

Role Profile

Reference Number	01241
Role Title	Head of PFI
Directorate	Growth
Department	Regeneration & Economy
Reports to	Assistant Director Regeneration & Economy

Role Purpose

- 1. Strategic Leadership of Education PFI Portfolio**
Provide senior corporate leadership for the Council's education PFI contracts, ensuring effective stewardship, optimisation, and long-term sustainability of a high-value portfolio supporting around 10,000 pupils across ten schools.
- 2. Commercial Performance and Partnership Management**
Lead strategic relationships with the LEP, PFI contractor, and schools to drive strong contractual and commercial performance, embedding collaborative behaviours and maximising value from the Council's largest contract. The education PFI represent a commercial value of approximately £1.6BN and with an annual revenue cost of approximately £45m is the Council's largest single contract by value.
- 3. Commercial Strategy, Risk, and Asset Alignment**
Oversee complex commercial, contractual, and capital investment strategies to secure best value, manage risk, meet statutory education responsibilities, and align PFI assets with wider organisational and place-based priorities.

Accountabilities

- 1. Strategic Asset & PFI Leadership**
 - Lead the development of the Council's long-term education estate and PFI strategy, ensuring alignment with Council priorities, sufficiency planning, and financial strategy.
 - Act as the Council's lead responsible for PFI arrangements, ensuring contracts deliver required outcomes over their full asset lifecycle.
 - Provide strategic leadership and advice on PFI estate optimisation and investment.
 - Lead service transformation of the Council's PFI team including strategic performance of the LEP and PFI contractor against contractual metrics, and the forward planning and preparation for hand-back at contract expiry.
 - Engage with all stakeholders to develop and lead on the delivery of post hand-back arrangements

2. Commercial & Contractual Accountability

- Hold overall responsibility for the strategic management of PFI contracts, including performance, compliance, and financial oversight.
- Lead complex commercial negotiations, contract variations, dispute resolution, and contractor relationship management.
- Ensure robust arrangements for value for money, benchmarking, and continuous improvement.
- Responsibility for management forecasting and reporting of the Council's PFI financial model, in conjunction with the Council's Assistant Director for Finance.

3. Capital Programme Leadership

- Lead the development and delivery of the PFI contracts and lifecycle requirements.
- Lead hand-back planning and preparation, and successful delivery of PFI close-down and school transition plans.

4. Governance & Member Engagement

- Report to the Assistant Director – Regeneration & Economy, within Department of Growth.
- Provide authoritative advice to Elected Members, Corporate Management Team, and senior officers.
- Lead the preparation of Executive and Committee reports, ensuring clear articulation of risks, options, and recommendations.
- Ensure compliance with constitutional, financial, and procurement governance frameworks.
- Facilitate internal Council PFI Contract Board to provide governance, review and management control of financial (contractual and commercial) performance, statutory compliance, resource management, risk management, stakeholder management, change management, and benefit management.

5. Leadership & Workforce Management

- Provide strategic leadership to a dedicated PFI contract management service whilst playing an effective role in the Regeneration and Economy leadership team, ensuring effective deployment of resources and delivery of outcomes.
- Plan and develop organisational capacity and capability in contract management, commercial awareness, and asset planning.
- Promote and role model a culture of accountability, innovation, and continuous improvement.

6. Performance, Risk & Compliance

- Establish and maintain frameworks for performance monitoring across PFI and capital programmes.
- Manage relevant performance and adherence to health and safety of duty holders including Council, LEP, PFI Contractor and schools.
- Ensure all parties compliance with financial regulations, procurement law, health & safety legislation, environmental regulations, planning and building control regulations and all relevant statutory duties and responsibilities.
- Lead on risk management and mitigation strategies relating to major contracts and capital investment.

7. Financial and Legal

- Work closely with Finance and Legal departments to manage and update financial model
- Be responsible for overall performance of the PFI contract.

8. Stakeholders

- Lead strategic relationships at senior level with key stakeholders including the LEP, the PFI contractor, school Headteachers and management teams including senior representatives from Academy Trusts.
- Drive contractual and commercial performance, role modelling and embedding of collaborative values and behaviours.

Knowledge / Skills / Experience required

Relevant professional qualification or relevant demonstrable contractual and commercial track record experience.

Demonstrate working at a senior level in a large organisation delivering large complex contracts

Demonstrate a detailed understanding of and ability to work with PFI standard documents and standard PFI payment mechanisms

Demonstrate complex project planning and management skills

Demonstrate ability to analyse complex data and information and monitor contractor performance against PFI specific standards and targets

Demonstrate understanding of working in a financial and commercial environment, and management of complex contractual issues

Demonstrate commitment to effective collaborative working relationships with a range of different agencies and providers

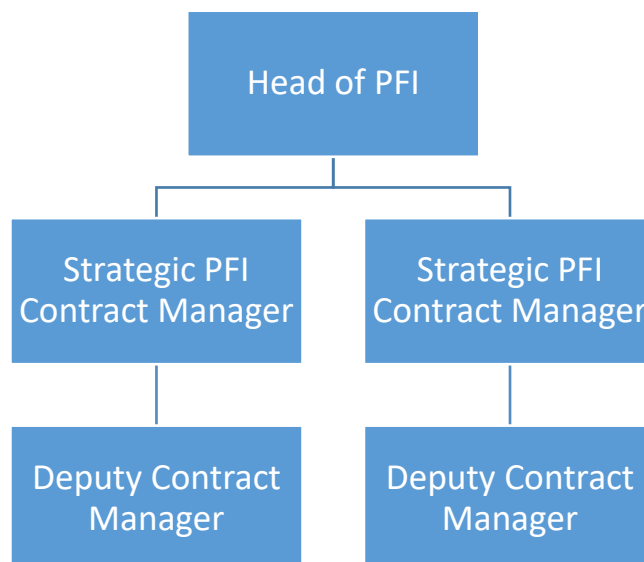
Have detailed knowledge of, and the ability to prepare, appropriate forms of contract for building works together with experience of contract claims and dispute resolution

Demonstrate strong and effective leadership skills

Dimensions of role (direct/ indirect as applicable) eg total number of staff managed/ total budget/ total scope of role

- Management of a strategically critical service area.
- Direct line management of staff, plus wider matrix leadership.
- Accountability for £1.6bn capital and £45m pa revenue PFI portfolio (approx. 10,000 pupils across ten schools).
- Responsibility for high-value, long-term contractual liabilities.
- Significant impact on borough-wide education infrastructure and outcomes.
- Responsibility for decision-making aligned to scheme of delegations.
- Authority to make strategic decisions within delegated powers relating to asset management, contract performance, and capital investment.
- Assessment and recommendation to Assistant Director Regeneration and Economy and Strategic Director Growth aligned to scheme of delegations.
- Provides expert recommendations influencing Executive-level decisions.
- Exercises discretion in complex, non-routine situations where policy provides only broad guidance.
- Balances financial, legal, and political considerations in decision-making.

Structure Chart (role of direct reports)



Key benchmarked competencies, traits and motives required to successfully deliver the role (not required for JE. Informs recruitment, succession planning, development and performance management)

Key Competencies

- **Strategic Leadership** – Sets long-term direction and delivers organisational priorities.
- **Commercial and Financial Acumen** – Oversees major contracts, investment decisions, and value for money.
- **Political and Organisational Awareness** – Understands governance, stakeholder interests, and reputational implications.
- **Partnership Leadership** – Builds strategic relationships and influences senior stakeholders.
- **Contract and Asset Strategy** – Leads long-term contract, estate, and investment planning.
- **Risk and Assurance Management** – Anticipates and manages strategic, financial, legal, and operational risks.
- **Change and Transformation Leadership** – Drives service improvement, innovation, and organisational change.
- **Decision Making and Judgement** – Makes sound decisions balancing commercial, political, financial, and service considerations.

Key Behaviours

- **Visionary** – Creates and communicates a clear strategic direction.
- **Influential** – Builds confidence and secures commitment from senior stakeholders.
- **Accountable** – Takes ownership for outcomes and organisational performance.
- **Resilient** – Operates effectively in complex, high-profile environments.
- **Collaborative** – Creates productive partnerships and shared solutions.
- **Forward Thinking** – Anticipates future challenges and opportunities.
- **Authentic Leader** – Inspires trust, credibility, and confidence.

Key Motivators

- Delivering long-term strategic outcomes.
- Protecting and enhancing public assets.
- Leading large-scale transformation and improvement.
- Influencing organisational and place-based priorities.
- Building high-performing teams and partnerships.
- Achieving sustainable financial and commercial outcomes.

	• Making a lasting impact on communities and public services. Succession Planning Indicators • Strategic leadership capability. • Commercial and financial judgement. • Ability to lead complex stakeholder and political relationships. • Track record of leading significant programmes or contracts. • Experience of managing strategic risk and organisational change. • Capacity to operate at Executive, Board, and Member level. • Ability to develop future leaders and build organisational capability.
--	--