



Public Health

Career Progression Framework Guide



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What should the Career Framework be used for?

- Reflecting on opportunities and career pathways within your own job profession
- Considering career and progression options across other professions, or the wider organisation
- Understanding behaviours linked to a successful career within Public Health
- Thinking about transferable skills and personal strengths
- Identifying your skills and experience gaps in reference to career progression
- Building a personal development plan
- Preparing for development or career conversations
- Learning more about Public Health colleagues and how they have successfully navigated their careers

Public Health Career Progression Framework

The Public Health Career Progression framework is designed to help staff have better career conversations, plan meaningful development, and to experience fulfilling careers. This supports our long-term strategy, Employee Value Proposition and Medway Council's commitment to valuing staff. These frameworks will also help support any recruitment and retention issues as well as support managers with succession planning.

Having career progression frameworks will mean there will be one place where individuals can gain an understanding of the skills and experience needed in each role.

For some individuals thinking about their career in a professional context will be familiar and for others it will be a shift. Integrating those frameworks into the employee experience at the right points offers a real opportunity for all individuals to actively map out their own career progression journey, as they understand how to gain skills, experience and identify the right learning for themselves in a structured way and at the right time.

For information on Career Frameworks and pathways in other areas within Medway Council, please search for 'Career Frameworks' on the Council's Intranet site, MedSpace.

The Framework provides the following information within each job profession:

- Core Knowledge, skills and experience at professional levels within job professions
- Transferable skills and competencies associated with each professional level
- Development activities that may support vertical and lateral career progression

The Public Health Career Progression Framework should not be considered as an exhaustive resource, or as a guarantee of progression along any defined career pathway, but rather as a tool to support you to consider, discuss and plan your career and development at Medway Council.

What is the Public Health Career Progression Framework?

The framework is a development tool designed to support your thinking about career progression and development with the Public Health team. It provides clarity and detail about the different job roles in these areas, signposts potential opportunities to seek out for personal and professional development and highlights transferable skills against each role.

Career progression frameworks are a key element of supporting individuals to grow and develop their career within a profession, which in turn support creating career pathways across Medway Council.

Public health professionals play a crucial role in promoting and protecting the health and wellbeing of the population. The primary responsibilities of the public health workforce are to prevent disease, prolong life, and improve the overall health of communities. Local authorities in England have statutory responsibilities for public health services and these are outlined in the Health and Social Care Act of 2012.

Good public health is influenced by a wide range of factors that people encounter throughout the whole of their life, from birth through to old age. Many of these factors, such as early years care, education, housing, leisure, planning and building control, environmental services, and social care, are provided by or through the local authority. Other services impacting people's wellbeing are delivered by external statutory bodies, voluntary, charitable and social enterprises (VSCs), and commissioned services. Staff working within public health will interact with all these bodies and organisations, as well as members of the public to deliver sustainable, high quality, and value for money services that meet the complex and changing needs of the population.

Jobs within public health include leadership and consultancy roles, management, practitioner, and administrative.

Job Title	Range	Job Family/Group
Public Health Roles		
Supporting Healthy Weight Assistant (Food)	2	Public Health Assistant
Tobacco Control Project Coordinator	3	Project Coordinator
Health Improvement Coordinator Pregnancy	3	Project Coordinator
Health Improvement Coordinator Early Years	3	Project Coordinator
Project Coordinator	3	Project Coordinator
Health Improvement Coordinator	3	Project Coordinator
Health Improvement Coordinator (Breastfeeding)	3	Project Coordinator
Health Improvement Project Coordinator	3	Project Coordinator
Health Improvement Coordinator	3	Project Coordinator
Health Improvement Practitioner Pregnancy	3	Public Health Practitioner
Health Improvement Coordinator Community Food	3	Public Health Practitioner
Supporting Healthy Weight Adviser	3	Public Health Practitioner
Healthy Weight Adviser	3	Public Health Practitioner
Health Improvement Coordinator (Kate)	3	Public Health Practitioner
Physical Activity Specialists	3	Public Health Practitioner
Health and Wellbeing Coach	4	Advanced Public Health Practitioner
Specialist Health Improvement Practitioner	5	Senior Public Health Practitioner
Whole System Obesity officer	4	Project Officer
Health Improvement Officer Tobacco Control	4	Project Officer
HAF Project Officer	4	Project Officer
Project Officer Adult Weight Management	4	Project Officer
Pharmacies Project Officer	4	Project Officer

Project Officer GP	4	Project Officer
Project Officer Health Checks	4	Project Officer
Planner (Healthy Places)	4	Project Officer
Health Improvement Advice Officer	5	Senior Project Officer
Health Improvement Officer Community Food	5	Senior Project Officer
HAF Project Manager	5	Senior Project Officer
Health Improvement Project Officer (Oral Health & Early Years)	5	Senior Project Officer
Health Improvement Project Officer	5	Senior Project Officer
Health Improvement Project Officer Healthy Weight	5	Senior Project Officer
Team Leader Healthy Improvement	5	Senior Project Officer
Senior Community Project Officer	5	Senior Project Officer
Social Isolation Project Officer	5	Senior Project Officer
Physical Activity Community Projects Officer	5	Senior Project Officer
Project Officer Physical Activity	5	Senior Project Officer
Programme Manager	6	Programme/Project Manager
Tobacco Control Programme Manager	6	Programme/Project Manager
Community Project Manager	6	Programme/Project Manager
Community Project Manager Supporting Healthy Weight	6	Programme/Project Manager
Supporting Healthy Weight Project Manager	6	Programme/Project Manager
Programme Manager Stop Smoking and Health Checks	6	Programme/Project Manager
Programme Manager Wider Determinants	6	Programme/Project Manager
Health Improvement Project Manager Adult Physical Activity	6	Programme/Project Manager
Health Improvement Officer Advice Centre	AFC6	Programme/Project Manager
Senior Public Health Manager	AFC8a	Senior Public Health Manager
Senior Public Health Manager	7	Senior Public Health Manager
Head of Service	SM	Service Manager
Commissioning Roles		
Partnership Commissioner	4	Project Officer, Commissioning
Senior Partnership Commissioner	6	Senior Partnership Commissioner

Job Profession: Senior Public Health Manager (Range 7)

Senior Public Health Managers take responsibility for the development, implementation, and delivery of national, regional and local public health policies, developing inter-agency and interdisciplinary strategic plans and programmes for delivery against key public health targets, especially with regard to the areas of health and wellbeing.

Post holders manage large teams of public health personnel, provide public health advice and leadership to the integrated public health team and support the Head of Service and Public Health Directorate Management Team, with a range of strategic tasks. They have responsibility for developing and delivering the service plan targets and priorities and supporting the department to achieve its strategic ambition of reducing health inequalities and improving the health and wellbeing of Medway residents.

Senior Public Health managers play a part in a wide range of strategic work and liaising with key partners and stakeholders in a way that promotes the vision and values of the Council, while embedding health and wellbeing across the system. Influencing skills are an essential part of this role.

Job Profession: Programme Lead (Range 7)

Programme leads support the development and delivery of the integrated health and social care commissioning strategy that is rooted in outcome focused solutions, supporting Medway Council and NHS Kent & Medway Integrated Care Board to achieve their strategic and overarching objectives.

Staff within this job act as the single accountable body in respect of all commissioning for a defined portfolio of work. This involves overseeing the planning, development and implementation of relevant programmes of work and ensuring they are delivered in accordance with the required outcomes, performance targets, and measurable savings which will include the effective management of risk.

Post holders develop and utilise tools that enable analyses and interpretation of need, demand, spend data and provider performance data. This includes profiling provider market to ensure proactive planning is taken to address gaps in provision securing sufficiency in provision, ensuring high standards of service delivery and good safeguarding practices are being embedded. They direct and support the shaping of provider markets to address need and drive service improvements where required.

Job Profession: Public Health Programme/Project Manager (Range 6)

Public Health Programme/Project Managers have the skills, knowledge, and experience to develop, implement, and evaluate evidence-based, cross organisational, multi-disciplinary projects to improve health and wellbeing, reduce inequalities, and promote prevention of ill-health and premature mortality.

Staff within this job profession will work within the context of national and local guidance and strategies to provide direction and leadership for their team to deliver on all activities within their portfolio area. They will manage and motivate their team to deliver against key performance indicators as defined in the Public Health Outcomes Framework, whilst supporting team members to achieve personal aspirations and fulfil their potential.

Public Health Programme/Project Managers oversee programmes of work within their portfolio area and will write business cases and reports, service specifications, carry out needs analyses and represent the Council at local, regional, and national steering groups, networks and other meetings. They support the delivery of public health goals and targets through working with system partners and community-based assets to deliver against project schedule, working within scope, budget, and professional and ethical boundaries. They undertake proactive planning to ensure service provision adheres to national guidance and is responsive to local needs.

Public Health Programme/Project Managers can be in specialist or generalist roles and will have a role specific qualification in a relevant discipline or acquired equivalent experience in a health or social care setting, or another relevant role.

Job Profession: Senior Partnership Commissioner (Range 6)

Senior Partnership Commissioners lead a team that support the development and delivery of high quality community based services that supports the Council and NHS Kent & Medway Integrated Care Board to achieve their strategic and overarching objectives in meeting the health and wellbeing needs of the local population.

Staff within this job profession lead on commissioning and contract management for services within their portfolio area, ensuring they reflect national and local strategy and guidance, and meet relevant

legislation, including the standards set out in the Integrated Commissioning for Better Outcomes Framework. They ensure service users are placed at the heart of the decision-making process and create integrated pathways that facilitate seamless transition of people between services. The achievement of cost savings is a key element of this role, as is effective risk management, service improvement and embedding of good practice.

Staff in this role lead on a range of activities that form part of the commissioning cycle and carry out proactive planning to alleviate pressure on acute services, address gaps in provision, and ensure service sufficiency. They will write business cases and reports, service specifications, carry out needs analyses, review financial and performance data, and represent the Council at a range of meetings and forums.

Senior Partnership Commissioners work in partnership with other agencies to maximise opportunities for collaborative commissioning. They manage and motivate a team, providing direction and leadership to deliver against key performance indicators, whilst supporting team members to achieve personal aspirations and fulfil their potential.

Senior Partnership Commissioners are generalists and will have a qualification in a relevant discipline or have gathered experience while working in a commissioning and contract management role in a health or social care setting or other area relevant to the role.

Job Profession: Senior Public Health Project Officer (Range 5)

Senior Public Health Project Officers lead and manage teams that deliver complex projects and public health objectives. They plan and secure project resources whilst identifying and mitigating risks.

Staff within this job profession will work within the context of national and local guidance and strategies to motivate, support, and develop their team to satisfy their career aspirations and fulfil their potential. The team will deliver against national and local targets as set out in the Public Health Outcomes Framework, whilst working within professional and ethical boundaries.

Senior Public Health Project Officers will deliver outcomes through influencing and working collaboratively with internal colleagues and external partnerships to identify priorities and develop action plans for joint health improvement projects that meet the needs of the local population. They will develop, implement, monitor, and evaluate evidence-based public health projects and will represent the Council at a range of meetings. They will deliver formal presentations and educational sessions to clinical and non-clinical teams, and advocate for and raise the profile of public health interventions that contribute to reducing health inequalities.

Staff in this role will apply the principles of social marketing and/or behavioural science to reach specific groups and communities with enabling information and ideas.

Senior Public Health Project officers can be in specialist or generalist roles and people in this job role will have general qualifications or gathered equivalent experience in a public health setting.

Job Profession: Senior Public Health Practitioner (Range 5)

Senior Public Health Practitioners contribute to the planning, implementation, and evaluation of a range of programmes that support adults with severe and complex obesity. They deliver an intensive level of support to adults who have co-morbidities or who have not responded to previous weight management interventions and apply behavioural support and motivational interviewing techniques as well as assisting implementation of pharmacotherapy pathways.

Staff within this job profession have daily contact with service users and are skilled in building trusted relationships, carrying out general health and psychological screening assessments, and providing emotional support and advice on healthy eating and physical activity. Professionals in this role will draw on assistance from the wider 'Supporting Healthy Weight' team to deliver a comprehensive package of support to the service user. They work within the context of national and local policies and guidance and adhere to occupational codes of conduct.

Senior Public Health Practitioners work collaboratively with internal and external services and provide specialist advice and support in the development of knowledge about severe and complex obesity. They contribute to improving the health of individuals and reducing health inequalities whilst working within professional and ethical guidelines.

Staff in this role may be required to line manage others and will also direct, coordinate, or train other employees.

Senior Public Health Practitioners are specialists and will be a Registered Nurse or have a dietetics qualification or equivalent clinical qualification. Additional qualifications for this role include the application of behaviour change therapies, and an awareness of weight management, nutrition, or diabetes.

Job Profession: Public Health Project Officer (Range 4)

Public Health Project Officers support, monitor and review a range of projects providing expertise, advice and assistance to ensure effective project implementation in line with budgets and timescales.

Staff within this job profession contribute to the development, delivery, and evaluation of evidence-based projects to improve health and wellbeing of the population and reduce inequalities. They will support the achievement of local and national targets for their portfolio area as set out in the Public Health Outcomes Framework, whilst working within professional and ethical boundaries.

Public Health Project Officers build alliances and partnerships to plan, implement, and monitor projects that have shared goals and that can be time limited. They work collaboratively with internal colleagues and external partnerships, including clinical professionals, to promote public health interventions and deliver joint health improvement projects that meet the needs of the local population.

Staff in this role will deliver formal presentations to clinical and non-clinical teams and apply the principles of social marketing and/or behavioural science to reach specific groups and communities with enabling information and ideas. They may be required to line manage an apprentice and may also need to direct, coordinate, or train other employees.

Public Health Project Officers can be specialists or generalists and will have general qualifications or gathered equivalent experience in a public health setting.

Job Profession: Commissioning Project Officer (Range 4)

Commissioning Project Officers support the delivery of project management and lead on monitoring and overseeing the activities of commissioned providers of person-centred services that meet the needs of the local population. They ensure service provision conforms to contractual terms and that key performance indicators are delivered within budget and in line with the standards set out in the Integrated Commissioning for Better Outcomes Framework.

Staff within this job profession carry out various activities including quality assurance, coordinate service user engagement and clinical group meetings, respond to day-to-day service requests, and process invoices and 'Individual Funding Requests'. They support in the undertaking of practice research, assessment of need and demand data, and financial analyses.

Commissioning Project Officers are responsible for ensuring all programme plans and reporting requirements are regularly collated, updated, and maintained. They monitor activity and finance data to ensure services provided represent value for money and operate within professional and ethical boundaries while promoting population health and wellbeing and addressing health inequalities. Staff in this job profession may be required to line manage an apprentice and they may also be required to direct, coordinate, or train other employees.

Commissioning Project Officers are generalists who will have a general qualifications or have experience of working in commissioning and contract management in a health or social care setting or other area relevant to the role.

Job Profession: Advanced Public Health Practitioner (Range 4)

Advanced Public Health Practitioners work in partnership with Medway South Primary Care Network and designated GP practices to support and guide vulnerable families to identify their own health and wellbeing goals and make healthier lifestyle choices to realise those goals. They help families and individuals to gain and apply the knowledge, skills, and confidence that enable them to be active participants in their own care.

Staff within this job profession provide holistic, person-centred support to patients to address existing issues affecting health and wellbeing, while encouraging proactive prevention of any new illness. They adopt a non-judgemental approach in supporting personal choice, assess consequences of choices, and ensure patients understand the impact of those choices on their health and wellbeing. The staff member in this job profession understands the limit to their practice and knows when it is appropriate to refer service users back to their health professional or other agency.

Advanced Public Health Practitioners contribute to service development and implementation including delivery of educational sessions to both service users and clinical and non-clinical staff. They work in the context of local and national policies, strategies, and guidance to deliver against relevant key performance indicators set out in the Public Health Outcomes Framework, whilst working within professional and ethical boundaries.

Staff in this job role will not be required to line manage others but may be required to direct, coordinate, or train other employees.

Advanced Public Health Practitioners can be specialists or generalists and will have a role specific qualification or experience gathered in a health or care setting. Additional qualifications for this role can include the application of behaviour change therapies, and an awareness of weight management, nutrition, or diabetes.

Job Profession: Public Health Project Coordinator (Range 3)

Public Health Project Coordinators provide effective support to enable the successful development and delivery of public health projects and initiatives that improve health and wellbeing and reduce health inequalities. They work as part of a team to support the whole department and provide cover when need.

Staff within this job profession carry out a wide range of technical and administrative tasks including promoting public health concepts and interventions at public facing events, creating visual displays, monitoring project assets, assisting in development and delivery of training, and setting up and participating in meetings.

Public Health Project Coordinators liaise with service users and work collaboratively with internal and external services and organisations to deliver evidence-based projects to improve health and wellbeing by supporting the achievement of local and national public health targets as set out in the Public Health Outcomes Framework. They work within professional and ethical boundaries and do not line manage others but may be required to direct, coordinate, or train other employees.

Public Health Project Coordinators are generalists and will have general qualifications in a relevant discipline or have gathered experience through working in a public health setting.

Job Profession: Public Health Practitioner (Range 3)

Public Health Practitioners help people make positive lifestyle changes through the application of behaviour change techniques and structured evidence-based health promotion interventions. They plan and provide support sessions to increase service user motivation, maintain engagement, and deliver successful treatment outcomes.

Staff within this role work with service users in a supportive, sensitive, and responsible way to help identify and overcome barriers to health improvement that can contribute to health inequalities. They collect health related information such as taking measurements and carry out other associated responsibilities including advocating for public health principles and actions to promote, protect, and improve health and wellbeing.

Public Health Practitioners maintain knowledge and awareness of service targets and work towards achieving them as part of a team, whilst ensuring adherence to professional, occupational, and ethical codes of conduct. They are not required to line manage others but may be required to direct, coordinate or train other employees.

Public Health Practitioners are generalists and will have general qualifications or experience gathered in a health or care setting or within an equivalent programme in a similar setting. Additional qualifications for this role can include the application of behaviour change therapies, evidence of continued professional development or working towards UKPHR practitioner registration.

Job Profession: Public Health Assistant (Range 2)

Public Health Assistants work with a team to support delivery of or facilitate access to public health services. They carry out a range of administrative tasks such as filing, dealing with post, e-mails, report preparation, and collating information.

Staff within this role follow established processes and monitor and report on the delivery of tasks. They communicate both verbally and in writing with service users and team members, and may handle sensitive personal and medical information relating to service users.

Public Health Assistants represent the service at promotional events and assist with service delivery when emergency cover is needed. They advocate public health principles that promote health and wellbeing, and work within professional and ethical boundaries. They are not required to line manage others but may be required to direct, coordinate, or train other employees.

Public Health Assistants are generalists and educated to GCSE level or have an equivalent qualification. Additional credentials for this role can include vocational qualifications relevant to the role.

How might you use the Career Framework?

The Public Health Services Career Progression Framework aims to support your career. It provides clear and consistent information to help you to develop, and to plan your progress.

Depending on where you are in your career journey, the Framework could be used to inform conversations with your line manager by providing a foundation for discussions about your ongoing training and development needs, or preparation for the next stage in your career.

For Individuals:

You will be able to use the available frameworks to identify the skills and experience you need at any point in time for any given professional role. You will clearly be able to see how you can progress within each Role as well as how to progress through the career framework.

The frameworks will support you to plan and manage your own career, helping you plan your learning journey to support your career aspirations.

The frameworks will help you take control of and steer your development conversations more effectively, so they reflect your professional priorities and needs.

An understanding of the professional technical and experience needed for a role will also support you if you want to look for a move, as the professional requirements are reflected in recruitment.

For Managers:

The frameworks will help you structure conversations with individuals in your public


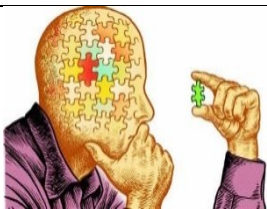


health team, providing a narrative for you to use in development conversations.

you ensure you get the right person in post, with the right skills needed.

The frameworks provide a way to build a joint understanding with individuals in your public health team, or the professional expectations, especially where you may be in a different profession.

Using frameworks and Job Descriptions to inform discussions on recruitment can help

Are you a browser, a thinker, a mover or a supporter?

How can you use the Career Progression Framework?			
			
Browsers	Thinkers	Movers	Supporters
<p>Are you reflecting broadly on a career with Medway Council?</p> <p>If so, use the framework to look at the kinds of experiences and development you might need to join different job professions at different ranges.</p> <p>You may also be interested in transferable skills to see what pathway best suits you.</p>	<p>Are you thinking about your longer-term career and may be deliberating between a few directions?</p> <p>If so, you can use the framework to understand how to gain the kind of experience you need to progress your longer-term ambitions.</p> <p>You can gain insight into the kinds of development you might consider to take action</p>	<p>Are you ready to progress, you know exactly where you want to go?</p> <p>If so, you can use this framework to gain information for your next move. You can locate the professional job role and level you are interested in and find relevant information on job titles, experience, skills, and development.</p>	<p>Are you a manager, a coach, a mentor or a supportive friend?</p> <p>If so, you can use the framework to recruit, inspire and develop staff through meaningful conversations, even if you are not a subject matter expert in the professional field.</p>

How the Framework is organised

This framework is organised in the following way:

Job profession

A job profession represents a group of jobs that have similar professional characteristics. Although the level of responsibility will differ, the essential nature of activities carried out is consistent across the profession and there is a reasonable expectation that people would progress within the profession between levels.

This framework covers the following job profession(s):

1. Public Health Assistant (Range 2)
2. Public Health Practitioner (Range 3)
3. Advanced Public Health Practitioner (Range 4)
4. Senior Public Health Practitioner (Range 5)
5. Public Health Project Coordinator (Range 3)
6. Public Health Project Officer (Range 4)
7. Senior Public Health Project Officer (Range 5)
8. Public Health Programme/Project Manager (Range 6)
9. Commissioning Project Officer (Range 4)
10. Senior Partnership Commissioner (Range 6)
11. Programme Lead (Range 7)
12. Senior Public Health Manager (Range 7)

A single job profession tends to represent an area of specialist expertise, described at different role levels.

Some job roles may combine more than one job profession, meaning that the post holder has expertise in more than one specialism. In these circumstances, consider how your role is reflected in one or a combination of professions, and how you would like to build your career going forward. Consider where you would like to focus your energies in building experience in your area of interest and potentially increasing your specialisation within a certain profession. Use the information in the framework relating to development and transferable skills and competencies to support your thinking.

Roles within the public health team cover 12 professions.

Personal and Professional Development

The Career Progression Framework highlights different ways in which staff can actively develop their personal and professional skills.

This may include:

On the job learning (learning by doing)

Learning from others (through observing and interacting with other people or groups)

Formal learning (classroom based)

There are other ways in which staff can actively develop their personal and professional skills, such as:

Stepping Up (covering an employee's annual or sick leave to gain relevant experience and development (unpaid))

Acting Up (covering the duties of a higher-graded post on a longer-term basis (paid))

Secondments (a temporary transfer of an employee to another section or department. Usually within Medway Council but can also be an external organisation)

The Career progression framework points to relevant learning and development suggestions to reach the level at which they are displayed. For example, information displayed at a Level C refers to the development required to reach an Accomplished level within that job role.

In some cases development options should not be considered as essential, but as useful suggestions to build, encourage and support staff to build expertise, confidence and experience to enable their next chosen move.

Transferable Skills

The transferable skills section supports a flexible approach to career planning through highlighting abilities, attributes and behaviours that underpin effective performance. They can give a preliminary basis for identifying where transferable skills could be helpful to job mobility and provide a starting point for understanding strengths. These skills can be developed and refined through working experience or learning interventions as part of any personal and professional Development.

Evidence required to progress through the Public Health Career Development Framework

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Administration & Support

Public Health Assistant (Range 2)

EVIDENCE FOR LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications:</u> <ul style="list-style-type: none"> Certificates for qualifications 	<u>Qualifications:</u> <ul style="list-style-type: none"> Evidence of CPD, e.g. learning log, training or development record 	<u>Qualifications:</u> <ul style="list-style-type: none"> Evidence of working towards NVQ Business Administration Level 3
<u>Knowledge:</u> <ul style="list-style-type: none"> Demonstrated through application and interview process. 	<u>Knowledge:</u> <ul style="list-style-type: none"> Demonstrate understanding of how the role fits in with the rest of the team. Minimum of 3 written examples of application of knowledge to job related tasks. Statement from line manager or Appraisal documentation detailing occasions when achieved. 	<u>Knowledge:</u> <ul style="list-style-type: none"> CPD certificates, including role specific if relevant. Line manager observation of practice. Minimum of 3 written examples of completed forms, reports, spreadsheet or records.
<u>Experience:</u> <ul style="list-style-type: none"> Job application and at interview through scenario based questioned. 	<u>Experience:</u> <ul style="list-style-type: none"> Minimum of 12 months at 2A. Minimum of 3 written examples, such as feedback, datasets, letters or e-mail correspondence demonstrating problem solving experience. Observation of practice by line manager or 1-1/supervision notes. Minimum of 3 examples of successful problem resolution with supporting documentation, e.g., emails, feedback, datasets. 	<u>Experience:</u> <ul style="list-style-type: none"> Minimum 12 months at 2B Supporting statement from line manager or appraisal documentation to evidence of resolving difficult issues.
<u>Skills:</u> <ul style="list-style-type: none"> Job application and interview process. Evidence through competency based questions. 	<u>Skills:</u> <ul style="list-style-type: none"> Statement from line manager or appraisal record detailing skills in supporting change. Minimum of 3 examples or portfolio of work including use of different types of media to promote public health messages, resourcing and supporting delivery of promotional events. Minimum of 3 examples of successfully managing challenging conversations, such as feedback, line manager observation, meeting minutes citing specific incidences. 	<u>Skills:</u> <ul style="list-style-type: none"> Statement from line manager or appraisal record detailing supervision skills and ability to provide on-the job training to others. Minimum of 3 examples, including emails, lists of resources obtained and used, data evidencing engagement and/or service uptake.

Public Health Practitioners

Public Health Practitioner (Range 3)

EVIDENCE FOR PROGRESSION TO LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications:</u> <ul style="list-style-type: none"> Qualification certificate Application and interview process via scenario-based questions 	<u>Qualifications:</u> <ul style="list-style-type: none"> Learning log or other evidence of professional development. 	<u>Qualifications:</u> <ul style="list-style-type: none"> Application submitted for UKPHR registration
<u>Knowledge:</u> <ul style="list-style-type: none"> Job application and interview process via scenario based questions. 	<u>Knowledge</u> <ul style="list-style-type: none"> Portfolio of evidence, demonstrating your knowledge of evidence base and evidence sources relating to the role, your understanding of performance monitoring and evaluation, and your understanding of the One Medway Council Plan. 	<u>Knowledge:</u> <ul style="list-style-type: none"> Minimum of 3 written examples of work with a focus on application of knowledge relating to specific service processes and policies relevant to role, such as reports, presentations or meeting minutes. Portfolio of evidence demonstrating knowledge of how service delivery can be affected by budget` allocations.
<u>Experience:</u> <ul style="list-style-type: none"> Job application and interview process via scenario-based questions. 	<u>Experience:</u> <ul style="list-style-type: none"> Minimum of 18 months at 3A A minimum of 3 examples of emails/correspondence/reports showing own role in effective ongoing collaborative work with system partners to deliver public health outcomes. 	<u>Experience:</u> <ul style="list-style-type: none"> Minimum 18 months at 3B A minimum of 3 examples of using emails, reports, planning and preparation documentation evidencing own actions/tasks carried out that have contributed to successful project outcomes. Documentation should evidence how risks have been anticipated and managed and how stakeholder expectations have been managed and met. Explain how these actions have benefitted the service, and Medway residents. Provide at least 3 examples of PowerPoint slides, and printed resources you have created, and images of display boards created and, of promotional events held that demonstrate your experience of creating content Portfolio of work evidencing situations where unusual or challenging circumstances have arisen and you have taken the initiative to respond/resolve. Portfolio of work evidencing occasions where initiative has been taken for own development needs.

		Provide supporting statement from line manager of occasions when they have supported in the development of others.
<ul style="list-style-type: none"> <u>Skills:</u> Job application and interview process via competency-based questions. 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> Portfolio of work evidencing occasions when ethical frameworks were referred to and how these have been applied when making difficult decisions related to health promotion and reducing inequalities. Provide examples to demonstrate your skill in communicating key messages and complex information and concepts applicable to your role, to a wide variety of audiences, including the public. At least 3 of the examples should evidence your ability to interpret and present data so it is understood by the receiver. Provide copies of marketing materials/messaging produced in partnership with Comms to convey key messages to manage public perceptions of health improvement opportunities. Provide at least 3 examples of how evidence-based approaches have been used to empower communities to improve own health and wellbeing. Provide at least 3 examples of work carried out that has led to the creation of environments that support people to improve their health and wellbeing. Line manager observation or feedback on at least 3 occasions where different tools and technologies have been used to support dialogue with community groups to improve health literacy and reduce inequalities. 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> Provide a minimum of 3 examples of projects where post holder has contributed to service development/creation of processes and procedures that reflect national best practice. Verbally describe at 1-1 best practice used and the positive aspects of this that would enhance local service provision. Provide at least 3 examples of evidence such as emails, feedback, and/or observations and manager's supporting statement relating to public and stakeholder engagement to inform service design and development. Provide observation feedback or assessment form/supporting statement from manager or stakeholder relating to ability to adapt to change, handle uncertainty and solve problems on at least 3 occasions.

Advanced Public Health Practitioner (Range 4)

EVIDENCE FOR LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications:</u> <ul style="list-style-type: none"> • Qualification certificates • Evidence via job application/interview. 	<u>Qualifications:</u> <ul style="list-style-type: none"> • Learning log or evidence of learning/development undertaken 	<u>Qualifications:</u> <ul style="list-style-type: none"> • Application submitted for UKPHR registration
<u>Knowledge:</u> Evidenced through job application and interview process, including scenario based questions at interview.	<u>Knowledge:</u> <ul style="list-style-type: none"> • Describe the structure for delivery of health promoting services via NHS and local government. • Verbally describe at 1:1, knowledge of national and local healthy weight strategies and policies and how these influence and shape own work. • Verbally describe latest research relating to obesity and behaviour change and provide different examples of how these have been applied to own work, including technical/specialist aspects such as performance monitoring and evaluation. • Describe knowledge of One Medway Council Plan and explain how own role contributes to Council's priorities • Provide at least 3 different examples, such as emails, meeting minutes, and reports of providing advice and guidance on using own specialist/technical knowledge. • Provide at least 3 different examples of work carried out to reduce health inequalities associated with the wider determinations of health. Evidence outcomes through enhanced service engagement/outcomes/feedback/Emails. 	<u>Knowledge:</u> <ul style="list-style-type: none"> • Verbally describe at 1:1 the full range of procedures, policies and concepts relevant to role and provides different examples of how these have been applied. • Verbally describe knowledge of population health, health needs, risks, inequalities, wider determinants, and service uptake, how these can be promoted, measured and monitored, and the tools available to do this. Provide examples of application in own role. Evidence sources of information used via weblinks, describing information accessed. • Provide at least 3 different examples of how policies and strategies have informed and provided leverage for work carried out within role.
<u>Experience:</u> <ul style="list-style-type: none"> • Evidenced through job application and interview process and through use of scenario-based questions. 	<u>Experience:</u> <ul style="list-style-type: none"> • Minimum 18 months at 4A • Provide at least 3 examples of delivering mutually beneficial goals through the building of alliances and partnerships. E.g., stakeholder meetings, workshops, task and finish groups, emails, newsletters, reports that show enhanced outcomes/service/policy engagement as a result of activity. • Provide at least 3 examples of evaluating efficacy of partnership work through reports/analyses of activity and evidence of successfully identifying and addressing barriers through 	<u>Experience:</u> <ul style="list-style-type: none"> • Minimum 18 months at 4B • Provide at least 3 examples of project plans/research activity evidencing use of project/research tools and resources in carrying out evaluations. Evidence via tools and resources used and evaluation report produced. Include whether aims have been met, process/method adopted, including benefits, disadvantages, learning gained. • Provide 1-1 notes describing situations where initiative was

	<p>increased service engagement/improved outcomes.</p> <ul style="list-style-type: none"> • Provide at least 3 examples of learning and development or facilitation delivered (e.g. copies of presentation, handouts, feedback received) • A minimum of 3 examples of meeting challenging targets. This could include 1:1 records. • A minimum of 3 examples of how different methods have been used to communicate complex information about health outcomes, inequalities, and life expectancy to different audiences. • Line manager observation/statement or evidence of supervision and guidance to other staff. 	<p>used to make a decision leading to successful outcome.</p> <ul style="list-style-type: none"> • Line manager observation/feedback and achievement of KPIs that evidence support provided to improve health through use of psychology of behaviour change.
<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Job application and interview through use of competency based questions. 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • At least 3 different examples of developing and implementing standards, protocols, procedures that implement best practice into local service delivery. E.g. Standard operating procedures, training/coaching protocols/quality check documents, referencing national resources used. • Provide at least 3 examples of collating and analysing data such as spreadsheets, database screenshots (ensure GDPR compliant), articulate what intelligence is gained from the analysis. • Provide at least 3 examples of audit, evaluation or re-design of service leading to improved outcomes and reduction of health inequalities, e.g., evaluation report, methodology used for audit, datasets used, conclusions drawn, increased service engagement/uptake. • Provide at least 3 different examples of range of methods used, (including emails, documented observations, verbal explanations, media platforms), to communicate complex information relating to health promotion and inequalities to a diverse range of audiences. • Minimum of 3 examples of having designed and delivered impactful and engaging presentations prepared relating to job role. 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Provide at least 3 different examples of evidence appraisal reports/literature search lists, including conclusions drawn and emails of engagement and output with wider research community. • Provide examples of how a piece of research work was designed and conducted, using best practice, and how others were involved in the process. • Provide at least 3 examples, such as minutes, emails, feedback, service standards and operating protocols evidencing stakeholder engagement in service design and development. • Provide written statement from line manager/ record of their observation relating to listening and consultation skills when working with groups and communities likely to be affected by planned change. • Minimum 3 examples of work where analytical skills have been applied to interpret complex information. • Evidence of plans developed for short to medium term. • Examples of where and how fresh ideas and new approaches have been implemented to deliver outcomes.

	<ul style="list-style-type: none"> Line manager observation/feedback of application of communication and negotiation skills when delivering health improvement interventions, ensuring patient understands consequences of their choices. 	
Senior Public Health Practitioner (Range 5)		
EVIDENCE FOR LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications:</u> <ul style="list-style-type: none"> Qualification certificates And job application and interview questions 	<u>Qualifications:</u> <ul style="list-style-type: none"> Qualification certificates 	<u>Qualifications:</u> <ul style="list-style-type: none"> Learning log or evidence of learning/development undertaken
<u>Knowledge:</u> Job application and interview questions.	<u>Knowledge</u> <ul style="list-style-type: none"> Verbally demonstrate knowledge of methods for assessing health and lifestyle behaviour. Provide verbal overview of One Medway Council Plan and how own role contributes to the organisational priorities. Provide portfolio or evidence showing different examples of providing advice and guidance using own specialist/technical knowledge. Provide portfolio of evidence demonstrating knowledge of how to promote population health whilst addressing the wider determinants of health and health inequalities, giving an example of where this has been put into practice. 	<u>Knowledge:</u> <ul style="list-style-type: none"> Provide portfolio of evidence demonstrating knowledge of policies and procedures relevant to role, and situations where these can be applied.. Portfolio of evidence describing knowledge of methods and tools available to measure and monitor population health, needs, risks, and inequalities. This could include needs assessments, national and local datasets, engagement exercise outputs, and how and when these can be put into practice in own role. Portfolio of evidence describing knowledge of relevant policies and strategies and how these can both inform actions and provide leverage for improved outcomes.
<u>Experience:</u> <ul style="list-style-type: none"> Job application and interview via scenario-based questions. 	<u>Experience:</u> <ul style="list-style-type: none"> Minimum 18 months at 5A Line manager observation/feedback on application of behaviour change techniques to provide emotional support to clients with complex needs. Provide a minimum of 3 different written examples of evaluating efficacy of partnership work through reports/analyses of activity and evidence of successfully identifying and addressing barriers through increased service engagement/improved outcomes. 	<u>Experience:</u> <ul style="list-style-type: none"> Minimum 18 months at 5B Provide 3 different examples of conducting formal project evaluations and/or research projects and the concluded project plans. The evaluation could take the form of analysis of qualitative and quantitative data and information, arriving at conclusions and presenting this information in the form of a report.

	<ul style="list-style-type: none"> • Provide a minimum of 3 different examples of working in partnership to find innovative solutions to complex problems. Evidence may include emails, observation at meetings, line manager statement/feedback, sharing of information on own area of expertise to inform decision making. • Portfolio evidencing pieces of analyses work carried out, and reports written based on findings. • Provide examples of developing and implementing plans, taking account of risks, resources, and stakeholder expectations. This could include service plans, project plans, provider supervision reports/documents. • A minimum 3 examples of developing and delivering, education, training, and group facilitation. • Evidence achievement of targets over an 18mth period. • Emails/minutes of meetings, or line manager observation/feedback of effectively and calmly handling difficult issues arising with internal/external stakeholders. 	<ul style="list-style-type: none"> • At least 3 examples of Line manager statements/ observations of taking initiative and sharing of best practice and knowledge in a variety of forums, e.g., speaking up at meetings, presentations, contributing to papers written. Produce own personal development plan showing self-identified development needs. • Minimum of 3 examples of appraising new technologies, therapies, procedures or interventions that support delivery of cost effective and equitable services. • At least 3 examples of quality assuring and auditing services and interventions to control risks and improve quality and efficacy.
Skills: <ul style="list-style-type: none"> • At job application and interview process via competency-based questions. 	Skills: <ul style="list-style-type: none"> • Provide line manager statement of 3 different examples of where written/or observed verbal response made in situations involving political or other tensions, whilst encouraging a focus on public health. • Provide a minimum of 3 examples, with minutes, emails, feedback, surveys, consultation exercises, service standards, project plans and outputs, evidencing stakeholder and service user engagement in equitable service design and development. • Provide a minimum of 3 examples of range of methods used, (including emails, documented observations, verbal explanations, media platforms), to communicate complex information relating to health promotion and inequalities to diverse range of audiences. Produce evidence of how communications have been adapted to meet the needs of diverse groups and verbally explain the considerations taken into account to determine the best method of communication. 	Skills: <ul style="list-style-type: none"> • Provide a minimum of 3 examples of using data sets, quality checks, emails, briefings, reports of progress and outcomes following implementation of strategy/policy clearly setting out rationale and recommendations for improvement. • Provide evidence such as literature searches, website used, papers accessed, themes searched for, emails evidencing contact with other services, experts, national specialist teams and information gained for 3 distinct projects. This may also include a report of evidence appraisal and conclusions drawn. • Provide 3 different examples of research techniques and principles used to establish evidence effectiveness. May include surveys, feedback from service users and providers, data sets, quality checks, emails, briefings,

	<ul style="list-style-type: none"> • Provide a minimum of 3 different examples (emails, project plans, briefing papers, governance sign off) of independent assurance obtained when working through organisational governance protocols. • Provide a minimum of 3 different examples of systematic evidence appraisal using reports/literature search lists, including conclusions drawn. Emails of engagement and output with wider research community. • A minimum of 3 line manager observation/supporting statements relating to listening and consultation skills when working with groups and communities likely to be affected by planned change. • Line manager observation/feedback of application of communication and negotiation skills when delivering health improvement interventions, ensuring patient understands consequences of their choices. 	<p>progress reports and service delivery outcomes.</p> <ul style="list-style-type: none"> • A minimum of 3 observations, feedback, line manager statements on communications where help has been provided to others to support understanding of political and democratic processes for health improvement. • Portfolio of work demonstrating design and implementation of public health research based on current best practice and involving practitioners and the public. • Provide a minimum of 3 examples of engaging stakeholders (including service users), in service design and development, through meeting minutes, project plans and/or reports.
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Public Health Projects and Programmes

Public Health Project Coordinator (Range 3)

EVIDENCE FOR PROGRESSION TO LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
	<u>Qualifications:</u> <ul style="list-style-type: none"> • Learning log or other evidence of learning/development undertaken 	<u>Qualifications:</u> <ul style="list-style-type: none"> • Application submitted for UKPHR registration.
<u>Knowledge:</u> <ul style="list-style-type: none"> • Job application and interview through scenario-based questions. 	<u>Knowledge:</u> <ul style="list-style-type: none"> • Portfolio of work demonstrating knowledge of how work adheres to technical/specialist service specific practices that support monitoring and evaluation. • Verbally describe how One Medway Council Plan relates to own area of work • Provide CPD certification of any courses completed relating to the design or delivery of training. 	<u>Knowledge:</u> <ul style="list-style-type: none"> • Portfolio of work demonstrating knowledge of service's policies and procedures and how these have been applied to work. • Verbally describe One Medway Council Plan and explain how own role contributes to Council's priorities.
<u>Experience:</u> <ul style="list-style-type: none"> • Job application and interview via scenario based questions. • 	<u>Experience:</u> <ul style="list-style-type: none"> • Minimum 18 months at 3A • A minimum of 3 examples of emails/correspondence/reports 	<u>Experience:</u> <ul style="list-style-type: none"> • Minimum 18 months at 3B • A minimum of 3 examples of emails, reports, planning and

	<p>showing own role in effective ongoing collaborative work with system partners to deliver public health outcomes.</p> <ul style="list-style-type: none"> • Examples either through copy correspondence, feedback, or observation, from 2 discrete pieces of work where application of influencing and coordinating skills have contributed to the enhanced engagement of system partners in successfully delivering public health outcomes. • Portfolio of work evidencing knowledge of Motivational Interviewing concepts used in a given scenario to effect behaviour change and observation/statement from line manager/supervisor of support provided to service user that resulted in overcoming barriers leading to successful enactment of health promoting actions. 	<p>preparation documentation evidencing own actions/tasks carried out that have contributed to successful project outcomes. Documentation should evidence how risks have been anticipated and managed and how stakeholder expectations have been managed and met. Portfolio of work showing how work has benefitted service and residents.</p> <ul style="list-style-type: none"> • Provide at least 3 examples of PowerPoint slides created, evidence of printed resources, images of display boards created, images of promotional events held, (being mindful to operate within GDPR when graphics may include images of people). • Verbally describe in a 1:1 occasions where unusual or challenging circumstances have arisen and where individual has taken initiative to respond/resolve within minimal support or has known where/who to approach for guidance and share learning with others.
<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Job application and interview via competency-based questions. • Verified copy of driving licence 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Portfolio of work demonstrating application of ethical frameworks used to inform decisions. • At least 3 written or verbal examples of use of an ethical framework to support a decision to promote health and reduce inequalities, how that decision was arrived at and the impact it had on the public/service user. • At least 3 examples of range of methods used, (including emails, documented observations, verbal explanations, media platforms), to communicate complex information relating to health promotion and inequalities to diverse range of audiences. • Produce evidence, such as reports, presentations, feedback received, of how communications have been adapted to meet the needs of diverse groups on at least 3 occasions and verbally explain the considerations taken into account to determine the best method of communication. 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Portfolio of work showing use of knowledge of national standards, procedures, and best practice and how these have been incorporated into local practice. Describe the standards adopted and the benefit this has had on local service provision. • Line manager feedback on service user engagement leading to service development, and equitable access. • Line manager observation/feedback of ability to work independently to support project management. • Provide a minimum of 3 examples of work, line manager observation, and/or feedback to evidence adaptability, problem solving, operating in complex and unpredictable environments.

	<ul style="list-style-type: none"> Produce at least 3 examples of consideration of ethical dilemmas and how this has shaped practice and the effect it has had on tackling health inequalities. At least 3 examples of working with system partners in a way that promotes supportive relationships and realisation of mutually beneficial outcomes. Line manager observation and feedback on evidence based work carried out with members of the public that support individuals and groups to take ownership of improving their health and wellbeing. 	
Public Health Project Officer (Range 4)		
EVIDENCE FOR PROGRESSION TO LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications:</u> <ul style="list-style-type: none"> Qualification certificates or via job application/interview questions 	<u>Qualifications:</u> <ul style="list-style-type: none"> Learning log or evidence of learning/development undertaken 	<u>Qualifications:</u> <ul style="list-style-type: none">
<u>Knowledge:</u> <ul style="list-style-type: none"> Job application and via interview scenario-based questions. 	<u>Knowledge:</u> <ul style="list-style-type: none"> Evidence demonstrating technical/specialist knowledge and performance monitoring and evaluation and how this is applied to work. This may take the form of emails, data input, service level agreements written, end of quarter performance monitoring and project evaluation reports. Provide verbal overview of One Medway Council Plan and how own role contributes to the organisational priorities. Provide observation/line manager statement of 3 different examples of providing advice and guidance using own specialist/technical knowledge. Verbally describe knowledge of how to promote population health whilst addressing the wider determinants of health and health inequalities, giving an example of where this has been put into practice. 	<u>Knowledge:</u> <ul style="list-style-type: none"> Verbally describe knowledge of a range of procedures, policies, and concepts involved in the role and provide examples of where these have been applied. Provide 3 different examples of measuring and monitoring population health, health needs, risks, inequalities, use of services. Evidence may be producing or contributing to a health needs assessment, review, analyses, and report or summary of own project activity and outcomes. Verbally describe knowledge of how population health, health needs, risks, inequalities, wider determinants, and service uptake can be promoted, measured and monitored, the tools available to do this and examples of application in own role. 1-1 records describing knowledge of national and local policies and strategies referred to and used to improve health outcomes and why these documents provide leverage for action. Provide 3 different examples of how

		<p>policies and strategies have informed work carried out within role. Quantify improved health outcomes leading from this work.</p>
<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Job application and via interview scenario-based questions. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Minimum 18 months at 4A • Provide at least 3 different examples of emails, agendas, presentations, or minutes evidencing alliances built, contributions made by alliance members, and activity and outcomes delivered through alliances. Registers showing attendance and engagement. • Provide at least 3 evaluation reports or observations and line management statements or verbally explain at 1-1 or assessment how partnerships have been evaluated, describe barriers identified and how these have been addressed and quantify outcomes delivered as a result. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Minimum 18 months at 4B • Provide 3 different examples of conducting formal project evaluations and/or research projects and the conclusions/project plans. • At least 3 examples of Line manager statements/ observations of taking initiative and sharing of best practice and knowledge in a variety of forums, e.g., speaking up at meetings, presentations, contributing to papers written. Produce own personal development plan showing self-identified development needs. • Line manager observation/feedback of supervision of staff, facilitating empowerment and providing direction to achieve objectives whilst retaining accountability. •
<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Job application and via interview competency based questions. 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Provide line manager statement of 3 different examples of where written/or observed verbal response made in situations involving political or other tensions, whilst encouraging a focus on public health. • Provide evidence of emails/correspondence/reports/minutes/data sets evidencing effective ongoing collaborative work with system partners on at least 3 occasions to deliver equitable services that are easy to access. Quantify enhanced service user engagement and or service uptake because of work. • At least 3 examples of audit, evaluation and re-design of services leading to improved outcomes and reduction of health inequalities. E.g., evaluation report, methodology used for audit, datasets used, conclusions drawn, increased service engagement/uptake. • Examples of range of methods used, (including emails, documented observations, verbal explanations, 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Provide at least 3 examples of using data sets, quality checks, emails, briefings, reports of progress and outcomes following implementation of strategy/policy clearly setting out rationale and recommendations for improvement. • Provide evidence, such as screen shots, copies of electronic versions of literature searches, research papers, national and local datasets, spreadsheets, reports. Evidence process undertaken to review and analyse and present conclusions drawn. • Provide at least 3 examples of occasions when minutes, emails, feedback, service standards, project plans and outputs, evidencing stakeholder engagement in service design and development were utilised effectively.

	<p>media platforms), to communicate complex information relating to health promotion and inequalities to diverse range of audiences. Produce evidence of how communications have been adapted to meet the needs of diverse groups and verbally explain the considerations taken into account to determine the best method of communication.</p> <ul style="list-style-type: none"> Emails, minutes, service outputs or line manager observation of application of communication skills, including consulting with different audiences to negotiate and influence outcomes. 	<ul style="list-style-type: none"> Provide 3 examples of when evidence documents: research proposal, project plan/structure, survey/consultation questions, GDPR, weblinks/reference resources used to identify best practice, emails, minutes, research output, presentation of conclusion. Provide evidence of literature searches, observations of focus groups, questionnaires, interview notes, surveys, case studies. Observations, feedback, line manager statement evidencing consultation work and listening exercises with groups and individuals likely to be affected by planned changes. A minimum of 3 examples where community action has been influenced and strengthened through empowerment of communities through evidence based approaches. Examples of evidence used, communities engaged with, emails, focus group outputs, outcomes arising from work.
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Senior Public Health Project Officer (Range 5)

EVIDENCE FOR LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications:</u> <ul style="list-style-type: none"> Qualification certificates Or Job application and interview process through scenario-based questions. 	<u>Qualifications:</u> <ul style="list-style-type: none"> Learning log or evidence of learning/development undertaken 	<u>Qualifications:</u>
<u>Knowledge:</u> <ul style="list-style-type: none"> Job application and interview process through scenario-based questions. 	<u>Knowledge:</u> <ul style="list-style-type: none"> Provide verbal overview of One Medway Council Plan and how own role contributes to the organisational priorities. 3 examples of how stakeholder organisational priorities, policies, and strategies have been used to leverage mutually beneficial outcomes. Observation/line manager statement of 3 different example of providing advice and guidance using own specialist/technical knowledge. 	<u>Knowledge:</u> <ul style="list-style-type: none"> Verbally describe knowledge of procedures and policies relevant for role. Evidence of application via activity and output records. Verbally describe knowledge of methods and tools available to measure and monitor population health, and how and when these can be put into practice in own role. A minimum of 3 different examples of how policies and strategies have informed and

	<ul style="list-style-type: none"> Verbally describe knowledge of how to promote population health whilst addressing the wider determinants of health and health inequalities, giving an example of where this has been put into practice. 	<p>provided leverage for work carried out within role and how this has contributed to improved outcomes, evidenced through reports, presentations papers produced.</p> <ul style="list-style-type: none"> 3 examples of working autonomously to seek out and establish new partnerships and gain agreement for mutually beneficially projects. Demonstrate outcomes delivered through project. Line manager observation/feedback of team leadership skills where team are not only directed, but also motivated and engaged.
<p><u>Experience:</u></p> <ul style="list-style-type: none"> Job application and interview process through scenario-based questions. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> Minimum 18 months at 5A Portfolio of evidence demonstrating how partnerships have been evaluated, barriers identified and how these have been addressed and quantify outcomes delivered as a result. 3 different examples of working in partnership to find solutions to complex problems. Evidence may include emails, observation at meetings, line manager statement/feedback, sharing of information on own area of expertise to inform decision making. Minimum of 3 examples of Service plans, project plans, provider supervision reports/documents Minimum 3 examples of reports that have been written and presented to external system partner forums and any feedback or outcomes associated with this. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> Minimum 18 months at 5B Minimum of 3 evaluation reports, datasets and analyses to inform report, service user feedback, stakeholder input/emails, or examples of research projects carried out. May include surveys, feedback from service users and providers, data sets, quality checks, emails, briefings, progress reports and service delivery outcomes 3 different examples of situations where initiative was taken to inform practice/decisions and outcomes. Observation of active participation in meetings/conferences, webinars. Minimum of 3 examples of training and coaching documents/presentations evidencing working with others. Minimum 3 examples of presenting findings, updates, developments to a wide range of internal and external audiences, including senior management.
<p><u>Skills:</u></p> <ul style="list-style-type: none"> Job application and interview process, using scenario-based questions. 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> Provide line manager statement of 3 different examples of where written/or observed verbal response made in situations involving political or other 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> Provide 3 examples of using monitoring documentations, data submissions, quality reports, audits, briefing documents written that include

	<p>tensions, whilst encouraging a focus on public health.</p> <ul style="list-style-type: none"> • Provide minutes, emails, feedback, surveys, consultation exercises, service standards, project plans and outputs, evidencing stakeholder and service user engagement in equitable service design and development on 3 separate occasions. • Provide 3 examples of range of methods used, (including emails, documented observations, verbal explanations, media platforms), to communicate complex information relating to health promotion and inequalities to diverse range of audiences. Produce evidence of how communications have been adapted to meet the needs of diverse groups and verbally explain the considerations taken into account to determine the best method of communication. • Provide 3 different examples (emails, project plans, briefing papers, governance sign off) of independent assurance obtained when working through organisational governance protocols. 	<p>recommendations for improvements.</p> <ul style="list-style-type: none"> • Provide 3 examples of electronic versions of literature searches, research papers, national and local datasets, spreadsheets, reports. Evidence process undertaken to review and analyse and present conclusions drawn. • Provide 3 examples of literature search lists, papers, weblinks/published guidance documents, documents produced but not published by national teams and other local authority services relating to topic being researched. Verbally describe findings, conclusions, limitations, conflicts, and constraints that might impede effective implementation. • Provide 3 examples of using project initiation documents defining clear research outcome goal, project plan, best practice documents, national guidance, survey/questionnaire/consultation questions created, surveys, observation/feedback of consultations carried out, engagement data, numbers of disadvantaged groups participating, numbers of stakeholders, analyses reports, briefing documents, progress reports, conclusions drawn. from service users and providers, data sets, quality checks, emails, briefings, progress reports and service delivery outcomes. • Literature searches, observations of focus groups, questionnaires, interview notes, surveys, case studies, feedback from service users and providers, data sets, quality checks, emails, briefings, progress reports and service delivery outcomes. • Provide 3 examples of observations, feedback, line manager statement of communications where help has been provided to others to support understanding of
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		<p>democratic processes for health improvement.</p> <ul style="list-style-type: none"> • Provide a supporting Line Manager statement, detailing their summary of ability from observations, feedback, team meetings, minutes, appraisal documentation, personal development plans, evidence of coaching, team member progression.
Public Health Programme/Project Manager (Range 6)		
EVIDENCE FOR LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications:</u> <ul style="list-style-type: none"> • Qualification certificates • Or job application and interview questions 	<u>Qualifications:</u> <ul style="list-style-type: none"> • Learning log or evidence of CPD 	<u>Qualifications:</u>
<u>Knowledge:</u> <ul style="list-style-type: none"> • Job application and interview process through scenario-based questions 	<u>Knowledge:</u> <ul style="list-style-type: none"> • Portfolio of work evidencing technical/specialist knowledge, including performance monitoring and evaluation and how this is applied to work. This may take the form of emails, data input, service level agreements written, briefing reports, contributions at meetings, presentations delivered, end of quarter performance monitoring and project evaluation reports. • Verbally describe relevant public health policies, local authority/public sector regulations applying to own work, with example of application in project work. • Provide 3 different examples of pieces of work requiring in-depth knowledge across a range of disciplines or a specialist discipline. Technical guidance/legislation informing work, system partner strategy documents, emails, reports, project proposals, analyses work, observation and feedback of sharing specialist knowledge, implementation of project work and association output/outcomes. 	<u>Knowledge:</u> <ul style="list-style-type: none"> • Observation or feedback from direct reports/line manager of 3 separate Projects delivered. Evidenced through DPIA, EIA, project plan, risk matrix, risk assessment, governance briefings, budget spreadsheet, service specification, service contract, procurement documentation, developing KPIs, national guidance documents, local and national strategies, stakeholder feedback/engagement. • Portfolio of work demonstrating knowledge of national and local policies and strategies, how these have been implemented and the impact of this. • Provide 3 examples, evidenced through observation, feedback, line manager statement, briefing reports/proposals/needs assessments written to demonstrate application of policy/strategy to procurement process, service specifications, contracts, KPIs. Using policy/strategy as leverage in partnership work. Service data evidencing improved engagement, uptake. • Provide 3 different examples of contributions to/writing of service policy/procedures supported by data to evidence baseline at start and improved outcomes following implementation. • Provide at least 3 examples of National and local datasets used to measure and monitor population health, including

	<ul style="list-style-type: none"> • Provide evidence of CPD, presenting at forums, meetings, conferences on at least 3 occasions. 	health of disadvantaged groups. Needs assessments referred to that informs decisions and workplans. Verbally describe risks and intended consequences. Produce publications and local intelligence setting out needs of disadvantaged groups and describe how these apply to own work.
<u>Experience:</u> Job application and interview process through scenario-based questions	<u>Experience:</u> <ul style="list-style-type: none"> • Minimum 18 months at 6A • Emails, line manager statement, feedback, observation at meeting, from 3 different pieces of work where application of influencing skills have contributed to harnessing engagement from and alignment of system partners in preventing ill health and improved engagement with services from disadvantaged groups. • Provide 3 separate examples of building alliances and partnerships, evidenced by emails, agendas, presentations, minutes evidencing partnerships development, shared goals considered, contributions made by the members, and activity and outcomes delivered. • Portfolio of work demonstrating how partnerships have been evaluated, barriers identified and how these have been addressed and quantify outcomes delivered as a result, evidenced by evaluation reports and line manager observation or written statement. • Provide 3 different examples of working in partnership to find solutions to complex problems. Evidence may include emails, observation at meetings, line manager statement/feedback, sharing of information on own area of expertise to inform decision making, generating and sharing new ideas. Shared resource allocation and learnings derived from project work. 	<u>Experience:</u> <ul style="list-style-type: none"> • Minimum 18 months at 6B • Provide 3 examples of project evaluation documenting Datasets and qualitative intelligence used, quality checks/audits, surveys, observations of consultations carried out, consultation documents, public and stakeholder engagement, analyses documents, evaluation report. And/or document defining research goal, project plan, best practice documents, national guidance, literature search, papers accessed, report of findings including limitations, conflicts, and conclusions drawn. • Provide 3 separate examples of developing programme of works plans aligning to Service Plans, team objectives evidenced via appraisal documents with objectives aligned to Service Plan, provider supervision reports/documents.
<u>Skills:</u> <ul style="list-style-type: none"> • Job application and interview process through competency-based questions. 	<u>Skills:</u> <ul style="list-style-type: none"> • Provide 3 written or verbal examples of use of an ethical framework to support a decision to promote health and reduce inequalities, how that decision 	<u>Skills:</u> <ul style="list-style-type: none"> • Provide 3 examples of using Monitoring documentations, data submissions, quality reports, audits, briefing documents written that

	<p>was arrived at and the impact it had on the public/service user; evidenced through project plan/report.</p> <ul style="list-style-type: none"> • Provide 3 examples of evaluation reports, completed audits, evidence of service improvement and addressing inequalities as a result of completed audit/evaluation. • Provide a minimum of 3 Risk Assessments, and verbally describe at CPF assessment the legislation/policies and measures used to mitigate risks and rationale for doing so. • Provide 3 different examples of adopting a systematic method to access and appraise evidence when working with wider research community. Emails, spreadsheets of research accessed, copies of papers reviewed, specialists engaged in process and breadth of search, conclusions drawn. • Provide a minimum of 3 Service plans, Project plans, proposals, budget allocations, analyses of data for return on investment, guidance and evidence/needs assessments used to inform decisions, emails, return on investment analyses to evidence the setting of service priorities. • Provide Emails, minutes, appraisal documents, observation or feedback on at least 3 occasions to demonstrate engagement and conflict resolution and commitment to joint working. • Provide a minimum of 3 examples of range of methods used, (including emails, documented observations, verbal explanations, media platforms), to communicate complex information relating to health promotion and inequalities to diverse range of audiences. • Produce evidence of how communications have been adapted to meet culturally sensitive needs of diverse groups and verbally explain the considerations taken into account to determine the best method of communication on 3 distinct occasions. • Portfolio of evidend showing application of principles of social marketing/behavioural science to 	<p>include recommendations for improvements.</p> <ul style="list-style-type: none"> • National and local datasets, spreadsheets, reports. National guidance for service delivery best practice, stakeholder and service user engagement, service KPIs, service throughput data. Evaluation report. • Evidence publications, technical specifications for resources/procedures, cost/benefit analysis, verbally describe intended and intended consequences. • Portfolio of work showing how relevant local and national strategies and policies have been applied to work and how these have reduced health inequalities. • Monitoring documentations, data submissions, quality reports, audits, briefing documents written that include recommendations for improvements. • Provide 3 examples, thorough observations, feedback, line manager statement of communications where help has been provided to others to support understanding of democratic processes for health improvement. • Observation, feedback, line manager statement, emails evidencing groups engaged with, service change plan documentations. • Provide line manager statement of 3 different examples of where written/or observed verbal response made in complex or sensitive situations involving political or other tensions, whilst encouraging a focus on public health. • Provide 3 different examples (emails, governance sign off of briefing reports/proposals) of independent assurance obtained when working through organisational governance protocols.
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	<p>reach specific community groups to achieve a defined goal.</p> <ul style="list-style-type: none"> • Provide 3 examples of Scoping document showing breadth of scoping work carried out. Evidence via emails, publications used, meetings, minutes, feedback, observation. Briefing papers written, project initiation document, project plan. • Provide at least 3 Service/programme of work plans, project plans, emails, budget spreadsheet. Ensure these are aligned to programme/project KPIs. • If financial pressures prevail, verbally provide rationale of why one spend has been priorities over other, including anticipated value for money. • Verbally describe latest evidence and research in specialist area and show how this has been applied to own practice. This could be through amended project plans, emails, standard operating procedures, position papers, briefing papers, evaluation reports. • 	
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Public Health Commissioning

Commissioning Project Officer (Range 4)

EVIDENCE FOR LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications:</u> <ul style="list-style-type: none"> • Qualification certificates or through job application/interview scenario and competency-based questions. 	<u>Qualifications:</u> <ul style="list-style-type: none"> • Learning log or evidence of learning/development undertaken 	<u>Qualifications:</u>
<u>Knowledge:</u> <ul style="list-style-type: none"> • Job application and interview through scenario-based questions. • Induction programme 	<u>Knowledge:</u> <ul style="list-style-type: none"> • Portfolio of work showing the application of technical/specialist knowledge. This can include performance monitoring and evaluation and how this is applied to work. Evidence may take the form of emails, data input, service specifications written, contracts created, follow up actions to ensure data quality standards 	<u>Knowledge:</u> <ul style="list-style-type: none"> • Portfolio of work showing application of knowledge of procedures and policies relevant for role. • Provide at least 3 examples of the use of project initiation document, project plan, service specifications written/contributed to, procurement documents,

	<p>are met and errors remedied, and how work was carried out with provider organisations to implement learning to improve performance.</p> <ul style="list-style-type: none"> • Provide verbal overview of One Medway Council Plan and how own role contributes to the organisational priorities. • Observation/line manager supporting statement evidencing confident provision of specialist/technical advice/guidance on at least 3 occasions. • Verbally describe knowledge and understanding of contract management principles. 	<p>evaluations written that reflect alignment with service KPIs.</p> <ul style="list-style-type: none"> • 1:1 notes describing how policies and strategies are made use of to improve commissioning outcomes. E.g., briefing documents that draw on policies and strategies, evidence of applying mutually common policy/strategy drivers when negotiating provider service offers. Evidence should quantify improved/enhanced service provision against KPI.
<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Job application and interview through scenario-based questions. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Minimum 18 months at 4A. • Provide at least 3 examples, such as emails, agendas, presentations, or minutes evidencing alliances built, contributions made by alliance members, and activity and outcomes delivered through alliances. Registers showing attendance and engagement. • Provide at least 3 Evaluation reports or observation and line management statements or 1:1 records describing knowledge of how partnerships have been evaluated, describe barriers identified and how these have been addressed and quantify outcomes delivered as a result. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Minimum 18 months at 4B • Provide at least 3 examples pf Project evaluation reports aligned to service KPIs or research project reports and emails showing activity and conclusions drawn. • Provide at least 3 examples of effective supervision of others – appraisal, coaching, Personal Development Plan documents for direct report as well as emails/supporting statement demonstrating own level of responsibility/ownership of team members’ errors/actions. • At least 3 examples of Line manager statements/ observations of taking initiative and sharing of best practice and knowledge in a variety of forums, e.g., speaking up at meetings, presentations, contributing to papers written. Experience of producing own personal development plan based on self-identified development needs.
<p><u>Skills:</u></p> <p>Job application/interview through competency-based questions.</p>	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • At least 3 examples of developing and implementing standards, protocols, procedures that implement national best practice into local service delivery. E.g. Standard operating procedures, training/coaching protocols/quality 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • At least 3 different examples of adopting a systematic method to access and appraise evidence when working with wider research community Using emails, spreadsheets of research accessed, copies of papers

	<p>check documents, referencing national resources used.</p> <ul style="list-style-type: none"> • At least 3 examples of audit, evaluation and re-design of services leading to improved outcomes and reduction of health inequalities. E.g., evaluation report, methodology used for audit, datasets used, conclusions drawn, increased service engagement/uptake. • Provide examples of data websites and data banks used to collate intelligence and give 3 examples of analyses work carried out to inform enhanced service provision and outcomes. Documents evidencing application and outcomes as measured via KPIs. • At least 3 examples of range of methods used, (including emails, documented observations, verbal explanations, media platforms), to communicate complex information relating to health promotion and inequalities to diverse range of audiences. 	<p>reviewed, specialists engaged in process and breadth of search, conclusions drawn.</p> <ul style="list-style-type: none"> • Provide at least 3 examples of Project initiation document, research proposal, planning document for research execution, weblinks for best practice and guidance informing research, emails evidencing engagement with practitioners. Surveys created and used, and survey completion data. • Provide emails, minutes, equity impact assessment, observations and feedback evidencing stakeholder engagement and contribution to service design and development on at least 3 occasions. • Provide consultation questions, emails with system partners, feedback from community groups, numbers engaged with, consultation outputs, reports written evidencing listening exercises with individuals and groups likely to be affected by service plans for 3 different occasions..
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24:40

Senior Partnership Commissioner (Range 6)

EVIDENCE FOR LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<p><u>Qualifications:</u></p> <ul style="list-style-type: none"> • Qualification certificates • Or job application and interview questions 	<p><u>Qualifications:</u></p> <ul style="list-style-type: none"> • Learning log or evidence of learning/development undertaken 	<p><u>Qualifications:</u></p> <ul style="list-style-type: none"> •
<p><u>Knowledge:</u></p> <ul style="list-style-type: none"> • Job application and interview through scenario-based questions 	<p><u>Knowledge:</u></p> <ul style="list-style-type: none"> • Portfolio of work showing application of technical/specialist knowledge, including performance monitoring and evaluation and how this is applied to work. Evidence may take the form of emails, data input, service specifications written, contracts created, follow up actions to ensure data quality standards are met and errors remedied, and 	<p><u>Knowledge:</u></p> <ul style="list-style-type: none"> • Provide a minimum of 3 examples of project design, initiation, planning documents. Milestone/evaluation reports, governance briefings, service specification, contracts, KPIs, procurement documents, references for guidance used to determine project outcomes. • Provide a minimum of 3 examples, through observation, line manager statement, appraisals, minutes,

	<p>how work was carried out with provider organisations to implement learning to improve performance.</p> <ul style="list-style-type: none"> • Portfolio of work demonstrating application of health and social care policies, procedures and local authority/public sector regulations and inspection regimes. • Provide 3 different examples of complex and diverse project work where advanced knowledge has been applied, either in one specialist subject area or across several subject areas. Evidence via observation, feedback, emails, project documentation, minutes of meeting, briefings, reports, proposals. • Observation of active participation in at least 3 meetings/conferences, webinars. Evidence to include training and coaching documents/presentations, application of new practices and processes within role that are clearly aligned with new evidence/research. • Portfolio of work showing application of knowledge in the procurement process where all actions conform to legislation and procedure. 	<p>briefing papers, presentations of working within policy and strategy.</p> <ul style="list-style-type: none"> • Verbally describe relevant policies and strategies and evidence how these have been used to inform actions and leverage improved outcomes. • Provide a minimum of 3 examples of using knowledge through active participation in meetings, presentations, reports, evaluations, needs assessments. Via observation, line manager statement, documents. • At least 3 examples of measuring and monitoring population health with evidence of online resources used to access datasets and evidence. Spreadsheets, reports, datasets for service activity and outcomes, contributions to needs assessments, risk assessment documentation, Equality Impact Assessments.
<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Job application and interview through scenario-based questions. 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Minimum 18 months at 6A. • 3 different examples - minutes of meetings, emails, observation and feedback, line manager statement of influencing partnerships with organisations and agencies engaged with health prevention/inequalities outputs delivered. • Provide 3 examples, evidencing emails, agendas, presentations, or minutes detailing alliances/partnerships developed, contributions made by them to members, and activity and outcomes delivered. • 3 examples of evaluation reports, activity and outcome data/information, attendance 	<p><u>Experience:</u></p> <ul style="list-style-type: none"> • Minimum 18 months at 6B • Provide a minimum of 3 examples of Service plans, appraisal documentation, reports that evidence successfully delivering both long and short term plans.

	<p>records for meetings, documents where partners have been invited to contribute content/review. Observations/feedback for barriers overcome in respect of collaborative work.</p> <ul style="list-style-type: none"> • Provide a minimum of 3 examples of collaborating to create new solutions to complex problems evidenced through observation, feedback, emails, minutes of meetings, reports, active participation in meetings, delivering presentations, contributing specialist knowledge, mentoring. 	
<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Job application and interview process via competency-based questions. 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Provide 3 written or verbal examples of use of an ethical framework to support a decision to promote health and reduce inequalities, how that decision was arrived at and the impact it had on the public/service user. • Provide at least 3 evaluation reports, completed audits, evidence of service improvement because of completed audit/evaluation. • Provide a minimum of 3 Risk Assessments, and verbally explain at 1-1 or assessment legislation/policies, measures used to mitigate risks and rationale for doing so. • Provide 3 examples of project plans, proposals, budget allocations, analyses of data for return on investment, guidance and evidence/needs assessments used to inform decisions, emails, return on investment analyses. • Provide evidence, such as emails, minutes, appraisal documents, observation and feedback to demonstrate engagement and conflict resolution and commitment to joint working on at least 3 occasions. • A minimum of 3 examples of range of methods used, (including emails, documented observations, verbal explanations, media platforms), to 	<p><u>Skills:</u></p> <ul style="list-style-type: none"> • Portfolio of evidence demonstrating application of research and evaluation techniques to evaluate local services and interventions. • Provide a minimum of 3 examples of reports, briefings, analyses spreadsheets, budget data, technology costs and specifications, service costings and return of investment calculations. • Portfolio of work showing application of policies and strategies and impact. This could include service uptake and throughput data and analyses carried out to assess equitable access and uptake. Report/documentation summarising impact/benefit of service for residents' health and wellbeing. • Provide a minimum of 3 monitoring documentations, data submissions, quality reports, audits, briefing documents written that include recommendations for improvements. • Observations, feedback, line manager statement of communications where help has been provided to others to support understanding of democratic processes for health improvement. • Observation/supporting statement relating to listening and consultation skills when work with groups and communities likely to be affected by planned change. • Provide line manager statement of 3 different examples of where written/or observed verbal response made in complex or sensitive situations involving political or other

	<p>communicate complex information relating to health promotion and inequalities to diverse range of audiences. Produce evidence of how communications have been adapted to meet the needs of diverse groups and cultural subtleties, and verbally explain the considerations taken into account to determine the best method of communication.</p> <ul style="list-style-type: none"> • Portfolio of work showing implementation of principles of social marketing/behavioural science. This can include resources created/used to support engagement. Evidence of engagement numbers/output. • Provide 3 examples of adopting a systematic method to access and appraise evidence when working with wider research community. Emails, spreadsheets of research accessed, copies of papers reviewed, specialists engaged in process and breadth of search, conclusions drawn. • Provide 3 examples of setting commissioning priorities, balancing needs with the evidence base and the economic case for investment, evidenced through Project scoping/planning document, papers or reports. Provide 3 examples of Project plans, strategies used and provide a written record of verbally describing to your line manager during a 1:1 meeting the resource prioritisation and allocation decision and rational informing this and how this supports objectives. 	<p>tensions, whilst encouraging a focus on public health.</p> <ul style="list-style-type: none"> • At least 3 different examples (emails, governance sign off of briefing reports/proposals) of independent assurance obtained when working through organisational governance protocols.
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Programme Lead (Range 7)

EVIDENCE FOR LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications</u> <ul style="list-style-type: none"> • Qualification certificates or • Job application and interview process 	<u>Qualifications</u> <ul style="list-style-type: none"> • Learning log or evidence of learning/development undertaken 	<u>Qualifications</u>
<u>Knowledge</u>	<u>Knowledge</u>	<u>Knowledge</u>

<ul style="list-style-type: none"> At job application and interview process through scenario-based questions 	<ul style="list-style-type: none"> Portfolio of work showing publications used, national and local datasets, national and local strategies, needs assessments, service throughput activity and outcomes and quality data. Portfolio of work demonstrating tools, resources, and methods of promoting population health and addressing wider determinants. Different examples of application depending on the subject matter. 	<ul style="list-style-type: none"> Provide 3 examples evidenced through observation, feedback, line manager statement, needs assessments, service specifications, contracts, KPIs. service data to assess equitable access. Local system data to assess impact on other parts of health and care system, needs assessments, risk assessment documentation and Equality Impact Assessments. Verbally describe knowledge of the health promotion/marketing approaches to improve population health and address wider determinants. Define groups affected by inequalities and examples of how needs of different groups have been met. Provide 3 different examples of national and/or local policies or strategies used to leverage health outcomes. Evidence may take form of minutes, feedback, observation at meetings, emails. Datasets or qualitative reports to evidence improvement in outcomes.
<p><u>Experience</u></p> <ul style="list-style-type: none"> At job application and interview process through scenario-based questions. 	<p><u>Experience</u></p> <ul style="list-style-type: none"> Minimum 18 months at 7A Provide a minimum of 3 examples, through minutes, procurement documents, observation, line manager statement, health improvement outcomes, reduction of inequalities, evidence of equitable access. Provide appraisals, team meeting minutes, staff development and progression, services achieving KPIs, spend within budget to evidence successful team management. Provide observations, line manager statement, minutes detailing 3 examples of providing leadership across the service. 	<p><u>Experience</u></p> <ul style="list-style-type: none"> Minimum 18 months at 7B Provide a minimum of 3 examples, through minutes, procurement documents, observation, line manager statement, health improvement outcomes, reduction of inequalities, evidence of equitable access. Provide a minimum of 3 examples of effective leadership evidenced with Service plans, project plans, observation or feedback from staff and partner agencies, Appraisal documents, quantified outcomes, minutes, reports written, sharing of expertise and championing of public health priorities.
<p><u>Skills</u></p> <ul style="list-style-type: none"> At job application and interview process through competency-based questions. 	<p><u>Skills</u></p> <ul style="list-style-type: none"> Provide a minimum of 3 examples of presenting complex and sensitive information in a way that is understandable and adapted for the needs of different audiences. 	<p><u>Skills</u></p> <ul style="list-style-type: none"> Provide 3 examples of expertise in prioritising and managing resources through line manager observation, feedback, budget allocations, service KPIs achieved, line manager statement.

	<ul style="list-style-type: none"> Portfolio of work evidencing application of guidelines and protocols relevant to area of work. This could include feedback, line manager statement, Regulatory reports. 	<ul style="list-style-type: none"> Provide 3 examples of working effectively in political and democratic systems, evidenced through minutes, papers/presentations at meetings, line manager observation, feedback and supervision notes.
Senior Public Health Manager (Range 7)		
EVIDENCE FOR LEVEL A	EVIDENCE FOR PROGRESSION TO LEVEL B	EVIDENCE FOR PROGRESSION TO LEVEL C
<u>Qualifications</u> <ul style="list-style-type: none"> Qualification certificates or Job application and interview process 	<u>Qualifications</u> <ul style="list-style-type: none"> Learning log or evidence of learning/development undertaken 	<u>Qualifications</u>
<u>Knowledge</u> <ul style="list-style-type: none"> Job application and at interview 	<u>Knowledge</u> <ul style="list-style-type: none"> Provide a minimum of 3 examples with observation, feedback, line manager statement, needs assessments, service specifications, contracts, KPIs. service data to assess equitable access. Local system data to assess impact on other parts of health and care system, needs assessments, risk assessment documentation, Equality Impact Assessments. Verbally describe knowledge of the theories and practices for promoting population health and addressing wider determinants and examples of application. Line manager discussion and observation to evidence in-depth understanding of national, regional, and local public health policy and strategies and how these apply to and impact own area of work. 	<u>Knowledge</u> <ul style="list-style-type: none"> Provide a portfolio of work, minutes, observation/feedback, line manager statement, reports/briefings/assessments written, service throughput against KPIs, metrics for reduction in inequalities. Portfolio of work demonstrating knowledge and application of theories and methods of promoting population health, addressing wider determinants, and reducing health inequalities. Verbally describe policies and strategies relevant to areas of responsibility. Evidence application through minutes, reports, participation in meetings, observations evidencing application. Line manager observation, minutes of meetings, emails, strategies and/or policies that have been developed and implemented with staff member input. Include evidence of any contentious issues, challenges, conflicts that have been overcome and metrics developed to measure improvement in population health and wellbeing.
<u>Experience</u> <ul style="list-style-type: none"> At job application and interview through scenario-based questions. 	<u>Experience</u> <ul style="list-style-type: none"> Minimum 18 months at 7A Provide a minimum of 3 examples of leading projects or programmes; evidenced through minutes, observation/feedback, service plans, project plans, emails, associated measurable outcomes, budget planning 	<u>Experience</u> <ul style="list-style-type: none"> Minimum 18 months at 7B Provide a minimum of 3 examples of leading large scale programmes; evidenced through minutes, observation/feedback, service plans, project plans, emails, associated measurable outcomes, budget planning documents, risk registers, return on investment.

	<p>documents, risk registers, return on investment.</p> <ul style="list-style-type: none"> • Provide appraisals, team meeting minutes, staff development and progression, services achieving KPIs, spend within budget to evidence successful team management. • Provide evidence of achievement of strategic vision in 3 distinct projects utilising datasets evidencing reduction in health inequalities for specific groups, observation, feedback, line manager statement, written documents evidencing contribution to strategy development and delivery. • Provide 3 examples of designing and managing projects and programmes, evidenced with service plans, project plans, appraisal/supervision notes, minutes, service delivery outcomes that show KPIs met. • A minimum of 3 examples of projects where national policies and strategies have been implemented locally and where challenges and barriers have been anticipated and overcome. Demonstrate positive outcomes achieved/achievement of KPIs. • 	<ul style="list-style-type: none"> • Provide a minimum of 3 examples of effective leadership evidenced with Service plans, project plans, observation or feedback from staff and partner agencies, Appraisal documents, quantified outcomes, minutes, reports written, sharing of expertise and evidence of a reduction in health inequalities. • Line manager observation/statement of application, of influencing skills in at least 3 different scenarios and occasions of managing contentious issues when working with system partners.
<p><u>Skills</u></p> <ul style="list-style-type: none"> • At job interview through competency-based questions 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • Provide a minimum of 3 examples of building and maintaining supportive and empathic relationships, evidenced through observation of Stakeholder participation at meetings leading to support on delivering courses of action supporting statements/Line manager/supervisees/ internal/external observations / feedback. • Provide a minimum of 3 examples of effective service user engagement and driving forward continuous service improvements; evidenced through Portfolio of work including reports written, surveys 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • Provide 3 examples of expertise in prioritising and managing resources through line manager observation, feedback, budget allocations, service KPIs achieved, line manager statement. • Provide 3 examples of working effectively in political and democratic systems, evidenced through minutes, papers/presentations at meetings, line manager observation, feedback and supervision notes. • Line manager observation, minutes, emails, KPI monitoring dashboards, local strategies and policies that evidence staff member successfully leading major negotiations with internal and external system partners to deliver outcomes set out in strategy/policy documents.

	<p>produced, consultation documentation and output, KPI data showing improvements and effective monitoring and oversight systems.</p> <ul style="list-style-type: none"> • A minimum of 3 examples of opportunities have been identified to optimise outcomes through implementation of national, regional, and local public policies, the actions that have been taken to optimise those opportunities and the improvement in population health and wellbeing outcomes achieved. • Project Plans, emails, minutes of meetings, achievement of KPIs, that demonstrate ability to identify and optimise opportunities to implement policies and strategies to enhance population health and wellbeing. 	
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Career Case Studies

Name: Amie Kemp

Job Title:

Programme
Manager, Wider
Determinants of
Health

I started my career
in Public Health over
16 years ago after
leaving college
where I was studying
to be a legal
secretary. My first
role was Call Centre
Operator for the



Stop Smoking Service. This was in 2008, before we had a central Public Health Advice Centre and it was my job to answer the phones, manage referrals and book people onto stop smoking clinics. This was a part time role, and I was looking for full time hours so after 6 months I was offered a second part time position of Training Administrator, where I was responsible for coordinating and co-delivering the Smoking Cessation training for the service.

During my time in Public Health, I have been fortunate enough to be given opportunities to take on additional projects whilst continuing to carry out my normal duties. These opportunities have allowed me to gain the knowledge and experience to progress my career. Whilst working as Call Centre Operator and Training Administrator, I designed and implemented the High Street Hub project. This was my first time managing a project from start to finish and I was lucky to be supported by my manager and colleagues in the team. The aim of the project was to pilot an all-day stop smoking drop-in service in a high street location. After completing the evaluation, I was able to present the findings to DMT and put forward the proposal for what we now know as the Smokefree Advice Centre. In 2012 I was promoted to Smoking Cessation Adviser for Schools and Young People. This involved supporting children and young people between 11 and 17 years to quit smoking either one-to-one or in groups, delivering assemblies to primary schools and workshops to secondary school and college students on the harms of tobacco and smoking. I really enjoyed the different elements of intervention delivery and the prevention work.

After a short time in the schools and young people role I was promoted to Health Improvement Project Officer for Primary Care in 2013. I was responsible for managing the Service Level Agreements between the Stop Smoking Service and GP practices, training and coaching nurses, healthcare assistants and phlebotomists to deliver smoking cessation and working with practices who didn't have a trained adviser to refer into the core

service. I loved this role and established great relationships over the years.

It was whilst working as a project officer I had my next opportunity to manage an additional project. In 2018 Public Health were commissioned by the NHS to pilot a single point of access for diabetes structured education, across the whole of Kent and Medway. When someone is diagnosed with diabetes, they are referred to an educational course designed to support them to manage the condition, at that time there were several providers delivering these courses, but patients were not given the choice of which provider they would like to access, instead GPs would refer to the provider they were aware of. This was a challenging project, working across Kent with GP practices I didn't have relationships with and providers who were not bought into the idea of a centralised administration team. I designed the model and referral process, built patient searches into GP systems, recruited, and managed a small team who talked patients through their options booking them onto their preferred course, and built the trust and relationships needed to encourage the providers to take part. The pilot was a success and 6 years on there is a still a single point of access for diabetes structured education in Kent and Medway.

Over the years I've been able to undertake different training and qualification opportunities. I completed the Kent and Medway Public Health Champions course, achieved the level 3 award in Education and Training, the foundation Prince 2 Project Management qualification, and the ILM Level 5 in Leadership and Management.

Following the experience gained managing the diabetes project, I moved away from smoking cessation in 2019 when I was promoted to Programme Manager for the Wider Determinants of Health. The broad scope of my portfolio means I work with a wide range of stakeholders on different topics and areas of work which is challenging but has meant I have learned so much since taking on this role. The main areas I lead on are Social Prescribing, Loneliness and Social Isolation, Healthy Places, and the Built Environment and Voluntary, Community, Social Enterprise and Faith sector partnership and engagement. The first project I took on was the cross Channel Interreg project: Connected Communities, which was a partnership between Medway, Kent, Suffolk, France, and the University of Essex. This 3-year project gave me experience designing, developing, and managing a brand-new service and intervention, commissioning and procuring providers and suppliers, managing a budget of over €1m and co-producing a published toolkit. I recently had experience co-writing the new health policy for the Medway Local plan and continue to build relationships with key partners across the system to influence and embed health into strategy and policy. I

have a small but fantastic team who work incredibly hard, together we continue to work with colleagues and internal and external stakeholders to address the wider determinants of health.

I feel incredibly lucky to have spent my working life in the public health team, I have always been supported and encouraged to bring new ideas to the table, develop my skills and knowledge and take on new opportunities. I love working in public health knowing that what we do improves the health and wellbeing of people in Medway, and I'm looking forward to the opportunities and challenges over the next 16 years!



I'm Hannah and I'm a 23-year-old Extended Brief Interventions Project Officer.

I started my career at Medway Council in November 2019 as a Level 3 Public Health Apprentice working in the Public Health Department. Being accepted as an apprentice at Medway Council was a huge step for me, as it was my first job.

During my time as an apprentice, I was able to learn about the different services offered to the population in Medway. Being surrounded by such an enthusiastic team delivering these services, my own interest and enthusiasm grew. I've always enjoyed helping people, but in Public Health I was able to take this a step further and make it a part of my career. I helped with administrative tasks for the department, and I was also able to work events for the public, furthering my interest in working in services for the people of Medway. Working behind the scenes and front line gave me such a broad perspective on the work done by the department. I was also given the opportunity to attend various training sessions around public health topics and training for professionals working in the public health field. Even though most of my apprenticeship was completed at home due to the Covid-19 pandemic, I was redeployed to the food bank that the public health team set up for those vulnerable in the community. Which gave me a whole wealth of skills further to the administration experience I was gaining. By the time I had successfully completed my 2 yearlong

apprenticeship I knew that my goal was to continue my career in public health at Medway Council.

In 2021, I moved into the role of Health Improvement Assistant working in the Advice Centre. Here I was able to use the knowledge that had gained through my apprenticeship as well as continue to learn about the services. I spoke to clients and service users daily, allowing for my confidence to grow and developing my skills in speaking to individuals about their health. The skillset I had developed as my time as an apprentice gave me the knowledge to seamlessly join the Advice Centre team.

In 2024, I was successful in securing a position working as Project Officer. This role is working on a new project, working with individuals who consume increasing risk levels of alcohol. This brand-new project will be an excellent piece of work for the community and is giving me the opportunity to continue my own development, learning about project management skills and furthering my knowledge around a specific public health subject: substance misuse.

Meet the Public Health Team

Public Health

