. The RtD was in line with the requirements set out in the joint guidance from DCSF and PfS. There was a very short window of opportunity for submitting the RtD and unfortunately Brent's submission was unsuccessful. Ultimately it failed because it did not demonstrate sufficiently that Brent was ready to deliver this transformational change programme. The initial feedback from the DCSF was that the submission was weak in the following areas:

Areas requiring further development
<ul style="list-style-type: none"> • 14-19 Strategy in relation to BSF. • Plans for integrated services. • Raising performance of under-performing schools – strategies and link to BSF. • A lead member must sit on the Project Board. • New Academy numbers to be included with PPP. • LA to clarify the progress on consultation of the BSF proposals. • Commitment to LEP.

3.8 The DCSF has now held workshops for all LAs that were unsuccessful. The lead member for C&F, the Director of C&F and AD – Resources for C&F attended Brent’s workshop on 9 October 2008 to review in greater detail the weaknesses in the previous submission and to clarify the new approach for joining the BSF programme.

3.9 Following a summer long consultation, which was aimed at shaping the future BSF programme, the DCSF has now published new guidance for authorities still to enter the BSF programme i.e. those that were designated into Waves 7-9 and 10-15. Both those Waves have now been combined into a single Wave (Wave 7-15) and all of these authorities can now potentially enter BSF at the next possible opportunity. The guidance does mark a significant change in the way that BSF will operate from now on. The guidance can be summarised as follows:

- LAs wishing to join the programme are invited to resubmit an expression of interest (EoI) by **30 November 2008**.
- LAs must group their projects into a Priority 1 list (consisting of roughly 5 schools with a maximum value of £80m) and a Priority 2 list (consisting of around 5-6 schools and a value of around £80m - £100m. Large Authorities can have a priority 3 list and so on. This is very different to previous BSF Waves where an Authority wide programme had to be submitted rather than in smaller “bite-size” chunks.
- Projects put forward must have educational transformation at their heart and the Local Authority should select it’s Priority 1 list based on:
 - Social and educational need (particularly National Challenge schools)
 - Building need
 - Contributing to local regeneration and collocation with other public services e.g. PCT
 - School reorganisation
 - New housing and population growth
- The EoI, which is a short document of 2 sides, should also set out the authority’s education strategy and a statement on its readiness to deliver.
- Ministers hope to start all projects submitted on LAs Priority 1 lists as soon as is practicable and LAs will be prioritised based on the average social and educational need of the schools in the Priority 1 list.
- The DCSF will announce the prioritisation in early 2009 and Partnership for Schools will then invite a number of authorities with the highest need to demonstrate they are ready to deliver. The number of authorities invited to demonstrate their Readiness to deliver at this stage will be dependent on the funding identified in the next CSR round.
- All Priority 1 list schools will enter the BSF programme before any Priority 2 list schools and so on for Priority 3 lists etc.

4.0 Expression of Interest

4.1 Choosing the right schools to go into our Priority 1 list could be critical to being asked to provide readiness to deliver. Although LAs can choose locally to prioritise schools based on the criteria shown in paragraph 3.9 above, the DCSF will potentially adopt much narrower criteria for determining which LAs are asked to demonstrate their readiness to deliver. The DCSF guidance states that:

“Where the Department prioritises which authorities will be asked to provide evidence of readiness to deliver, we will use the average social and educational need of the schools in the project (i.e. priority list 1). Thus, for instance, authorities with initial projects will be invited to demonstrate readiness to deliver in the order of the ranking on average social and educational need of the schools in the project”

4.2 For educational need the DCSF will use the most recent data on the percentage of pupils in each school achieving 5A*-C GCSEs including English and Maths. For social need they will use the Tax Credit Indicator (TCI) rating for each school. Appendix B shows how Brent compares with other local authorities that are already in BSF and more importantly with those still to enter the BSF Programme. This shows that of the authorities that will potentially be submitting Expressions of Interest by 30 November 2008 (Wave 7-15), Brent ranks very highly on one of the measures to be used to assess if an authority is to be asked to demonstrate its readiness to deliver.

4.3 A high priority for Brent will be to begin working on the service delivery structures required for successfully delivering Brent’s BSF programme. The commitment and involvement of senior managers and members across the Council will be essential. That level of commitment and involvement is a key indicator that the DCSF and PFS will test to determine if Brent is ready to deliver. Turner and Townsend, our appointed programme management support, are currently developing proposals for a governance model and project management structure to achieve this. Attached as Appendix C are provisional models setting out what is likely to be needed.

4.4 There is certainly an opportunity, in fact a prerequisite, that the BSF programme should be “joined up” with the Council’s other capital developments such as regeneration, sports provision, community involvement and youth provision so that it is very much part of the Council’s overall strategic plans for all of its residents.

4.5 The preferred delivery model for BSF projects is a Local Educational Partnership (LEP). That is the assumed model unless the LA can demonstrate that an alternative approach is at least as cost effective. A LEP is a separate company that is established to deliver for the client (the client will be Brent Council) the various projects included within the BSF programme. It is a joint venture company comprising the local authority (10% stake), Partnership for Schools (10%) and a private developer (80%). Importantly the LA is the client and commissioner and therefore maintains control of the strategy and specifications of the BSF projects and through the LEP also has a stake in how the delivery side functions. Brent will need to demonstrate a commitment to establishing a LEP unless it can demonstrate it has available or can develop quickly an alternative delivery mechanism that offers at least the same benefits and value for money as a LEP. As a LEP is a recognised delivery model for BSF that has working examples across the country, the DCSF are confident that a local authority can establish one much more quickly than any alternative unless the local authority already

has an alternative delivery partner or a well developed strategy for developing one. Based on discussions with the DCSF there is a high risk that they would view anything other than stating in the Expression of Interest a full commitment to a LEP as demonstrating that Brent is not ready to deliver as an alternative model would take considerable time to fully explore and develop.

- 4.6 The other advantage of the LEP is that it can be the delivery partner for projects beyond BSF such as regeneration and sport development projects. Joining with other LAs to establish a joint LEP would be worth exploring as it may secure even greater efficiencies. During the feedback session with the DCSF it was made clear that the successful LAs tended to have very strong commitments to establishing a LEP within their submissions.
- 4.7 Schools must also embrace a managed ICT service which is radically different to current practises and likely to be a challenging concept.
- 4.8 The assumed method for rebuild schemes is PFI, which again represents significant change as essentially schools will need to handover responsibility for maintenance and facilities management to a private company.
- 4.9 Consultation with all stakeholders will be key and effective consultation with Headteachers has already begun but this will need to become much broader including consulting with school pupils as well as partner organisations like the PCT.

5.0 Financial Issues

- 5.1 The need for Brent to get into the BSF programme as soon as possible is critical to its ability to deliver extra capacity to cope with growing pupil numbers. BSF is the best and perhaps only way to secure the funding necessary to deliver the extra capacity needed. The current forecast is that an extra 16 Forms of Entry (FE) will be required by 2016.
- 5.2 There is a need to quickly bring in extra capacity and expertise to help guide the Council through the next two key milestones:
- Submission of a revised EoI by 30 November 2008
 - Submission of a RtD by early 2009, assuming the EoI and list of school's on our Priority 1 list is suitably prioritised by the DCSF
- 5.3 A mini-competition, off the Council's framework, has been successfully run and Turner and Townsend have been appointed to provide programme management support, school improvement expertise and to help produce both the EoI and the RtD submissions. The cost of this short term support is anticipated to be less than £100,000 and will be met from the Children and Families revenue budget. If Brent was to gain entry to the BSF programme there would be a need to develop a more permanent project management structure which would be contained within the budget established from 2009/10 by the Council of £500k per annum to cover BSF project management costs.
- 5.4 To truly achieve the transformation in educational outcomes expected and needed the BSF funding allocation, while substantial, is likely to be insufficient. That is certainly the

case in most other LAs that are already advanced on the BSF programme. Most LAs have supplemented the BSF funding with investment from the LA's capital resources, other funding sources such as regeneration, sports development, S106, asset disposals and from the Dedicated Schools Grant. It is highly likely that Brent will need to consider a combination of these additional funding sources as the BSF programme develops. Further detailed financial assessments will be reported to the Executive as they become clearer.

6.0 Legal Implications

- 6.1 The Executive agreed on 8 December 2003 to the submission of a broad framework for Brent entering into the BSF Programme as set out in the 2003 document, "*The Expression of Interest for Brent's Building Schools for the Future*". As explained earlier in this report, Brent was subsequently placed in Waves 7 to 9 of the programme and is now applying for entry as part of wave 7 to 15. The Council previously confirmed its readiness to be considered for early entry by letters and the submission of a Readiness to Deliver document on 4 March and 11 April 2008. The application for early entry was unsuccessful on that occasion and a fresh application is now proposed for submission by way of a further Expression of Interest. It is anticipated that a further report will be submitted to the Executive for a decision on whether or not to proceed once the DCSF has considered the Council's Expression of Interest and asks the Council to demonstrate its Readiness to Deliver.
- 6.2 In the event that the application were successful this time and a decision taken to proceed, the Executive should note that powers to enter into the BSF programme and the various associated arrangements and Agreements are contained in section 2 of the Local Government Act 2000, section 14 of the Education Act 1996, section 22 of the Schools Standards and Framework Act 1998 and section 111 of the Local Government Act 1972 in order to enable investment in certain educational services and facilities for the Council is responsible.
- 6.3 Section 2 of the Local Government Act 2000 requires specific consideration. The section enables local authorities to do anything which they consider is likely to promote or improve the economic, social or environmental well-being of their areas. However, in determining whether or how to exercise this power a local authority must have regard to its community strategy (made under section 4 of the Local Government Act 2000). The Brent BSF programme will play a significant part in the delivery of the "Early Excellence" commitment of the community strategy.
- 6.4 DCSF and PfS are not proposing any specific consultation processes, but aim to highlight and encourage the use of best practice. This is in accordance with the obligation placed on local authorities to consult local stakeholders at appropriate times during their projects, in line with the general duty to consult and inform
- 6.5 Implementing a BSF Programme is complicated and legal involvement will be required at all stages. As the proposal is merely at the expression of interest stage, it would be premature to go into any more detail on these matters at this point. However, the engagement and commitment of internal or external legal resources to implementation is clearly something that will need to be taken account of very carefully at all stages.

- 6.6 A key entity that has been touched on earlier in this report is the Local Education Partnership (“LEP”). The LEP is a (yet to be established) local business which will provide long-term partnering services for the Council so that the aims of BSF can be realised.
- 6.7 One of the key purposes of the LEP is to reduce costs by reducing the number of competitive procurements that have to be carried out and by streamlining the procurement process and to group schools together into larger, higher value packages.
- 6.8 It will be important to ensure that the procurement of the PSP to be invited to form the LEP and to go on to deliver the BSF programme is undertaken in compliance with the requirements of the EU public procurement Regulations (Public Contracts Regulations 2006) and the Council’s Contract Standing Orders. [If the idea is to get authority to proceed with appointing a PSP and setting up the LEP under this report, a lot more work will be required on this section of the report.]
- 6.9 As explained above, Turner & Townsend Project Management Limited has been appointed under a Call Off Contract from the Council’s Consultancy Framework Agreement (Lot 1 – Programme Manager/Client Advisor Services) to provide BSF Programme Management services. The value of the contract is anticipated to be less than £100,000 and the award was therefore undertaken in accordance with delegated powers.
- 6.10 As indicated earlier, further reports will be submitted to the Executive at key future stages for decisions on whether or not to proceed with early entry to the BSF Programme, on procurement decisions and on other legal issues, as and when they arise.

7.0 Diversity Implications

- 7.1 Brent is a borough of stark contrasts in its economic, environmental, ethnic and social make-up. It has the second highest proportion of ethnic minority residents in the UK (54.7%) and is the most ethnically diverse borough in the country, with large Asian-Indian, Black-Caribbean, Black-African, Irish and refugee communities. Within our primary and secondary schools, the percentage of children of Black and Minority Ethnic (BME) origin is 74%. No fewer than 59 of our 73 primary and secondary schools have a BME majority school population.
- 7.2 In some parts of the Borough parents and carers have limited access and choice of school places. Prioritisation of BSF investment will enable those areas to be prioritised thus helping address any imbalances in the incidence and opportunity of choice.
- 7.3 The Education Act 2006 further enables the Council to explore how choice and diversity can be increased particularly in its role as commissioner of school places.

7.4 Entry into BSF will further enable the Council to address current issues, in some schools, of physical access to school buildings and access to the curriculum for young people with specific needs.

8.0 Staffing/Accommodation Implications (if appropriate)

8.1 PfS recommend that authorities wishing successfully to secure BSF resources have as a minimum a full time in-house BSF Project Director, Project Manager and Administrative support. These posts are in addition to a project sponsor and other internal technical, financial and legal advisers.

Background Papers (essential)


- i) BSF Expression of Interest Guidance 19 September 2008
- ii) BSF – Readiness to Deliver : Guidance for Local Authorities in BSF Waves 4-6
- iii) Transforming Brent Education
- iv) School Roll Projections January 2008
- v) Brent Stakeholder Report March 2008
- vi) Correspondence from and with DCSF and PfS
- vii) Consultation : The Management of Building Schools for the Future Waves 7 to 15 (DCSF – 9 April 2008)

Contact Officers

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John Christie
Director of Children and Families



	SERVICE AREA: CHILDREN&FAMILIES	LOCATION: CH HOUSE
	UNIT: BUILDING SCHOOLS FOR	
	FUTURE (BSF)	SECTION: BSF
	JOB TITLE: ASSISTANT	
	DIRECTOR (Programme Director)– BULDING SCHOOLS FOR THE	
	FUTURE	CURRENT GRADE: Hay 3
	RESTRICTED? Yes	POST NUMBER(S):

PURPOSE OF JOB

Lead the overall management and coordination of Brent’s Wave 7 Building Schools for the Future (BSF) programme, which is designed to transform learning in Brent. It includes creating a structure within Children and Families for the future management and coordination of the BSF programme. A key requirement will be working collaboratively and innovatively with colleagues from across the Council and Brent’s schools to realise Brent’s bold vision for Improvement and Efficiency and transformation of learning.

DIRECTLY RESPONSIBLE TO (attach an organisation chart and indicate the position of the postholder).

Director of Children and Families

FUNCTIONALLY RESPONSIBLE TO (if applicable)

RESPONSIBLE FOR (indicate whether employees are directly, indirectly or occasionally supervised. The job titles, post numbers and number of employees supervised should also be indicated, unless shown on the organisation chart).

See Structure Chart

PRINCIPAL ACCOUNTABILITIES AND RESPONSIBILITIES (indicate the main accountabilities and responsibilities of the post, starting with the most important and describing each in a separate numbered paragraph).

Lead and coordinate the BSF project to ensure that all key project milestones are met on time and to the required standard

Advise and support the Chief Executive and Director of Children and Families in their roles as project sponsor and project lead, Executive Members, C&F Scrutiny and working groups established as part of the BSF project governance structure.

Contribute to Brent Council's Improvement and Efficiency Plan.

Support the Project Board and other meetings established as part of the project governance arrangements, ensuring that the meetings are effectively organised and that the Board receives the information required to provide effective oversight of the BSF project

Lead the BSF Project Team to ensure that it supports the project effectively and that it is adequately resourced to deliver its objectives

Ensure that resources are available from other relevant Council departments and that key officers are briefed effectively on the project as required

Coordinate the Strategy for Change, parts one and two, leading the estates strategy section of the submission and assisting other senior managers to prepare other sections

Lead and coordinate the preparation of key project documentation, including the OJEU notice and the competitive dialogue, making appropriate use of standard PFS documentation

Lead and/or assist other senior managers to lead contract negotiations with bidders ensuring that the Council's interests are protected effectively

Ensure the effective engagement of headteachers and governing bodies of the schools in the programme

Lead and coordinate the evaluation of bids

Prepare and/or assist other senior officers to prepare reports to the Project Board, C&F Executive Member and the Executive seeking approval at key decision points in the project

Lead and coordinate the consultation and communication strategy, ensuring the effective engagement of stakeholders

Lead on property/estate planning aspects of the project, including site identification and options appraisals

Lead the school place planning for secondary schools ensuring that the borough's case for additional provision is effectively presented to the DCSF and working closely with the LGA's pan London group to maximise the borough's influence over place planning in Brent and the surrounding boroughs

Assist other senior managers to deliver the aspects of the project that they are leading

Procure external consultancy support as required to support the BSF project. This may be in the areas of project/programme management, technical, finance, legal, education or consultation work.

Manage and co-ordinate the activities of external consultants appointed to support the project.

Develop a structure and recruit an internal client function that is fully operational at financial close to enable the contract to be managed effectively

Lead on risk identification and risk management for BSF.

The postholder must at all times carry out her/his duties with due regard to the Council's Customer Care, Equal Opportunities and Best Value Policies and incorporating the Council's Core Competencies.

Corporate and Strategic responsibilities

The BSF Director will contribute to:-

- The corporate delivery of the Council's vision and values, providing a clear sense of direction and purpose
- Overall organisation development, through implementing of Council wide strategies and support for cross cutting activities as required
- The development of best practice across the council through the implementation of performance management and target setting processes
- The value of equality within the borough, both in the treatment of staff and the operation of services
- Contribute at a strategic level driving Children and Families initiatives to achieve service priorities

Service responsibilities

- To promote service excellence within the resources available
- To develop the means for consistent service improvement
- To establish effective working relationships across the council, partners, stakeholders, government offices and other bodies supporting the community
- To communicate effectively within teams to ensure the delivery of the Council's objectives
- To ensure that performance management processes are operating positively at team and individual level
- To meet all deadlines and raise queries within reasonable timescales

Jobholder's name:

Date:

Director's Signature:

Date:

**If the post is to be evaluated, send this form, together with form JE1, Person
Specification & Organisational Chart to the Job Evaluation Team
Room 5, Brent Town Hall, Forty Lane,
Wembley, Middlesex HA9 9HD**



Person Specification

JOB TITLE: BSF Project Director

Applicants should demonstrate, either on the application form (Part D) or a separate piece of paper, evidence of their ability to meet the following criteria:

Department : CHILDREN AND FAMILIES

Section : BSF Project Team

Division / Unit : Resources

GRADE: Hay 3

Skills and Experience

1. Highly effective project management skills required to lead a major project with a value in excess of £300m ideally applied within a design and building context.
2. Significant leadership and managerial experience and skills, including the ability to manage professional and technical officers and managers effectively
3. A track record of successfully delivering, from initiation to commissioning, comparable major construction projects for either a public or private sector organisations, preferably in a client side project manager role.
4. Experience of multi-disciplinary working and managing complex procurement projects involving a number of internal and external partners
5. Ability to support the Project Sponsor and the Project Board by identifying key issues and recommending appropriate courses of action.
6. Successful record of achievement in managing, motivating and leading multidisciplinary teams within a performance management framework to achieve agreed outcomes.
7. A proven track record of successful liaison, negotiation and communication with the private sector and of having taken or advised on subsequent critical decisions and actions.
8. Highly developed political sensitivity, able to work closely and establish positive relationships with elected members, Chief Officers of the Council, external agencies,

head teachers, governing bodies and individuals, whilst being aware of political sensitivity.

9. Comprehensive knowledge of national policy, legislation, statutory obligations and current thinking on BSF and/or other complex forms of procurement or capital building schemes.
10. Successful experience of managing significant budgets and achieving successful construction outcomes within allocated resources.
11. Evidence of success in developing and delivering innovative and creative solutions to difficult issues, including sustainability and energy-efficiency.
12. High level influencing, negotiating and conflict-resolution skills capable of delivering functional or organisational goals.
13. A proven ability to analyse and interpret complex written and financial information.
14. Personal tact and resilience to deal with strict deadlines, budget constraints and a challenging delivery environment.



Appendix 3

Grade	Salary Range		Grade	Salary Range		Grade	Salary Range	
1	N79	172935	2	N74	118893	3	N69	91869
	N80	178338		N75	124296		N70	95925
	N81	183741		N76	129699		N71	99978
	N82	189147		N77	135105		N72	104028
	N83	194550		N78	140508		N73	108084
4	N64	70254	5	N59	59445	6	N54	52422
	N65	74307		N60	62013		N55	54042
	N66	78360		N61	64581		N56	55662
	N67	82413		N62	67146		N57	57285
	N68	86466		N63	69714		N58	58908