

Strategic Lead – Delivery

Job Description

Directorate:	Place		
Service:	Highways & Transport	Team:	Delivery
Location:	County Hall, Preston		
Salary range:	£68,525 - £74,531	Grade:	13
Reports to:	Head of Service – Highways Delivery	Staff responsible for:	TBC

Job purpose and scope

The post holder provides visible operational leadership for the safe, compliant and high-quality countywide delivery of highway, street lighting and structures maintenance, improvement works and highway projects. The role has direct accountability for operational teams and the Council's direct labour workforce, including workforce planning, deployment, productivity, performance, competence, attendance, wellbeing and health and safety, translating strategic priorities and service plans into effective operational programmes.

Countywide responsibilities include Structures, Surfacing and Grounds Maintenance, with oversight of Business Support and the Highways Asset Management System. The post holder coordinates people, plant, fleet, depots, materials, contractors and contracted services to deliver efficient, responsive and customer-focused services. Working across service boundaries, they strengthen governance, performance, financial control, operational risk management and value for money, lead Winter Maintenance and Emergency Call Out, advise senior leaders and elected members, and drive service resilience, consistent standards and continuous improvement in response to changing community and organisational needs.

Performance Indicators

- Quality and safety of operational delivery against legal, technical and best-practice standards
- Achievement of service, programme, productivity, financial and workforce targets
- Direct labour deployment, utilisation, attendance, competence and performance
- Effective use of plant, fleet, depots, materials, contractors and other operational resources
- Effective collaboration with commercial teams to support contract delivery, compliance, supplier performance and value for money
- Adherence to internal and external quality standards, policies and procedures
- Accuracy and timeliness of operational information, recording and reporting
- Customer, member and stakeholder feedback
- 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 authoritative technical and professional leadership, taking responsibility for performance, capability, conduct, wellbeing and development in line with council policies and procedures
- Direct the assigned operational teams and direct labour workforce, implementing the Head of Service's strategic priorities and approved service plans through safe, productive and deliverable daily and weekly work programmes
- Set, enforce and assure clear supervisory arrangements, effective workforce deployment, appropriate competence and training, rigorous performance and attendance management, constructive employee and trade union relations, and compliance with health and safety, employment and road traffic legislation

- Drive day-to-day operational performance across assigned services, including programme delivery, productivity, quality, cost, customer responsiveness and workforce capacity, holding managers and teams to account and implementing corrective action within delegated authority
- Establish, implement and assure robust controls for work programming, job allocation, resource and materials planning, plant and fleet utilisation, depot operations, site supervision, quality assurance and completion reporting
- Implement and maintain effective operational arrangements for proactive network management, incident response, asset defect identification and repair, escalating major incidents or emerging resilience risks to the Head of Service and coordinating timely stakeholder communication
- Assess and prioritise operational asset needs within approved asset strategies and programmes, manage and escalate delivery risks, and oversee the development and delivery of allocated renewal schemes to keep highway structures safe and serviceable
- Lead the operational coordination of out-of-hours services, Winter Maintenance and Emergency Call Out within the strategy, service standards and resilience arrangements set by the Head of Service, ensuring sufficient trained labour, supervisors, plant, fleet and materials are available and escalating significant risks or incidents
- Manage delegated budgets and operational resources, controlling expenditure on labour, overtime, agency resources, plant, fleet, materials and contractors and providing timely forecasts, explanations and recovery actions to the Head of Service
- Provide the operational lead contribution to the specification, procurement, mobilisation and day-to-day management of allocated highways contracts, working within the commercial strategy and governance framework owned by the relevant Head of Service and providing timely operational information and authoritative technical input
- Manage the operational performance of allocated contractors and suppliers against contractual requirements, key performance indicators, programme, cost, quality, safety, social value and customer outcomes, implementing corrective action within delegated authority and escalating material commercial or performance concerns
- Lead assigned service improvement and redesign activity within the transformation priorities and target operating model set by the Head of Service, delivering measurable improvements in productivity, resilience, efficiency and use of people and assets
- Maintain effective operational relationships with senior managers, elected members, partners, statutory bodies, trade unions and other local authorities, resolving delivery issues within the role's remit and escalating matters requiring function-wide or corporate decisions
- Represent the service at operational and professional forums as delegated by the Head of Service, building networks, sharing practice and contributing to the Council's operational perspective to relevant standards and sector discussions
- Use operational, workforce, asset, cost and performance data, benchmarking and lessons learned to manage delivery, recommend priorities and resource changes, challenge performance and inform Head of Service decisions
- Provide clear and timely operational advice, reports and assurance to the Head of Service and, as required, senior leaders, elected members and governance forums, ensuring significant safety, delivery, financial and reputational risks are promptly escalated with recommended action

- Ensure assigned operational delivery complies with technical standards, asset priorities and whole-life requirements set by the relevant Head of Service, coordinating engineering, asset management and delivery interfaces from planning through to completion and handover
- Build and sustain operational capability through workforce and succession planning, coaching, professional development and the consistent enforcement of safe systems, standards and continuous improvement methods
- Deputise for the Head of Service as required within specified delegations, maintaining operational leadership, decision-making and continuity of service while escalating matters reserved to the Head of Service or Director
- Ensure full compliance with Lancashire County Council policies, guidance and procedures and undertake any other duties commensurate with the level and responsibilities of the role to deliver the Council's 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, transport or a related operational field
- Chartered membership of an appropriate professional body, such as CEng with MICE, CIHT or equivalent*

Experience

- Substantial experience of directly leading and managing large, complex operational services, including operational managers, supervisors and a significant frontline or direct labour workforce.
- A strong record of hands-on delivery of highway maintenance, improvement works or comparable infrastructure operations, translating service priorities into safe, productive and fully resourced programmes delivered to required safety, quality, time and cost standards.
- Experience of managing workforce planning, deployment, productivity, performance, attendance, competence, employee relations and safe systems of work across a complex operational environment.
- Experience of managing significant budgets and operational resources, including labour, overtime, agency resources, plant, fleet, materials, depots and contractors, within demanding financial constraints while improving efficiency, utilisation and value for money without compromising safety or essential service delivery.
- Experience of working collaboratively with commercial teams and delivery partners, providing operational and technical input to contract mobilisation, performance monitoring, compliance, risk management and value for money.
- Experience of leading operational improvement, service redesign and organisational change, including the use of performance information to address underperformance, as well as managing out-of-hours, winter maintenance, emergency call-out or comparable incident-response services and engaging effectively with senior leaders, elected members, partners, statutory bodies, trade unions and other local authorities.

Essential knowledge, skills & abilities

- Highly developed knowledge of highways operations, relevant legislation, technical standards, statutory duties and health and safety requirements.
- Comprehensive understanding of the Council's current and future objectives and the political, financial and organisational context in which the service operates.
- Ability to provide visible operational leadership and direct management of a large and diverse frontline workforce, setting clear expectations, motivating and developing teams and holding managers and supervisors to account for safety, productivity, quality, attendance, competence and customer service.
- Ability to translate service priorities and programmes into safe, productive and fully resourced daily and weekly work plans and establish robust controls for work programming, job allocation,

resource and materials planning, site supervision, quality assurance, completion reporting and operational risk.

- Ability to analyse operational and workforce performance information, identify underperformance and delivery constraints, intervene promptly and secure measurable and sustained improvement.
- Strong financial and resource-management capability, including prioritising within reducing resources, controlling operational expenditure and optimising labour, plant, fleet, materials, depots and contractors to achieve efficiency and value for money
- Ability to work effectively with commercial teams, understand operational contract requirements, provide clear evidence on supplier performance and contribute to contract mobilisation and the management of delivery, compliance, risk and value for money.
- Resilient and lead by example demonstrating high professional standards and values
- Ability to exercise significant judgement, resolve complex operational issues, manage incidents and risk, and lead service improvement, redesign and organisational change across a complex workforce.
- Excellent communication, political awareness, negotiation and stakeholder-management skills, with the ability to influence senior decision-makers and work constructively with elected members, partners, statutory bodies, trade unions and other local authorities.
- Ability to ensure compliance with CDM Regulations by promoting safe planning, design and execution of construction activities throughout the project lifecycle.

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