

**Lancashire County Council
Grade Profile**

Grade Profile – Managerial – (Executive Director)

<p>Purpose</p> <p>The senior post providing leadership across a major and distinct strategic operational arm and/or distinct strategic corporate service of the organisation, reporting to the Chief Executive and working with Senior Leadership Team colleagues and the elected Leader, Deputy Leader and Cabinet Member to lead long term strategy for their area of responsibility; ensuring strategic fit with wider council objectives and optimising resources to ensure effective delivery within a shifting political and economic context.</p>
<p>Scope of Work</p> <p>The post requires a thorough understanding of local government, specifically within the relevant area of responsibility; gained through experience and advanced academic study. The job demands the ability to find insightful solutions to existing and emerging issues and the ability to provide inspiring leadership across a large and complex delivery team.</p>
<p>Accountabilities/Responsibilities</p> <p>The following are a range of duties that are appropriate to this grade.</p> <ul style="list-style-type: none">▪ To lead long term strategy for the relevant area of responsibility; ensuring strategic fit with wider council objectives and optimising resources to ensure effective delivery within a shifting political and economic context.▪ Developing corporate strategy and delivery metrics and ensuring delivery against objectives, whilst contributing to overall organisational strategy as part of the senior leadership team.▪ Leading and driving forward corporate initiatives spanning the organisation, cutting across services outside of direct responsibility and control to ensure strategic organisational fit.▪ Initiating, developing and influencing external relationships with key stakeholders and partners on a local, regional and national level in line with the organisational strategy and direction.▪ Where applicable to the role, responsibility for undertaking a statutory function and associated requirements.▪ Providing inspiring leadership across a large and complex area of responsibility.▪ Developing solutions to new and developing issues; adapting to constantly changing political, financial and economic contexts.▪ The job holder will have prime responsibility for the area of responsibility total budget and spend.
<p>Skills, knowledge and experience</p> <ul style="list-style-type: none">▪ Broad knowledge and understanding of local government and deep knowledge of the relevant area of responsibility.▪ Ability to develop corporate strategy and delivery metrics whilst also contributing to overall organisational strategy as part of the senior leadership team.▪ Ability to react to new challenges; implementing solutions through the application of experience and knowledge and appraisal of the decisions once implemented.▪ Management of driving large scale change programmes and demonstrative track record of achievement.▪ Ability to find insightful solutions to existing and emerging issues and the ability to provide inspiring leadership across a large and complex delivery team.▪ Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust and confidence.▪ Ability to build, maintain and influence effective working relationships both internally and externally with key stakeholders and partners.

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**Lancashire County Council
Person Specification (D1)**

Requirements:	Essential (E) or Desirable (D)	Identified by Application Form (A) or Interview (I)
Qualifications:		
Honours Degree level qualification or equivalent experience	E	A
Relevant professional qualification or equivalent	E	A
Experience:		
Significant experience of leading and delivering a major element of a function/collection of functions with organisational wide influence	E	A, I
A demonstrative record of delivering technical/specialist services, advice and guidance spanning across the organisation	E	A, I
Experience of challenging, motivating and influencing senior management/politicians and key stakeholders both inside and outside the organisation	E	A, I
Experience of developing and implementing insightful solutions to emerging problems within the functional area of responsibility	E	A, I
Knowledge and Skills:		
Ability to lead, manage and motivate services/teams in a challenging and changing environment	E	A, I
Ability to provide significant counsel to help guide, shape, influence and minimise risk	E	A, I
Ability to analyse and interpret statutory and policy frameworks and implement services which are compliant and fit with the wider organisational strategy	E	A, I
Significant experience and understanding of local government, the political context and the application of the technical/functional area of expertise within this environment	E	A, I
Other (including special requirements):		
1. Commitment to equality and diversity	E	I
2. Commitment to health and safety	E	I
3. Display the LCC values and behaviours at all times and actively promote them in others	E	I
This is an essential car user post. However in certain circumstances consideration may be given to applicants who as a consequence of a disability are unable to drive.		

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**Lancashire County Council
Person Specification (D2)**

Requirements:	Essential (E) or Desirable (D)	Identified by Application Form (A) or Interview (I)
Qualifications:		
Honours Degree level qualification or equivalent experience	E	A
Relevant professional/management qualification or equivalent	E	A
Experience:		
Significant leadership, experience and delivery of a major operational service or major corporate service within a complex organisation	E	A, I
A demonstrative record of achieving and delivering services judged to be good or outstanding	E	A, I
Successful leadership and delivery of large scale change programmes and management of reducing resources	E	A, I
Successful development of multi-agency partnership working, to enhance service delivery and maximise best value benefits	E	A, I
Knowledge and Skills:		
Ability to lead, manage and motivate services/teams in a challenging and changing environment	E	A, I
Excellent understanding of the political context at a local, regional and national level and the ability to operate sensitively and efficiently within a political environment	E	A, I
Strategic and analytical thinking skills to provide creative and fit for purpose solutions to problems within the area of responsibility	E	A, I
Provision of strategic direction within the relevant area of responsibility in an environment of reducing financial resources	E	A, I
Other (including special requirements):		
1. Commitment to equality and diversity	E	I
2. Commitment to health and safety	E	I
3. Display the LCC values and behaviours at all times and actively promote them in others	E	I
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**Lancashire County Council
Person Specification (D3)**

Requirements:	Essential (E) or Desirable (D)	Identified by Application Form (A) or Interview (I)
Qualifications: Academic or professional achievement, which may include Honours Degree, membership of an appropriate professional body or technical qualification	E	A
Experience: Significant leadership, experience and delivery of a complex and diverse collection of corporate functions/operations across a complex organisation Developing and delivering the Corporate strategy, advice and guidance for the area of responsibility ensuring compatibility with wider organisational strategy Experience of implementing innovative and effective business models and ways of working in response to changing priorities and resources Experience of operating with significant autonomy in decision making and control of service delivery and resource management, developing fit for purpose solutions both within the service and corporately	E E E E	A, I A, I A, I A, I
Knowledge and Skills: Enhanced interpersonal skills, driving and operating services through challenge and influence, outside of the area of responsibility Ability to operate sensitively and efficiently within a political environment Significant understanding of the legislative and policy framework for the function and the ability to translate this across the organisations operation Ability to operate externally, working with, challenging and influencing key partners and stakeholders to effectively represent the aims and objectives of the Council Strong option appraisal and cost benefit analysis skills to provide strategic direction within the relevant area of responsibility in an environment of reducing financial resources	E E E E	A, I A, I A, I A, I
Other (including special requirements): 1. Commitment to equality and diversity 2. Commitment to health and safety	E E	I I

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**Lancashire County Council
Person Specification (ED)**

Requirements:	Essential (E) or Desirable (D)	Identified by Application Form (A) or Interview (I)
Qualifications: Academic or professional achievement, which may include Honours Degree, membership of an appropriate professional body or management qualification, e.g. MBA or equivalent	E	A
Experience: Comprehensive experience and consistent achievement of leadership success within complex operations Delivering solutions to existing and emerging issues across a complex operation Inspirational leadership across a large and complex delivery team Leadership and delivery of short and long term strategy for a major corporate strategic operational arm/function of the organisation; ensuring strategic organisational fit, optimising resources and leading major change programmes	E E E E	A, I A, I A, I A, I
Knowledge and Skills: Ability to operate sensitively and efficiently within a political environment Ability to inspire, influence and challenge internal and external partners through leading the commissioning of services and delivery of best value Excellent communication and negotiation skills to positively influence outcomes Strong option appraisal and cost benefit analysis skills to provide strategic direction within the relevant area of responsibility in an environment of reducing financial resources	E E E E	A, I A, I A, I A, I
Other (including special requirements): 1. Commitment to equality and diversity 2. Commitment to health and safety 3. Display the LCC values and behaviours at all times and actively promote them in others This is an essential car user post. However in certain circumstances consideration may be given to applicants who as a consequence of a disability are unable to drive.	E E E	I I I

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Lancashire County Council Grade Profile

Grade Profile – Managerial – (D1)

Purpose A senior post providing leadership across a major and diverse support function within the organisation, leading and providing strategic management to the functional teams and provision of significant advice and counsel to senior managers and elected members across the full range of the functional area of responsibility. As a senior advisory post, it will contribute to culture change across the Council, influencing and shaping the strategic policy direction.
Scope of Work The post requires deep knowledge in a field of expertise requiring command of diverse practices, precedents or sophisticated concepts and principles. The post holder will provide technical leadership and guidance to senior managers and will be expected to select, develop and assess the applicability of methods within the provision of this guidance within their functional area of responsibility.
Accountabilities/Responsibilities The following are a range of duties that are appropriate to this grade. <ul style="list-style-type: none">▪ Provide strategic direction, leadership and accountability for the work, impact and overall performance of the function(s) for which this post has direct responsibility to ensure effective and efficient delivery of services.▪ Co-ordination and integration of that function across the wider organisation in line with long term (annual) plans. Responsibility for planning, organising, coordinating and ensuring achievement of results against the plans.▪ Working within broadly defined objectives the post holder will develop the business plan, determine the priorities and objectives and ensure delivery against the plan for their area of responsibility.▪ Contribute through strategic and technical high level advice to major change programmes, which will ultimately deliver savings and improved services.▪ As an adviser to the Council's senior decision making group, contributing to the decision making process both for their area of responsibility and wider across the organisation.▪ Represent the Council at regional and national level, within the functional responsibility, to ensure a high and positive profile for the authority.▪ Where applicable to the role, responsibility for undertaking a statutory function and associated requirements.
Skills, knowledge and experience <ul style="list-style-type: none">▪ Broad knowledge and understanding of local government and deep knowledge of the relevant technical/functional area of expertise.▪ Senior management experience within a large and complex organisation with a good track record of achievement and delivery of services.▪ As a lead advisory post, the post holder will be required to interact with multiple audiences and influence, motivate, inspire changes of behaviour in line with the technical advice and guidance.▪ Ability to adapt, develop and implement new and alternative solutions against a shifting background in order to advise on appropriate solutions.▪ Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust and confidence.▪ Good experience and understanding of partnership working and managing external relationships.

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Lancashire County Council Grade Profile

Grade Profile – Managerial – (D2)

<p>Purpose A senior post providing leadership across a major operational service encompassing a complex and strategic collection of delivery services or major corporate service encompassing a complex and strategic collection of technical functions. As a senior leadership post within a major part of the organisation the post will determine what and how the council is specifically going to achieve within their service area and lead culture change across the service area. As part of the strategic leadership team of the relevant part of the organisation and the council's senior leadership team, supporting elected members, the chief executive, the executive leadership team and the corporate director in achieving the county's vision and ambition.</p>
<p>Scope of Work The role requires a high level of operational and/or technical knowledge and experience gained through broad and deep experience and academic study. The job holder will select, develop and assess the applicability of methodology and practice using both their theoretical and conceptual understanding and their substantial experience and expertise within their service area. As a member of the council's senior decision-making group there is a considerable requirement for the job holder to apply evaluative judgement to determine a course of action beyond the council's previous experience and solutions.</p>
<p>Accountabilities/Responsibilities The following are a range of duties that are appropriate to this grade.</p> <ul style="list-style-type: none">▪ To lead, plan, manage and provide strategic direction to a major operational service or a major corporate service.▪ Job holders in the operational role will also have responsibility as the recognised Deputy for Corporate Director for the service.▪ Drive the implementation of the transformation of services within their service area and deliver a transformed business model and workforce able to quickly evolve and adapt to new ways of working in response to changing priorities and needs.▪ Lead on the development of internal and external partnership working with strategic partner organisations and key stakeholders to deliver effective services within their area of responsibility.▪ Lead the Council's strategies relevant to their service area and ensure the delivery of high quality, best practice and value for money services to communities and citizens.▪ To provide advice and guidance to members and senior managers on the implications of new legislation, policies and any other major external and internal drivers for change and to ensure the effective implementation of required changes.▪ The post holder is responsible for the service area budget and delivery of high quality, value for money services within the budgetary parameters.
<p>Skills, knowledge and experience</p> <ul style="list-style-type: none">▪ Broad knowledge and understanding of local government and the relevant service area.▪ Comprehensive experience, knowledge and understanding of the operation, activities and objectives of their service area. Working within the financial policy, financial regulations, standing orders and procedures within the corporate policy context.▪ Leadership of large scale change programmes and demonstrative track record of achievement.▪ Good understanding of the political context at national, regional and local level▪ Strategic and analytical thinking to find innovate and creative solutions to problems.▪ Significant experience and understanding of partnership working and managing external relationships.

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Lancashire County Council Grade Profile

Grade Profile – Managerial – (D3)

Purpose The senior post providing leadership across a major and diverse collection of operations and/or corporate function within the organisation. As a senior leadership post, it will contribute to and lead culture change across the Council, influencing and implementing the strategic policy direction and delivering value for money for the communities of Lancashire.
Scope of Work The post requires broad and/or deep knowledge in a field of expertise requiring command of diverse practices, precedents or sophisticated concepts and principles. The post holder will have the breadth and experience inside/outside of the organisation to provide leadership to multiple disciplines. The post holder will influence and develop the Council's corporate strategy, leading corporate developments and influencing culture change across the County Council.
Accountabilities/Responsibilities The following are a range of duties that are appropriate to this grade. <ul style="list-style-type: none">▪ Leading a collection of major operations or corporate functions and co-ordination/integration of those operations or functions across the wider organisation in line with longer term strategic plans.▪ Leadership of organisational strategies ensuring delivery against targets, objectives and priorities in line with best practice and value for money.▪ Leading on and driving through change programmes, which will ultimately deliver savings and improved services.▪ Experience of working with and influencing internal and external partners and key stakeholders to ensure delivery against service specific and corporate objectives.▪ A member of the Council's senior decision making group and responsibility for actively contributing to the decision making process both for their area of responsibility and wider across the organisation.▪ Where applicable to the role, responsibility for undertaking a statutory function and associated requirements.▪ The post will have prime responsibility for the budget for the area of responsibility and also contribute to the determination of the Council total budget and spend.
Skills, knowledge and experience <ul style="list-style-type: none">▪ Deep knowledge and understanding of local government.▪ Comprehensive experience, knowledge and understanding of the operation/function, activities and objectives of the Council, both current and future.▪ Management of large scale change programmes and demonstrative track record of achievement.▪ Ability to successfully influence key decision makers and stakeholders locally, regionally and nationally.▪ Comprehensive experience and understanding of partnership working and managing external relationships.▪ Strong option appraisal and cost benefit analysis skills to achieve organisational success in an environment of reducing financial resources.▪ Ability to assess, develop, select and implement effective options for new business models and new ways of working for the area of responsibility, whilst ensuring corporate strategic fit.▪ Ability to operate sensitively in a political environment, developing relationships with all members gaining respect, trust and confidence.