

Job Profile Information: PFI Contracts Performance Manager

This supplementary information for PFI Contracts Performance Manager is for guidance and must be used in conjunction with the Job Capsule for Business Services at Job Level 4 Zone 2

Camden Way Category 4

It is for use during recruitment, setting objectives as part of the performance management process and other people management purposes. It does not form part of an employee's contract of employment.

Role Purpose:

To ensure Camden's educational buildings are maintained to high performance standards, enabling educational services to be delivered from buildings which are safe, comfortable and serviceable. This role is responsible for the performance and management of Camden's PFI schools, other Facilities Management (FM) contracts, building and maintaining positive relationships between the schools and the contractors, with high levels of service delivery. The PFI contracts are complex, high-profile contracts and the role requires a detailed knowledge of contractual terms and good practice in PFI FM services and skill in partnership working.

This is a key role within CSF in managing the day to day PFI and design and build contracts on behalf of the Council, including advising the schools and the Authority on contractual issues, ensuring that the Project Agreements are utilised in the schools' and Authority's interest, with service delivery in accordance with the Project and Governing Body Agreements. Camden has three PFI schools and other FM contracts that the role holder will be responsible for monitoring.

The role combines contract management skills with technical awareness, understanding of the educational built environment, partnership building and excellent communication skills. The post holder will need to be able to understand and communicate effectively with a range of stakeholders and contractors.

Key aspects of the role:

- Responsible for management and performance monitoring of PFI contracts, building and maintaining positive relationships between the schools and the contractors, to ensure that they maintain Camden's educational premises in accordance with the project agreements, best practice and the governing body agreements.
- Acting as an expert advisor on PFI contracts in the Council and ensuring that the Authority fulfils its responsibilities under the agreements
- Receive and interrogate monthly performance reports and follow up on any issues or failures. Maintain regular dialogue between the PFI contractors, and the schools to ensure that any issues are proactively addressed, and where possible dealt with immediately as they occur. Negotiate / agree the yearly life cycle and maintenance costs on behalf of the Authority with the PFI contractors.

- Proactively manage relationships between the Authority, schools and contractors under the PFI, Design and Build and ICT managed service contracts, working together to continually improve the services. Ensure relationships with schools, Council officers and contractors under the PFI / FM contracts are built and used positively to enable all parties to work together to continually improve services.
- Manage risks and secure efficiencies across the contracts. Compliance or performance issues are recognised in a timely manner and resolved or escalated.
- Manage variations and change requests from the schools, ensuring costs are clear and appropriate, and the life cycle costs implications are accounted for. Ensure that liability for any cost increase is clearly allocated, understood and the appropriate documentation (legal and otherwise) is in place.
- Ensure that accessible and auditable records are kept on the contracts including contract management, contractors' reports, expenditure, legal issues, disputes and correspondence with contractors and schools. Ensure that information required centrally is obtained and reported with regards to the PFI FM contracts, including carbon emissions and asset management.
- Lead or support other projects in the service that contribute to improving and supporting education premises in the borough.

People Management Responsibilities:

This post has no formal people management responsibilities. The post is one of Career Practitioner in the Property and Contracts Service, with direct responsibility for contract management and delivery standards, risk and performance of contractors. The service operates on the principle of self-managed teams, involving a high degree of matrix management and the post holder will lead areas of work using staff resources across the service, without having direct line management responsibility. The post holder is responsible for applying and supporting colleagues to have good awareness of, and work in compliance with, all Council policies, standards, and technical best practice, and proactively contribute to the continuous improvement of the service.

Structure

This post reports to the Contracts, Performance and Commercial Manager, who is a member of the Property & Contracts Management Team. Property & Contracts is in the Strategy & Resources Division of Children, Schools & Families Directorate.

Relationships and accountabilities:

- The post holder is wholly accountable to Property and Contracts management for the areas of responsibility assigned to them – which will be a combination of contractual and technical standards, project delivery, and relationships with schools, and cross-service objectives. S/he will be required to exercise discretion and make decisions both in relation to achieving service outputs, and with responsibility for developing and improving the service.
- The post holds a high level of operational responsibility for decisions and management of risk which impact on the Council's reputation and relationships with schools, the public and elected members, through performance on technical and contractual compliance and direct support to schools.

- The post holder needs to exercise considerable initiative and creative thinking and is expected to work autonomously to ensure service objectives meet deadlines. This includes providing information to contribute to reports for CSF Directorate Management Team as well as to occasional briefings and responses to internal and external stakeholder enquiries. Decisions on matters of profound impact to the operation of schools may be taken often in liaison with senior managers.
- The post holder liaises regularly with internal and external stakeholders. There is also liaison with and management of contractors on a regular basis and occasionally consultants. A significant proportion of the role involves awareness of and meeting technical regulations and codes of practice, as well as schools' operational needs in the context of Council objectives. The post holder needs to have strong inter-personal skills, the ability to develop networks and working relationships and use them to good effect.
- The post holder will be required to adopt a robust and challenging approach on contract issues using Camden Ways of Working framework.
- Regular contacts include: headteachers, governors, school site officers, and technical staff in both CSF and across the Council, senior officers, and representatives from external organisations. S/he needs to be able to conduct both complex and robust negotiations with contractors to ensure standards are met, and sensitive negotiations with schools with an appropriate style to influence and motivate them to carry out their retained responsibilities to the required standards.
- The post holder needs to be able to write and speak in a style and with conciseness, clarity and focus which communicates effectively to the situation and audience. S/he needs to be able to build support for maintenance standards and practices by building strong relationships with schools, contractors and officers, and in turn supporting them in their objectives.

Work Environment:

- Property and Contracts Service is based at 5 Pancras Square, but the post-holder will be required to work in an 'agile' way in line with Camden's move to a paperless and flexible work environment, which may involve working remotely or from home.
- The post holder will deal with challenging, complex and uncertain situations and will have to frequently manage conflicting priorities. Confidentiality and discretion must be observed at all times
- The post holder must be able to organise their work and act quickly and decisively on their own initiative.
- The post holder will be expected to attend the occasional evening meetings.

Technical Knowledge and Experience:

- Strong experience of complex contract management in service delivery, particularly in PFI Facilities Management contracts
- Educated to degree level or appropriate equivalent qualification with evidence of ongoing CPD
- Full working knowledge of operational PFI contracts and the skill in understanding and applying complex contractual terms and responsibilities, and interpreting them to ensure they are effectively complied with
- Sound knowledge and experience of partnership working demonstrating:
 - A well-developed understanding of the difference partnership working can make
 - Ability to build partnerships and work within them
 - Skill in working together with colleagues, contractors and consultants to deliver the required service.
- Strong communicator, able to deal with different audiences, balancing good diplomatic and clarity skills, with the ability to be firm in dealing with complex situations.
- A high level of English communication and interpersonal skills, both oral and written. Must be able to use these to influence and achieve results with a wide and diverse range of different audiences.
- Ability to establish effective communication networks and working relationships with senior officers, schools (heads and governors), consultants and contractors and other key stakeholders
- A positive attitude to change and a commitment to improving own skills, knowledge and performance
- Ability to work effectively in a team
- Excellent interpersonal skills including influencing and negotiating skills.
- Risk management experience
- Experience in following policies and procedures and using them to achieve agreed objectives
- Expertise in educational building maintenance and asset management
- Fluent and skilled in use of IT as a tool for budget and records management, communication and other purposes. Must be literate in use of MSWord, MS Excel, and asset or facilities management databases.
- Ability to innovate and take initiative yet be a team player
- A clear understanding of how to further Camden's objectives in respect of equality and diversity
- An understanding and appreciation of sustainability and environmental issues in relation to construction and building maintenance

Camden Way Five Ways of Working

In order to continue delivering for the people of Camden in the face of ever increasing financial pressure, we need to transform the way we do things. We call this the Camden Way. The Camden Way is a key part of our transformation strategy often referred to as the transformation triangle which links the Camden Plan, the Camden Way and the Financial Strategy together.

The Camden Way illustrates the approach that should underpin everything we do through five ways of working:

- Deliver for the people of Camden
- Work as one team
- Take pride in getting it right
- Find better ways
- Take personal responsibility

For further information on Camden, please visit by clicking [HERE](#)