

**Job Description**

<b>Directorate:</b>	Highways and Transport		
<b>Service:</b>	Major Transport Delivery Portfolio	<b>Team:</b>	
<b>Location:</b>	County Hall/ Hybrid		
<b>Salary range:</b>	£77,833–£85,119	<b>Grade:</b>	14
<b>Reports to:</b>	Director of Highways and Transport	<b>Staff responsible for:</b>	3

**Job purpose and scope**

To provide director level leadership and end-to-end accountability for the delivery of the A582 Highway Improvement Scheme and the Lancashire Central programme, managing a £150m+ portfolio of complex transport infrastructure.

The postholder will be accountable for delivery from design development through construction and completion, acting as the Programme Director, and reporting directly to the Senior Responsible Owner (SRO), Matt Townsend, Director of Highways and Transport.

The role ensures that programmes are delivered safely, on time, within approved funding and in line with statutory, political and funder requirements, while providing clear assurance to the SRO and protecting the council’s financial and reputational position.

**Performance Indicators**

- Quality of advice/service against legal, safety and best practice standards
- On-time delivery of key programme milestones for A582 and Lancashire Central, agreed at baseline and monitored through approved governance.
- Benefits of realisation achieved in line with approved business cases, including transport, safety, economic growth, and congestion outcomes.
- Effective performance of delivery partners against contractual obligations (time, cost, quality, safety).
- Compliance with contractual governance and audit requirements.
- Programme governance operating effectively, providing clear, accurate and timely assurance to the SRO.
- Positive feedback on leadership behaviours, aligned to the 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

### Programme leadership and end-to-end delivery accountability

- Act as the Programme Director with full end-to-end accountability for the A582 and Lancashire Central programmes, covering design, preconstruction, construction, completion, and handover.
- Be directly accountable to the Senior Responsible Owner (SRO) for programme performance, including scope, cost, programme, quality, risk, and benefits realisation.
- Lead design development, value engineering, and delivery decisions, ensuring continuity of accountability from design through construction.
- Ensure that delivery approaches remain aligned to affordability, safety, operational requirements, and funding conditions throughout the lifecycle.
- Provide clear, accurate and timely delivery reporting to the SRO, including escalation of risks and issues where required.

## **Senior client and sponsor responsibilities**

- Act as Senior Client / Programme Sponsor on behalf of Lancashire County Council.
- Represent the council in senior level engagement with contractors, consultants and delivery partners.
- Take decisive action where delivery, commercial or performance issues arise, ensuring timely resolution and clear accountability.
- Ensure the council operates as a capable, informed and credible client for major infrastructure investment.

## **Stakeholder and system leadership**

- Lead strategic engagement with key external stakeholders, including:
  - National Highways, where schemes interface with or impact the strategic road network.
  - District Councils, ensuring alignment between offsite highway delivery, planning consents and growth priorities.
  - The Department for Transport, as a principal funder, ensuring compliance with assurance, reporting and funding requirements.
  - The Lancashire Combined County Authority, ensuring programmes support emerging strategic transport and economic priorities.
- Manage complex interdependencies and resolve cross organisational issues across the wider system.

## **Member engagement and democratic accountability**

- Lead senior level engagement with elected members, including Cabinet Members, local ward councillors and scrutiny bodies.
- Ensure members are appropriately briefed on progress, risks, impacts and key delivery decisions.
- Support the SRO by providing robust, evidence-based information to enable effective political decision-making and public accountability.

## **Commercial and financial management**

- Hold overall accountability for **commercial strategy, affordability and value for money** across the programme portfolio.
- Maintain strong control of budgets, contingency and change, with early identification and management of emerging pressures.
- Oversee claims management, compensation events, dispute avoidance and contractual performance.
- Ensure compliance with funding agreements, grant conditions and audit requirements, including funding drawdown.

## **Governance, assurance and risk**

- Establish and operate programme governance arrangements that provide clear assurance to the **Senior Responsible Owner**.
- Ensure proactive identification, management and mitigation of strategic risks, including delivery, commercial, safety and reputational risks.

- Lead responses to independent assurance reviews, gateway assessments and audits, ensuring findings are addressed and reported to the SRO.

### **Leadership and people management**

- Provide leadership and direction to senior staff reporting directly into the role:
  - Strategic Contract Manager – A582 Highway Improvement Scheme
  - Strategic Contract Manager – Lancashire Central Off-site Highway Works
  - Strategic Commercial Lead
- Build and maintain a high performing leadership team with clear accountability for delivery.
- Promote a culture of professionalism, accountability, collaboration and continuous improvement.

## **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 always display the LCC values and behaviours and actively promote them in others.

**Our Values**



**SUPPORTIVE**

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.



**INNOVATIVE**

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.

**OUR  
VALUES**



**RESPECTFUL**

We treat colleagues, customers and partners with respect, listening to their views, empathising and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.



**COLLABORATIVE**

We listen to, engage with, learn from and work with colleagues, partners and customers to help achieve the best outcomes for everyone.

## 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

- Degree or equivalent professional qualification in engineering, construction, project management or a related discipline.
- Membership of, or eligibility for membership of, a relevant professional body (e.g. ICE, APM, RICS) or equivalent senior experience.

### Experience

- Significant senior leadership experience in the **end-to-end delivery of largescale infrastructure programmes**, from design through construction.
- Proven track record of managing **high value, multimillion pound capital programmes** with clear accountability for delivery.
- Experience of acting as **Programme Director, Senior Client, or Sponsor**, reporting into a defined Senior Responsible Owner.
- Demonstrable experience of working with **government funders**, including assurance, reporting and compliance requirements.
- Experience of operating effectively in a **politically sensitive local government environment**, including engagement with elected members.

### Essential knowledge, skills & abilities

- In depth understanding of the **infrastructure project lifecycle** and delivery governance.
- Strong commercial and financial management capability.
- Excellent judgement and decision making in high-risk delivery environments.
- Strong governance, assurance and risk management capability.
- Excellent communication and influencing skills at senior level.

## Other essential requirements

- Experience in building and maintaining a high-performing leadership team
- Experience of managing complex stakeholder environments involving highways authorities, planning bodies and delivery partners. Experience of working with National Highways \*
- Experience of growth enabling or regeneration related infrastructure programmes \*
- Experience of operating within or alongside combined authority transport governance \*