

Head of Service - Highways Commercial Delivery



Job Description

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

Job purpose and scope

The role leads the commercial and contractual management of highways services across the county, ensuring that procurement, contract management, delivery against KPI's and financial targets are effectively governed across all programmes. The postholder is accountable for the development and delivery of commercial strategies, ensuring that high-value contracts, supplier arrangements and funding mechanisms support organisational priorities and deliver value for money. The role also ensures that performance, customer insight and engagement activity inform commercial and service decision-making.

Operating at a corporate level, the postholder manages the commercial service including contract performance, cost assurance, procurement and commercial risk across the highway's portfolio. They advise and influence senior leaders, elected members and delivery teams, promoting robust financial controls, effective supplier relationships, new partnership operating models and regulatory compliance.

As part of a tri-leadership arrangement with the Heads of Service for Highways Delivery and Highways Technical, the role ensures commercial governance, capital programme controls and customer insight are integrated across operational and technical delivery. They will also work closely with the organisation's Commercial and Contract Management Service and Procurement Service, to ensure alignment with priorities and compliance with the Key Supplier Management Programme. In addition, the postholder will also deputise for the Director of Highways & Transport when required and help enable efficient, compliant and sustainable infrastructure delivery across Lancashire.

Performance Indicators

- Delivery of commercial and contractual activities in line with agreed governance, compliance, audit and commercial assurance standards, including cost control, risk management and compliance reporting
- Achievement of financial performance targets, including budget control, forecasting accuracy, delivering value for money outcomes and developing new commercial operating models
- Effective management of supplier and contractor performance against agreed contractual KPIs, quality standards and contractual requirements
- Delivery of procurement and contract mobilisation activities to agreed timescales, quality standards and Best Value principles, including sustainable procurement and ISO 9001 compliance
- Achievement of customer experience targets, including enquiry and complaint response times, and evidence of service improvements driven by customer insight
- Evidence of effective joint working with Highways Delivery and Highways Technical leadership to align governance, capital programme controls, reporting and commercial objectives
- Positive stakeholder feedback from senior leaders, partners, contractors and internal service areas, demonstrating effective collaboration and service delivery
- 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 and development in line with council policies and procedures
- Lead the commercial delivery service across highways services, ensuring effective management of contracts, procurement, financial performance and customer experience
- Develop and implement commercial strategies supporting highways and transport programmes, ensuring alignment with organisational priorities, funding requirements and Best Value principles
- Oversee contract arrangements, ensuring compliance with contractual obligations, governance frameworks, regulatory requirements and CDM standards
- Lead financial and cost assurance across programmes, ensuring robust forecasting, budget monitoring, expenditure control and value for money outcomes

Head of Service - Highways Commercial Delivery

- Manage the full procurement lifecycle, including planning, market engagement, tendering, evaluation, contract award mobilisation and ongoing contract management processes across highways services
- Oversee supplier and contractor performance, ensuring delivery against agreed KPIs, service standards, contractual expectations and health and safety requirements
- Lead contract mobilisation, transition and ongoing management activities, ensuring new and existing service arrangements are implemented effectively and efficiently
- Manage commercial risk, including identification, mitigation and resolution of contract issues, variations, disputes and financial risks
- Provide expert commercial advice to senior leaders and elected members on financial, contractual, procurement and investment matters
- Develop and implement commercial governance frameworks, ensuring consistency, transparency, compliance and robust reporting across all service areas
- Monitor programme expenditure and contractor costs, providing challenge, assurance and commercial oversight to ensure financial control and efficiency
- Lead development of supplier relationships and a mixed economy of delivery, including market testing, make-or-buy analysis and collaborative partnership working
- Ensure effective integration of commercial activities with service delivery, technical services and capital programme management across highways services
- Oversee development of commercial reporting, business intelligence and insight, ensuring accurate, timely data informs decision-making and performance management
- Lead continuous improvement, transformation and digital innovation across commercial processes, optimising delivery models and reducing costs
- Support development of business cases, funding bids and investment decisions through robust commercial, financial and option appraisal input
- Lead customer experience, strategic communications and stakeholder engagement, ensuring transparent, consistent and effective communication with the public, members and partners
- Lead and develop the commercial team, ensuring capability, performance, professional standards and ISO 9001 Quality Management System compliance are maintained
- Contribute to corporate leadership, including deputising for the Director, ensuring compliance with council policies and leading organisational transformation, sustainability and long-term financial resilience
- 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



Head of Service - Highways Commercial Delivery

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 quantity surveying, commercial management, supplier management, civil engineering or related discipline
- Chartered status with a relevant professional body (e.g. RICS, CICES, CIHT) or willingness to work towards
- Membership of a relevant professional body or working towards

Experience

- Significant experience driving service efficiency, productivity and value for money through the effective deployment of people, assets, technology and financial resources
- Experience delivering highways maintenance, infrastructure, or comparable operational services within a contract-managed environment
- Experience managing high-value assets, including infrastructure programmes, contracts or commercial portfolios with complex organisations
- Experience managing operational performance, associated risks and compliance requirements within a regulated environment
- Experience leading customer experience, business development, commercial management, or improvement services within a complex public sector or regulated environment
- Experience of working collaboratively with multi-disciplinary teams, including designers, contractors and delivery teams

Essential knowledge, skills & abilities

- Lead the ongoing review and optimisation of service delivery models, ensuring the effective deployment of people, assets and resources to maximise productivity, efficiency and value for money
- Confidently provide professional challenge to internal and external stakeholders, addressing performance, contractual and operational issues through constructive and evidence-based conversations
- Knowledge of commercial and contract management principles, including NEC or equivalent contract frameworks, procurement processes, governance and financial controls within a local authority environment
- Ability to lead commercial strategy and delivery across complex infrastructure programmes, ensuring compliance with statutory Best Value requirements and organisational objectives
- Strong financial management capability, including budget ownership, financial decision-making, analysis of financial and performance data, and monitoring of large capital and revenue programmes
- Excellent communication, influencing and stakeholder management skills, with the ability to engage effectively with senior leaders, partners and contractors
- Resilient and lead by example demonstrating high professional standards and values
- Ability to lead, develop and motivate teams, driving high standards of effective 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 within a peer leadership team, building strong collaborative relationships with operational and technical colleagues to deliver shared outcomes
- Knowledge of customer experience management, business intelligence and digital-by-default approaches, and their application to service improvement and performance optimisation
- Knowledge and experience of CDM Regulations, mixed economy service models, sustainable and social value procurement, and ISO 9001 Quality Management Systems
- Knowledge of construction contract law, dispute resolution and commercial risk management practices*
- Experience of developing innovative commercial delivery models or service transformation programmes*
- Understanding of and adherence to, the mission, aims & 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