

Head of Service - Highways Delivery

Job Description

Directorate:	Place		
Service:	Highways & Transport	Team:	Delivery
Location:	County Hall, Preston		
Salary range:	£80,401 - £87,928	Grade:	14
Reports to:	Director of Highways & Transport	Staff responsible for:	300+

Job purpose and scope

The role leads the delivery of highways services across the county, ensuring the effective planning, programming, design and execution of capital works, maintenance and operational activities through a network of depots, plus operational teams and frameworks. The postholder is accountable for the safe, efficient and compliant delivery of services, including management of significant programmes, workforce and supply chain, ensuring that organisational priorities, statutory obligations and performance standards are consistently achieved. The role acts as Senior Responsible Officer for designated capital schemes and leads the council's winter service, emergency response and network resilience arrangements.

Working at a corporate level, the role manages a large and diverse portfolio of services and resources, influencing senior leaders, elected members and partners to ensure that programmes are prioritised and delivered effectively. The postholder provides leadership across client based, operational teams and contractors, ensuring that performance, risk, and resource management are effectively controlled. The role works as part of a tri-leadership arrangement alongside the Heads of Service for Highways Technical and Highways Commercial Delivery, ensuring that engineering standards, asset strategy and commercial governance are translated into safe, well-programmed and value-for-money delivery on the network, and deputises for the Director of Highways & Transport as required. The role drives continuous improvement and transformation, ensuring that highways services are resilient, customer-focused and deliver high-quality, value-for-money outcomes.

Performance Indicators

- Delivery of highways services, including maintenance and capital programmes, to agreed timescales, budgets and quality standards
- Achievement of service performance targets, including asset condition, safety and operational efficiency
- Effective management of workforce, contractors and supply chain to deliver planned and reactive works
- Compliance with statutory duties, health and safety requirements and operational standards
- Successful delivery of capital schemes acting as Senior Responsible Officer, against approved business cases, time, cost and quality
- Evidence of effective joint working with the Highways Technical and Highways Commercial Delivery service leadership to align standards, governance and delivery
- Evidence of Best Value, environmental and health and safety performance, including accident/incident rates, ISO 9001 audit outcomes and progress against environmental targets
- Delivery of continuous improvement initiatives to enhance efficiency, productivity and service outcomes
- Positive stakeholder feedback from elected members, partners, communities and service users
- Leading Lancashire Framework



Leading Lancashire – Our Leadership Framework



Leading Lancashire Our Leadership Framework

Our Vision and Values We are driven by a simple yet powerful vision – “Here at Lancashire County Council, we are helping to make Lancashire the best place to live, work, visit, and prosper.”

This vision is at the centre of everything we do. Embedded in our identity are our values: *Supportive, Innovative, Respectful, and Collaborative*, our guiding principles that enable everyone to thrive.



Four Spheres of Leadership

The Leading Lancashire framework is a dynamic approach, encapsulating four key spheres:

Responsibilities, Capabilities, Behaviours, and Results.

These spheres form the bedrock of our leadership ethos, providing clarity and direction for all leaders. Responsibilities guide our actions, Capabilities cultivate our potential, Behaviours shape our interactions, and Results measure our impact. Together, these spheres ensure leaders deliver their best for themselves, their teams, LCC, and the people of Lancashire.



The Lancashire Mindset

Woven through the Leading Lancashire framework we introduce The Lancashire Mindset; Growth, Ownership, Optimism and Positive Impact. Adopting this mindset across the entire organisation not only brings our values to life but also emphasises the collective commitment to delivering the best for the people of Lancashire.

The Lancashire Mindset not only shapes our approach to leadership but also serves as a guiding force for a culture rooted in growth, ownership, optimism, and the commitment to making a meaningful positive impact.



Levels of Leadership

The Leading Lancashire framework provides an opportunity to define and clarify the focus and purpose of the various leadership levels within the organisation.

VISIONARY (Long-Term Direction):

Level 1 & 2 Leadership – Executive Directors and Directors
Senior leaders at this level, are Visionary Leaders. They have the privilege of shaping the long-term vision for the organisation, providing strategic and visionary direction that will guide the future success of Lancashire County Council.

SHAPING (Medium to Long-Term Strategy):

Level 3 Leadership – Heads of Service

Heads of Service at this level are Shaping Leaders. They are empowered to shape strategies with a broad mid to long-term view, setting clear strategic initiatives that provide direction to the management population, contributing to the organisation's success in the medium to long term.

OPERATIONAL (Short-Term to Immediate Effectiveness):

Level 4 Leadership – Management Roles

Leaders at this level, found in various management roles, are Operational Leaders. They focus on immediate operational effectiveness, ensuring their teams deliver in the short term, meeting objectives and driving success on a daily-to-monthly basis.

These refined terms more explicitly convey the visionary, shaping, and operational aspects of leadership at each level within the Leading Lancashire framework.

Accountabilities/Responsibilities

The accountabilities outlined are intended to provide a clear overview of the scope and level of work expected within the role, however this is not an exhaustive list and flexibility is appreciated. We expect that all our teams will undertake other reasonable duties in support of service delivery, including tasks aligned to lower graded roles when required, to contribute to team effectiveness and organisational priorities

- Lead, manage and develop staff, or provide technical and professional leadership to others, including responsibility for supporting performance, capability, wellbeing, professional development and leadership of a diverse workforce in line with council policies and procedure
- Lead delivery of highways operational services, ensuring effective execution of maintenance, construction and infrastructure programmes across the network
- Manage a large portfolio of capital and revenue programmes, ensuring delivery within agreed timescales, budgets, quality standards and approved business cases (acting as Senior Responsible Officer where required)
- Oversee design planning, programming and coordination of works, ensuring efficient integration of capital schemes with operational services and smooth transition from design through to delivery

- Lead a mixed economy delivery model, optimising the use of in-house workforce, contractors and supply chain partners to maximise resilience, capability and value for money
- Ensure effective delivery of planned and reactive maintenance, including winter service, emergency response and network resilience activities
- Manage operational budgets, resources and programmes, ensuring strong financial control, efficient deployment of assets (including depots, plant and fleet) and achievement of Best Value
- Oversee contractor and supply chain performance, ensuring compliance with contractual, procurement and financial governance requirements and delivery of agreed service levels
- Ensure compliance with statutory obligations, including highway authority duties, safety legislation, regulatory frameworks and ISO 9001 Quality Management System standards
- Lead health, safety, quality and environmental performance, embedding a strong safety culture, safe systems of work and continuous improvement across all activities
- Lead environmental and sustainability priorities, including carbon reduction, biodiversity, resource efficiency and sustainable materials use in line with council strategy
- Monitor service performance and programme delivery, managing risks, issues and dependencies and implementing corrective actions and continuous improvement measures
- Develop and implement service delivery plans aligned to organisational objectives, performance targets and funding requirements
- Lead transformation and change programmes to improve service delivery models, operational effectiveness and customer outcomes
- Lead stakeholder engagement, maintaining effective relationships with communities, elected members, partners and external organisations, and representing the authority at relevant forums
- Provide advice, reporting and updates to senior leaders and members on delivery performance, risks, priorities and service outcomes
- Work in close partnership with the Head of Service – Highways Technical to ensure consistent design, asset management and engineering standards are embedded in delivery
- Work in close partnership with the Head of Service – Highways Commercial Delivery to ensure robust contract management, procurement and financial oversight
- Deputise for the Director of Highways & Transport as required, including representation at corporate boards, scrutiny and member briefings
- Ensure knowledge of and compliance with Lancashire County Councils policies, guidance and procedures including attending meetings and undertaking any other duties as required to deliver our organisations objectives

Other Responsibilities

Equality and Diversity

We are committed to achieving equal opportunities in the way we deliver services to the community and in our employment arrangements. We expect all employees to understand and promote this policy in their work.

Health and Safety

All employees have a responsibility for their own health and safety and that of others when carrying out their duties and must help us to apply our general statement of health and safety policy.

Customer Focus

We put our customers' needs and expectations at the heart of all that we do. We expect our employees to have a full understanding of those needs and expectations so that we can provide high quality, appropriate services at all times.

Safeguarding Commitment

We are committed to protecting and promoting the welfare of children, young people and vulnerable adults.

Skills Pledge

We are committed to developing the skills of our workforce. All employees will be supported to work towards a level 2 qualification in literacy and numeracy if they do not have one already.

Value and Behaviours

We expect all our employees to display the LCC values and behaviours at all times and actively promote them in others

Our Values



Person Specification

All the following requirements are essential unless otherwise indicated by *

Your ability to meet the job requirements will initially be assessed by the information provided on your application but further assessment will be undertaken at interview and, in some cases, by using other types of assessment(s).

Qualifications

- Relevant degree level qualification or equivalent experience in civil engineering, highways engineering or related discipline
- Chartered Engineer (CEng) or equivalent professional experience*
- Membership of a relevant professional body (e.g. ICE, CIHT)

Experience

- Experience delivering highways maintenance, infrastructure or comparable operational services within a complex service environment
- Experience managing depot operations, logistics, or frontline service delivery environments
- Experience managing high-value assets, including highway infrastructure, plant or operational facilities
- Experience leading the delivery of large projects or programmes of work, including multiple concurrent schemes
- Experience of working collaboratively with multi-disciplinary teams, including designers, engineers, contractors and delivery partners

Essential knowledge, skills & abilities

- Knowledge of highways operations, maintenance and construction, including programme delivery and service management frameworks
- Understanding of relevant legislation, standards and statutory duties associated with highway authority services
- Ability to lead large-scale operational service delivery, including workforce management and contractor oversight
- Ability to manage complex programmes, including coordination, performance monitoring and delivery assurance
- Budget ownership and financial decision-making, including oversight of large capital and revenue programmes
- Excellent communication and influencing skills, including engagement with members, partners and community stakeholders
- Resilient and lead by example demonstrating high professional standards and values
- Ability to lead, develop and motivate teams, driving high standards of effective delivery performance, productivity, accountability, resource utilisation, professional standards and continuous improvement, including the confidence to hold difficult and challenging conversations where required
- Ability to operate effectively as part of a peer leadership team, building strong collaborative relationships with technical and commercial counterparts to deliver shared service outcomes
- Knowledge of contract management frameworks (e.g. NEC) and supply chain delivery models within highways services*
- Experience delivering transformation or service improvement programmes within a public sector operational environment*



- Ability to ensure compliance with CDM Regulations by promoting safe planning, design and execution of construction activities throughout the project lifecycle
- Knowledge of Best Value principles and mixed economy delivery models, including the management of in-house and contracted workforce arrangements
- Experience leading health, safety and environmental performance for a large operational workforce, and working within an ISO 9001 Quality Management System
- Understanding of the activities and objectives of the Council

Other essential requirements

- Evidence of continual professional development
- This is an essential car user post
- You will be required to provide a car for use in connection with the duties of this post and must be insured for business use. In certain circumstances consideration may be given to applicants who, as a consequence of a disability, are unable to drive