



Director of Capital

Candidate Brief

Issue Date: 17 November 2011

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Dear Prospective Candidate

Message from the Interim Chief Executive of Partnerships for Schools and the Chief Executive Designate of the Education Funding Agency

Next April will see the launch of the new Education Funding Agency - an Executive Agency of the Department for Education with responsibility for funding the education system for 3-19 year olds and managing the school and sixth form college estate. It will be responsible for the allocation and distribution of approximately £50 billion of revenue and capital funding each year, as well as the delivery of capital investment in schools. The Education Funding Agency (EFA) will take over the roles currently undertaken by Partnerships for Schools (PfS) and the Young People's Learning Agency (YPLA) and some additional roles carried out within the Department for Education (DfE).

We are looking for someone to be part of the Education Funding Agency's senior team, heading up one of four divisions. The Director of Capital will need the drive, innovation and enterprise necessary to lead a team delivering the capital aspects of the Government's ambitious education reforms and ensure value for the taxpayers' money spent on schools capital programmes, which for next year is worth £4.5 billion.

This document will tell you more about the specific requirements for the role, as well as about the revised remit which will follow Partnerships for Schools into the Education Funding Agency, and the functions of the Agency from April next year.

In addition to the skills, knowledge and experience required, we are also looking for someone who will share - and carry forward - the vision that Partnerships for Schools, the Young People's Learning Agency, and the Department for Education are developing for the new Agency as it brings together staff from these three organisations. In practice, this means someone who will:

- Be committed to delivering on time and to budget – and by doing so support Ministers' objectives for the education system;
- Provide a standard of service to our customers and stakeholders that is the very best it can be, and ensure this level of service is reflected across the Education Funding Agency;
- Continually strive to achieve best value for taxpayers' money;
- Learn lessons, listen and be responsive - and ensure learning is used to improve the Education Funding Agency's processes and practice;
- Lead and inspire teams working on education capital projects across England, and help create an environment where staff are recognised for their success in delivery and for their professionalism;
- Embody the values of the Education Funding Agency as an organisation that requires, develops and thrives on skills and professionalism, and which celebrates energy, innovation and enterprise.

Being involved in the education sector brings a variety of challenges that make no two days the same, but the rewards are huge. The work of the Education Funding Agency - and that of the individual appointed as Director of Capital - will directly contribute to improving the lives and futures of young people across the country.

If you feel you have the passion, skills and experience to help lead our new organisation, then please read on. We look forward to hearing from you.



Ruth Thompson

**Interim Chief Executive
Partnerships for Schools**



Peter Lauener

**Chief Executive Designate
Education Funding Agency**

For further information:

Information about the Education Funding Agency and Arm's Length Body Reform
<http://www.education.gov.uk/b00199952/the-education-funding-agency/>

Review of Education Capital (James Review) - published April 2011
<http://media.education.gov.uk/assets/files/pdf/c/review%20of%20education%20capital.pdf>

The revised remit for PfS for 2011-12 from the Secretary of State (October 2011)
<http://www.partnershipsforschools.org.uk/documents/about/PfS-Remit-2011-12.pdf>

Information about the range of capital programmes delivered by PfS
<http://www.partnershipsforschools.org.uk/programmes/programmes.html>

PfS Annual Report and Accounts for the year ended 31 March 2011
http://www.partnershipsforschools.org.uk/documents/library/annual-reports/report_accounts_1011.pdf

DfE Annual Report and Accounts 2010-11
<http://media.education.gov.uk/assets/files/pdf/d/annual%20report%20and%20accounts%202010%2011.pdf>

THE ROLE

Post: Director of Capital, Education Funding Agency (EFA)
Grade: SCS2
Salary: to £130,000 pa plus benefits
Reports to CEO of the EFA
Location: Neutral, but mainly working out of London office

The Government is reorganising the way schools receive their funding from central Government. From 1 April 2012, the Education Funding Agency (EFA) – an executive agency under the Department for Education, reporting to Secretary of State Michael Gove - will take charge of revenue and capital payments to local authorities, the voluntary aided sector, schools, sixth form colleges and other providers of state-funded education for children and young people under 19. The Agency's employees are currently working in the Department for Education as well as in two non-departmental public bodies - the Young People's Learning Agency and Partnerships for Schools; both of these bodies will cease their activities on 31 March 2012.

To implement the Government's schools capital programme in England following the Sebastian James review, the Department for Education (DfE) is looking for a commercially minded and delivery focused Director of Capital to join its senior team under the leadership of Peter Lauener, the EFA's Chief Executive designate.

You will be responsible for managing the schools capital programme, which for next year has a budget of £4.5 billion. Of this sum, around £3.5 billion is paid out to local authorities and the remaining £1 billion is allocated to projects that are delivered in-house including new builds, refurbishments and maintenance across Free Schools, Voluntary-Aided schools, Academies, Studio Schools, University Technical Colleges and University Training Schools. You will have a team of around 130 people of whom around half work remotely, with the remainder based in London and a small team in Darlington. A chart showing the structure and key functions is attached.

Person specification and qualities

Essential

- Experience of delivering multi disciplinary projects within the construction industry or commercial property sectors to procure, manage and deliver multiple building projects
- Experience of budget management to agreed targets and strong record on bearing down on costs of new build and refurbishment
- Experience at or close to main board level in private sector or equivalent organisation
- Evidence of successful stakeholder and relationship management across public and private sectors to get the job done

Desirable

- Evidence of ability to learn successfully from past projects to improve future designs, plans and procurements
- Evidence of ability to increase customer satisfaction levels while reducing costs
- Knowledge/experience of the effective delivery of public-private partnership schemes and other forms of project financing, and creativity in extracting commercial benefits
- Experience of working through and overcoming local political pressures

Job specification

- Gather data from schools and local authorities on building condition and basic need (pressure on school places) and use this information to make allocations to local authorities in line with Ministers' agreed policies
- Deliver the Priority School Building Programme and complete the pipeline of Building Schools for the Future projects to time and budget, ensuring superior value for money
- Devise and implement capital solutions for discrete priority programmes (Academies, Free Schools, University Technical Colleges, Studio Schools etc), meeting targets set
- Oversee implementation of decisions arising from the Government's response to the James Review
- Reporting to CE of EFA, participate in the senior management team of four people: maintaining and developing business as usual while creating a new Government agency with demanding efficiency targets
- Lead, motivate and manage three teams of expert project leads from different professional backgrounds working on different school building and refurbishment programmes, and associated Technology and Planning and Commercial advisory teams
- Subject to the Secretary of State's final response to the James Review, work with local interests to develop, procure and implement coherent plans for school buildings that put need and condition first but also promote the DfE's priority schools policies
- Respond to external developments in construction and property, and exploit lessons for public sector procurement and delivery, working with the EFA's nominated lead board member from the DfE and the Agency's external expert
- Represent the EFA within Government and externally, particularly in matters relating to capital programmes, for example appearing on public platforms and as member of the Government Construction Board under Paul Morrell, the Government's Chief Construction Adviser
- Be accountable for annual budgets of around £4 billion to the CE and the EFA's Audit Committee and to Parliament, taking personal responsibility for the delivery of year by year increases in efficiency and performance.

This is a SCS Pay Band 2 Post and is subject to the requirements of the core skills as set out in the Professional Skills for Government framework and specifically:

Leadership and strategic thinking

- Use your leadership skills to build relationships and act as an ambassador the EFA, taking responsibility for communicating its vision and the wider departmental objectives and developing and managing complex relationships effectively. Integrate and translate the vision of the programme into the core activity of the agency ensuring the success of the capital programmes remit as outlined by Ministers.

People Management

- Proven people manager who sets high expectations and provides coaching, support, feedback and challenge to enable people to deliver their objectives and develop their skills. Manage the deployment and allocation of resources effectively and actively develop individual and team capability through robust performance management. Build strong

working relationships and negotiate, influence and persuade on a range of complex and challenging issues and at Ministerial level. Champion equality and diversity and promote best practice.

Financial and Resource Management

- Plan, agree and monitor the delivery of stretching targets. Identify and implement innovative ways to improve efficiency and effectiveness in the use of resource and assets. Interpret a wide range of financial information to inform decisions and influence the organisation's business model and communicate financial data effectively to internal and external audiences. Provide assurance on the highest standard of internal controls and public sector governance.

Programme and project management

- Complex programme management, delivered through multi-disciplinary teams and requiring expert stakeholder management experience, internally and externally in a complex and challenging economic and political environment.

Terms and Conditions

Appointment term

This post is offered on a permanent basis at Senior Civil Service pay band 2 level. Applications will be welcomed from candidates who wish to be seconded or loaned from their existing employer.

Salary and Bonuses

The salary for this post is up to £130,000 p.a. Future pay increases, including eligibility for a non-consolidated bonus, will be determined annually.

If joining from a government department then the usual rules on level transfer or promotion apply.

Location

The post holder will be required to spend a significant part of their time working out of our Central London offices in Greycoat Street, where the majority of the Capital team is based. However consideration will be given to the candidate's preferred location if it can be demonstrated that they can work effectively elsewhere.

Pension

Salary may be pensionable as part of the Principal Civil Service Pension Scheme (PCSPS). The appointee will automatically become a member of the PCSPS unless he/she chooses to opt out of the scheme and make his/her own pension arrangements.

Full details can be found on the Civil Service Pensions website at: www.civilservice.gov.uk/my-civil-service/pensions.

Leave entitlement

There is an annual leave allowance of 30 days, plus 8 days bank holiday and 2.5 privilege days to be taken at fixed times of the year.

Conflict of interest

You will have to declare any interests you may have that might cause questions to be raised about your attitude to the business of the Department. You will be required to declare any relevant business interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for yourself and for your spouse/partner. The successful candidate will be required to give up any conflicting interests and your other business and financial interests may be published.

Transparency

The Government has set out its clear commitment to improved transparency about how it spends public money. Greater transparency is at the heart of the Government's commitment to enable the public to hold politicians and public bodies to account. Details of the successful candidate's remuneration will be subject to disclosure.

Nationality

The post is open to EC nationals, members of the Commonwealth, European Economic Area (EEA), Swiss nationals and certain non-EEA family members. Candidates from the Commonwealth must be free from any restrictions to reside and take up employment in the UK.

Official Secrets Act

The post is covered by the Official Secrets Act.

How to apply

If you wish to apply for this position, please supply the following:

- A **comprehensive CV** setting out your career history, with responsibilities and achievements, and details of your current salary and benefits (in confidence).
- A **covering letter** (maximum two sides) highlighting your suitability for this role and setting out how you meet the essential criteria. Please note that the covering letter is an important part of your application and is as much the means by which you will be assessed as your CV.
- Please also complete and return via email the **equal opportunities monitoring form** and **guaranteed interview request form** for disabled persons (if required). All these forms can be found in Annex C.
- Please provide details of two referees together with a brief statement of the capacity and over what period of time they have known you. Referees will not be contacted without your knowledge.
- Please also provide a daytime and evening telephone number including a mobile phone number, which will only be used with discretion. It would also be helpful if you could specify in your covering email the email and postal address you would like us to use for correspondence with you about the post.

Please note: the documents stated are mandatory. Failure to submit them may result in your application not being considered by the panel.

The closing date for applications is 12.00 midday Monday 5 December 2011.

Queries

All queries relating to the Director of Capital position should be directed to Lesley Ward at human.resources@partnershipsforschools.org.uk

Please send your application to:

By E-mail:

human.resources@partnershipsforschools.org.uk

By Post:

HR Manager
Partnerships for Schools
33 Greycoat Street
London
SW1P 2QF

Selection Process

Candidates will be selected on the basis of merit. The process will be overseen by a Civil Service Commissioner who will chair the selection panel, which will include the Chief Executive Designate of the Education Funding Agency, the Interim Chief Executive of Partnerships for Schools and independent external experts. **Interviews will be held on 13 January 2012, in Central London.** Candidates may be contacted for a preliminary conversation during 15 – 16 December, which may be by telephone.

Timetable

The indicative timetable is as follows:

Date	
w/c 14 November	Advertising externally and circulated across Civil Service and Whitehall Advert to appear in the Sunday Times and Building Magazine
Monday 5 December	Application deadline (12.00 midday)
w/c 12 December	Longlist meeting
w/c 19 December	Preliminary conversations
w/c 19 December	Shortlist meeting
13 January	Panel interviews (Central London)
13 January	Security checks – appointment

Equal opportunities

The Department aims to be a modern and equitable employer. We recognise and encourage the potential of a diverse workforce, positively welcome all applications and appoint on merit.

Guaranteed interview scheme for disabled people

The Department for Education operates a guaranteed interview scheme for disabled people (as defined by the Disability Discrimination Act 1995), who meet the minimum essential criteria for this appointment as published in this leaflet.

Equal opportunities monitoring forms.

This form will not be disclosed to anyone involved in assessing your application.

Guaranteed interview scheme

This declaration is for people with disabilities, as appropriate. All monitoring data will be treated in the strictest confidence and will not affect your application in any way.



Complaints

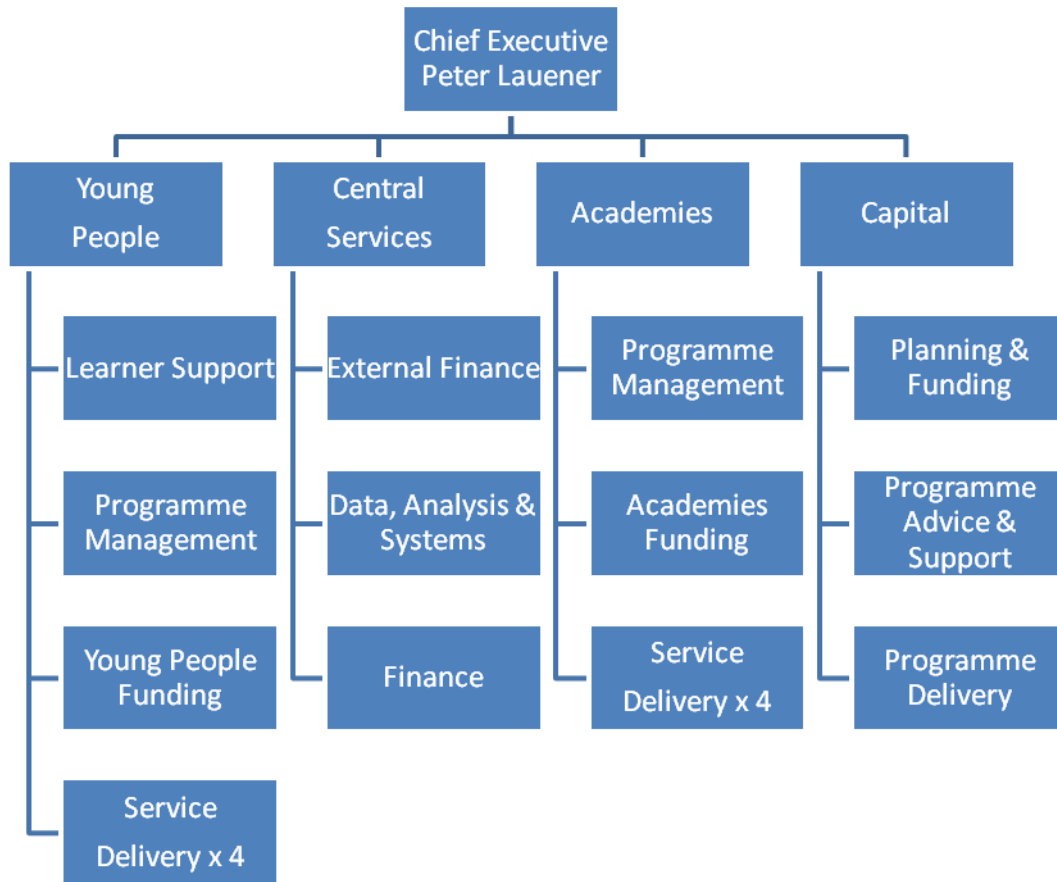
The Department's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles which can be found at www.civilservicecommission.org. If you feel your application has not been treated in accordance with the Code and you wish to make a complaint, you should contact Lisa Moses, HR Manager, in the first instance (lisa.moses@partnershipsforschools.org.uk, Partnerships for Schools, 33 Greycoat St., London SW1P 2QF). If you are not satisfied with the response you receive from the Department, you can contact the Civil Service Commission.

ANNEX A: Organisation chart

ANNEX B: The Civil Service Code

ANNEX C: Equal Opportunities Monitoring Form and Guaranteed Interview Request

ANNEX A – Draft organisation chart for the Education Funding Agency



Draft organisation chart for the Capital Division

