

**Lancashire County Council  
Grade Profile**

**Grade Profile – Managerial – (Grade 12)**  
Applies to all managerial posts at Grade 12.

**Purpose**

One of the Council's senior managers in a professional service area co-ordinating/managing multiple related projects, services or teams engaged in diverse or complex work to ensure service objectives are met.

**Scope of Work**

Role holders will exercise significant decision making to direct the work of a team/teams of professional staff in delivering a broad range of projects or service activity in multiple related business areas and are likely to have a significant role in supporting the development of strategy, service improvement and on-going compliance.

**Accountabilities/Responsibilities**

The following are a range of duties that are appropriate to this grade.

- Lead on determining the planning for the area, translating wider Group and Service Area objectives into a clear Service Plan.
- Attend groups/boards/partnerships to contribute to wider strategic planning processes within the Service Area.
- Interpret complex management and financial information to review progress towards team objectives on an ongoing basis, and improve systems where appropriate to enhance data quality.
- Lead on identifying and delivering change within the service area to ensure continuous operational, performance and efficiency improvement. This includes scoping and leading medium to large sized projects.
- Provide advice and guidance both internally and externally on a range of complex issues that may fall outside of established policies or procedures, to ensure that the best outcome for the service and Council.
- Review and prioritise the use of resources, including buildings, equipment and/or vehicles, to ensure they are put to best medium term use in delivering the service. This may include proposals on developing new income streams and difficult efficiency savings, for review by senior management.
- Develop, manage and motivate a team which aspires to high standards of work and behaviour, by providing ongoing coaching and undertaking training needs analyses.
- Build and develop partnerships and relationships with members, senior officers, external organisations and the community to ensure services are developed in line with changing priorities and needs.

**Skills, knowledge and experience**

- Knowledge and professional experience likely to be 6-8 years post qualification or equivalent
- Experience of managing and developing people from increasingly diverse backgrounds
- Ability to build relationships and decisively influence at senior levels
- Excellent understanding of Service Area objectives, as well as of Corporate Plan and Community Strategy
- Excellent understanding of current developments in own and related service areas
- In addition to the skills knowledge and experience described above, you may be required to undertake a lower graded role as appropriate.

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### **Performance Indicators**

- Delivery of specified results e.g. outputs, volumes, continuous improvements.
- CAA feedback and other audit feedback
- Achievement of medium-long term milestones
- Quality of partner relationships
- Budgeted vs. Planned expenditure
- Internal profile, customer satisfaction (internal or external) and service level measures.
- Work force indicators (turnover, timeliness, absenteeism, etc.)
- Project variance from time/budget targets

**Lancashire County Council**  
**Person Specification (Grade 12 – Managerial)**

Requirements	Essential (E) or Desirable (D)	Identified by Application Form (A) or Interview (I)
<b>Qualifications:</b>		
Professional and/or academic level qualification or equivalent or substantial vocational experience in a relevant technical, scientific, specialised or operational field	E	A
<b>Experience:</b>		
Significant experience at senior management level; managing large and/or complex operations/functions/services	E	A, I
Developing initial service plans and managing services in line with agreed budgets, targets and plans	E	A, I
Initial strategy, policy and procedural development and implementation across the area of responsibility	E	A, I
Innovative and creative management of services within a changing and challenging financial environment	E	A, I
Management and development of teams to ensure high quality service delivery within an uncertain environment	E	A, I
<b>Knowledge and Skills:</b>		
Ability to build relationships and influence, develop and motivate at senior levels, internally and externally	E	A, I
Developed understanding of Corporate and service strategy and objectives and translation and implementation at local level	E	A, I
Ability to apply managerial judgement to ensure service area objectives are achieved	E	A, I
Strong analytical and problem solving skills	E	A, I
Strong project and change management skills	E	A, I
<b>Other (including special requirements)</b>		
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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