

## **Welcome to the Community and Provider Services Career Progression Framework**

The framework is a development tool designed to support your thinking about career progression and development with the Community and Provider Services 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.

### **What should the Career Progression 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 Sensory Service

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 Sensory Service colleagues and how they have successfully navigated their careers

Learning more about Community and Provider Services colleagues and how they have successfully navigated their careers

The Community and Provider Services 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 Progression 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 Community and Provider Services 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.

### **Job Profession: Community and Provider Services**

Community and Provider Services ensure the individuals receive the appropriate services to meet their assessed needs either via a service commissioned by the local authority and secured by the Brokerage team or through support from the self-directed support team to enable an individual to secure a bespoke service that is tailored to their individual needs.

Community and provider service ensures the quality of service delivered to our Medway residents is of an appropriate standard that is compliant with the Care Quality Commission standards.

### **Community and Provider Services Lead**

Provide effective and motivational leadership supporting the service to deliver positive outcomes for people across Medway. Taking responsibility for the delivery of effective and efficient services across a service area, ensuring that statutory responsibilities are met through high quality social care practice.

Responsible for developing a confident and competent workforce, promoting a culture of ongoing learning and development and supporting the service area through change and times of challenge. Accountability for delivering services in line with performance indicators and the designated budget.

### **Community Resource and PA Recruitment Worker**

To develop the PA workforce and local community resource to support recipients of a direct payment to access a range of services to achieve their social care outcomes.

To harness the strengths and abilities of local communities to promote direct payment users' health, wellbeing and independence through the provision of self-directed support.

Maintain a comprehensive record of personal assistants to match employer requirements and identifying training where necessary.

Maintaining a local offer of services, opportunities and community resources.

### **Self-Directed Support Coordinator**

To work directly with and support those individuals that choose to receive their personal budget as a Direct Payment. Working across all disability groups, both children and adults, you will work with individual users and/or their families or representatives to harness community resources, assistive technology, support services and/or recruit and employ personal assistants, in order to achieve agreed social care outcomes.

To provide continuous aftercare as and when required and carry out reviews of the direct payment to ensure social care outcomes are still being met and the direct payment is being managed appropriately.

To be a champion of the benefits of self-directed support presenting these to potential individuals, professionals and community groups.

### **Senior Self-Directed Support Coordinator**

Contribute to the delivery of a highly effective Self-Directed Support Direct Payment service in an efficient manner.

Supervise and oversee a small number of SDS Coordinators, providing oversight, advice and guidance whilst maintaining a complex case load and demonstrating expert and effective practice in complex situations, managing higher levels of risk in a way that ensures the safeguarding and welfare of individuals and the personalised system workforce.

Provide training, coaching, mentoring and support to the team to enable them to empower Medway residents to maintain their independence using personal budgets via a direct payment.

Ensure that the quality assurance framework is implemented and take an active role in audit activity including making sure areas of service improvement are actioned.

### **Self-Directed Support Team Manager**

Provide strong and effective leadership, supporting the Self-Directed Support team to deliver person centred outcomes for people across Medway, using strengths-based practice.

To be responsible for the overall delivery of effective and efficient services within the team, managing competing priorities and ensuring that statutory responsibilities are met through high-quality person-centred practice in order to ensure the service provided is effective and delivers positive outcomes, within allocated budgets.

To be responsible for all aspects of the setup, monitoring and review of practice and policy in relation to the direct payment scheme including direct payment debt recovery, reclaiming of unspent monies and be the signatory for the direct payment scheme authorised suitable person checks, and authorized superuser for the Prepaid Card Scheme.

### **Provider Quality Assurance Officer**

Support the Provider Quality Assurance team manager to implement systems which can be used to effectively monitor quality standards across adult social care external provision.

Assist in the monitoring of quality of care provided, conducting regular observations and audits to ensure compliance with required standards.

Maintain up to date quality assurance records using appropriate systems within specified timeframes and produce reports as required.

### **Senior Provider Quality Assurance Officer**

Support the Provider Quality Assurance Team manager to help develop the community adult social care market in terms of good quality and choice across Medway.

Support the Provider Quality Assurance Team manager to implement systems which can be used to effectively monitor quality standards across adult social care external provision.

Monitor the quality of care provided, conducting regular observations and audits to ensure compliance with required standards.

### **Provider Quality Assurance Team Manager**

Provide strong and effective leadership, supporting the Provider Quality Assurance team to deliver positive outcomes for people who access services across Medway.

To be responsible for the overall delivery of effective and efficient services within the team, managing competing priorities and ensuring that statutory responsibilities are met through high quality practice to ensure the service provided is effective and delivers positive outcomes, within allocated budgets.

Develop the community adult social care market in terms of good quality and choice across Medway through embedding systems to effectively monitor quality standards across adult social care external provision and ensuring compliance with required CQC standards.

### **Brokerage Officer**

To broker resource requests for Care Packages from across Medway Adults Social Care, working with stakeholders to agree the most resource efficient solutions that will promote effective outcomes.

Liaise with clients to explore alternate options and match information about the client's needs with available resources.

Secure and accurately record care packages and placements for adults who meet the Council's eligibility criteria for all residential and nursing care; supported living placements; Extra Care and homecare in order that resources meet need and the appropriate independent sector providers are selected and high-quality placements and care packages are made.

### **Senior Brokerage Officer**

Liaise with individuals who require care, and Senior Practitioners and Social Workers to source, arrange and amend packages of care, placements in residential and nursing homes and supported living services.

Work closely with commissioning to identify gaps in the market and the provider quality assurance team to address any quality concerns that are brought to their attention. To negotiate with providers to arrive at a fair cost of care.

To adhere to the policies and procedures set out to ensure that appropriate standards are met and value for money is achieved in the procurement and delivery of services.

### **Brokerage Team Manager**

Provide strong and effective leadership, supporting the Brokerage Team deliver positive outcomes for people across Medway. Be responsible for the overall delivery of effective and efficient services within the team.

Direct senior brokerage officers and brokerage officers to support the delivery of their sourcing responsibilities, ensuring that Medway residents have access to the right services at the right time, place and cost.

Provide day to day management of the team and be responsible for managing competing priorities, ensuring a safe service and promoting staff wellbeing.

### **How might you use the Career Framework?**

The Community and Provider 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 team providing a narrative for you to use in development conversations.

The frameworks provide a way to build a joint understanding with individuals in your 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 you ensure you get the right person in post, with the right skills needed.

### **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):

Direct Payments and Self-Directed Support, Brokering Care Services, Care Provider Quality Assurance.

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 on 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 Community and Provider Services team cover three professions.

The Brokerage team, broker services for individuals who meet eligibility under the Care Act, The Self-Directed Support Team work with direct payment recipients to support them to secure personalised services including the recruitment of personal assistants. The Quality Assurance Team, support providers to achieve the level of quality as set out in the CQC quality standards regulations and as specified in the contract between the provider and the local authority.

**Roles within the Community and Provider Services team cover 3 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**

Transferable skills support 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.



## Community And Hospital Brokerage Team

<b>MPR3</b>	<b>Job Title: Brokerage Officer</b>	
<b>Duties:</b> <ul style="list-style-type: none"> <li>To broker resource requests for Care Packages from across Medway Adults Social Care, working with stakeholders to agree the most resource efficient solutions that will promote effective outcomes.</li> <li>Liaise with clients to explore alternate options and match information about the client's needs with available resources.</li> <li>Secure and accurately record care packages and placements for adults who meet the Council's eligibility criteria for all residential and nursing care; supported living placements; Extra Care and homecare in order that resources meet need and the appropriate independent sector providers are selected and high-quality placements and care packages are made.</li> </ul>		
<b>Sector Specific framework:</b> <i>Please provide link to national/sector specific framework if this applies</i>		
<b>Level A (Developing)</b>	<b>Level B (Practising)</b>	<b>Level C (Accomplished)</b>
Required for this level	In addition to level A	In addition to levels A and B
<b>Qualifications</b> <ul style="list-style-type: none"> <li>A minimum of 5 GCSEs (grades 4-9) or equivalent level 2 qualification, including Maths and English</li> </ul>	<b>Qualifications</b>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>Evidence of ongoing continuous professional development</li> </ul>
<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>Qualification requirements relating to GCSEs or equivalent to be evidenced using application and original certificates provided as part of the onboarding process.</li> </ul>	<b>Evidence requirements to progress to level B:</b>	<b>Evidence requirements to progress to level C:</b> <ul style="list-style-type: none"> <li>Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.</li> </ul>
<b>Knowledge</b> <ul style="list-style-type: none"> <li>An awareness of the Care Act 2014 – care and support needs and eligibility criteria.</li> <li>Awareness of digital technologies, including tech enabled care.</li> <li>Awareness of information governance, record retention, confidentiality issues and the General Data Protection Regulations.</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>Knowledge and understanding of: <ul style="list-style-type: none"> <li>Care Act 2014-Care and support needs and eligibility criteria.</li> <li>digital technologies, including tech enabled care.</li> <li>equality and diversity.</li> <li>information governance, record retention, confidentiality issues and the General Data Protection Regulations.</li> <li>Self-Directed Support including Direct Payments and the ability to explain this option and make a referral.</li> </ul> </li> <li>Knowledge of how internal teams and procedures work within ASC and how they support your role, for example financial assessments, CFA, commissioning.</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>In-depth knowledge of Self-Directed Support, financial assessments and income, payments, debt and how the brokerage function impacts each service.</li> <li>Ability to work collaboratively with internal teams and provide intel to the Provider Quality Assurance Team and Commissioning.</li> <li>Excellent working knowledge of Mosaic.</li> <li>Knowledge of Mental Capacity Act 2005.</li> <li>Knowledge of CQC Regulations.</li> </ul>
<b>Evidence requirements (knowledge):</b> <ul style="list-style-type: none"> <li>Describe how you have applied your knowledge in relations to the Care Act 2014.</li> <li>Provide an example of how you have used digital technology or tech-enabled care solutions to improve outcomes for individuals or enhance service delivery.</li> <li>Provide an example where you have managed sensitive information in line within information governance, record</li> </ul>	<b>Evidence requirements (knowledge):</b> <ul style="list-style-type: none"> <li>Provide 2 examples to demonstrate your knowledge and understanding of the Care Act 2014-Care and support needs and eligibility criteria.</li> <li>Provide 2 examples of your knowledge and understanding of digital technologies, including tech enabled care.</li> <li>Provide 2 examples that demonstrate your knowledge regarding equality and diversity.</li> </ul>	<b>Evidence requirements (knowledge):</b> <ul style="list-style-type: none"> <li>Provide 3 examples to evidence of your In-depth knowledge and understanding of Self-Directed Support, financial assessments and income, payments, debt and how the brokerage function impacts each service.</li> <li>Provide 3 examples where you have worked collaboratively with internal teams and provided intelligence to the Provider Quality Assurance Team and Commissioning.</li> </ul>

<p>retention and GDPR requirements. Describe how you ensure confidentiality and compliance.</p>	<ul style="list-style-type: none"> <li>• Provide 2 examples to demonstrate your knowledge in relation to information governance, record retention, confidentiality issues and the General Data Protection Regulations.</li> <li>• Provide 2 examples where you have applied your knowledge regarding Self-Directed Support including Direct Payments and completed a referral.</li> <li>• Provide examples where you have worked collaboratively with other teams to resolve issues that impact Brokerage.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide 3 written line manager observations to demonstrate your working knowledge of Mosaic.</li> <li>• Provide 3 examples to demonstrate your knowledge of the Mental Capacity Act 2005 and how this has been applied in your role.</li> <li>• Provide 3 examples to demonstrate your knowledge of the CQC Regulations.</li> </ul>
<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Experience of working in a children’s or adult social care environment.</li> <li>• Experience with working with people with care and support needs.</li> <li>• Experience of a customer or service user facing environment.</li> <li>• Some experience of cost negotiating.</li> </ul>	<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Demonstrable experience of understanding Social Care and working within the defined processes and procedures. handling difficult conversations with providers and customers.</li> <li>• Experience of working independently, using initiative to deal with straight forward situations, referring to supervisor/line manager for unusual or difficult problems.</li> <li>• Experience of managing time effectively, planning own workload and setting appropriate objectives and deadlines.</li> </ul>	<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Experience of interpreting data, identifying areas of concern and escalating appropriately.</li> </ul>
<p><b>Evidence requirements (experience):</b></p> <ul style="list-style-type: none"> <li>• Describe your experience of working in a children’s or adult social care setting. What was your role and how did you ensure their needs were met effectively.</li> <li>• Describe your experience of working with people with care and support needs.</li> <li>• Provide an example where you have worked directly with customers or service users and how you ensured they received a positive experience.</li> <li>• Provide an example where you have been involved in negotiating costs with a provider. Describe the approach you took to ensure value for money whilst maintaining quality.</li> </ul>	<p><b>Evidence requirements (experience):</b></p> <ul style="list-style-type: none"> <li>• Provide 2 examples where you have held conversations with providers to discuss the support that needs to be provided adhering to guidance documents and processes within Mosaic.</li> <li>• Provide 2 case examples where you have worked independently and recognised the need to escalate more complex or unusual issues to your manager.</li> <li>• Provide 2 examples where you have had to manage competing deadlines. Describe how you prioritised your tasks, managed your time and ensured everything was completed on schedule.</li> </ul>	<p><b>Evidence requirements (experience):</b></p> <ul style="list-style-type: none"> <li>• Provide 2 examples where you have analysed data and identified potential issues. Describe how you determined it was significant and the steps you took to address.</li> </ul>
<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Proficient use of Microsoft Word, Excel, Teams and Outlook.</li> <li>• Ability to use written and oral communication skills presenting varied information in an understandable way to a range of audiences.</li> <li>• Ability to understand and organise data.</li> <li>• Ability to explain straightforward tasks to others where required.</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Excellent IT skills that support the recording, organisation and presentation of data.</li> <li>• Effective negotiation skills, telephone manner and customer care skills.</li> <li>• Ability to coordinate and train other colleagues on straightforward and more complex tasks.</li> <li>• Ability to manage time effectively, planning your own workload and setting appropriate objectives and deadlines.</li> <li>• A team player.</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to deal with high levels of work-related pressure e.g. deadlines, interruptions, and conflicting demands.</li> <li>• Ability to work effectively as part of a team to achieve team and service objectives.</li> <li>• Ability to effectively communicate and negotiate daily with providers.</li> </ul>

<p><b>Evidence requirements (skills):</b></p> <ul style="list-style-type: none"> <li>• Competent user of ICT software packages, e.g. able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions.</li> <li>• Provide an example where you have effectively communicated with others and presented complex information in an understandable way.</li> <li>• Provide an example where you have analysed and organised data to support decision making or improve a process.</li> <li>• Provide an example where you have had to explain a straightforward task to a colleague. Describe the steps you took to ensure they understood and felt confident carrying out the task.</li> </ul>	<p><b>Evidence requirements (skills):</b></p> <p><i>Minimum of 12 months experience at level 3A for career progression applications evidenced by HR records and/or performance appraisal documents.</i></p> <ul style="list-style-type: none"> <li>• Provide 2 examples where you have used Mosaic to accurately purchase services and interpret and apply variation requests.</li> <li>• Provide examples where you have successfully handled telephone calls with professionalism to successfully negotiate with internal or external stakeholder, providing high quality customer service.</li> <li>• Provide 2 examples where you have supported and upskilled new team members to ensure they understand both the basic and more complex aspects of purchasing services, processing variations and liaising effectively with providers.</li> <li>• Provide 2 examples that to demonstrate how you prioritise tasks, adapt to changing demands and ensure the timely delivery of work.</li> <li>• Provide examples where you have supported colleagues and contributed to a positive and collaborative team environment.</li> </ul>	<p><b>Evidence requirements (skills):</b></p> <p><i>Minimum of 24 months experience at level 3B for career progression applications evidenced by HR records and/or performance appraisal documents.</i></p> <ul style="list-style-type: none"> <li>• Provide 3 examples where you have completed variations within required timescales ensuring there was no impact on client invoicing and provider payments.</li> <li>• Provide examples where you have actively managed virtual worker environments within Mosaic to support team collaboration and achieve service objectives. Describe your role and how you contributed.</li> <li>• Provide 3 examples where you have successfully negotiated and engaged on the delivery of care packages.</li> </ul>
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<b>MPR4</b>	<b>Job Title: Senior Brokerage Officer</b>	
<p><b>Duties:</b></p> <ul style="list-style-type: none"> <li>• Liaise with individuals who require care, and Senior Practitioners and Social Workers to source, arrange and amend packages of care, placements in residential and nursing homes and supported living services.</li> <li>• Work closely with commissioning to identify gaps in the market and the provider quality assurance team</li> <li>• to address any quality concerns that are brought to their attention.</li> <li>• To negotiate with providers to arrive at a fair cost of care.</li> <li>• To adhere to the policies and procedures set out to ensure that appropriate standards are met and value for money is achieved in the procurement and delivery of services.</li> </ul>		
<p><b>Sector Specific framework:</b> <i>Please provide link to national/sector specific framework if this applies</i></p>		
<b>Level A (Developing)</b>	<b>Level B (Practising)</b>	<b>Level C (Accomplished)</b>
Required for this level	In addition to level A	In addition to levels A and B
<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• A minimum of 5 GCSEs (grades 4-9) or equivalent level 2 qualification, including Maths and English</li> </ul>	<p><b>Qualifications</b></p>	<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• Evidence of ongoing continuous professional development.</li> </ul>
<p><b>Evidence requirements:</b></p> <ul style="list-style-type: none"> <li>• Qualification requirements relating to GCSEs or equivalent qualification to be evidenced using application and original certificates as part of the onboarding process.</li> </ul>	<p><b>Evidence requirements to progress to level B:</b></p>	<p><b>Evidence requirements to progress to level C:</b></p> <ul style="list-style-type: none"> <li>• Evidence of continuous professional development increasing skills, knowledge and behaviours for the role logged by individual with statement from manager evidencing stretch.</li> </ul>

<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• An awareness of – <ul style="list-style-type: none"> <li>- Mental Capacity Act 2005.</li> <li>- Care Quality Commission's compliance guidelines.</li> <li>- Health and Social Care Act 2008 code of practice.</li> <li>- GDPR legislation and best practice in relation to information sharing.</li> <li>- our statutory responsibilities under the Care Act 2014 – care and support needs and eligibility criteria.</li> <li>- digital technologies, including tech enabled care.</li> </ul> </li> </ul>	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Knowledge and understanding of: <ul style="list-style-type: none"> <li>- our statutory responsibilities under the Care 2014 – care and support needs and eligibility criteria and Care Quality Commission compliance.</li> <li>- different client groups (OP, MH, LD), the types of interventions that required care provision and adapting to the circumstances of the individual.</li> <li>- An understanding of how internal teams and procedures work within ASC and how they support your role, for example financial assessments, CFA, commissioning.</li> </ul> </li> <li>• Detailed knowledge to recommend appropriate new digital technologies, including tech enabled care.</li> <li>• Knowledge of Self-Directed Support including Direct Payments and the ability to explain this option and make a referral.</li> <li>• Awareness of partners e.g. Health, and the voluntary sector.</li> <li>• Knowledge of social care, finance and brokerage electronic systems.</li> </ul>	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Up to date knowledge and understanding of changes to legislation and practices across the social care sector.</li> <li>• Up to date knowledge of procurement and commissioning processes</li> <li>• Theoretical knowledge in relation to negotiation.</li> </ul>
<p><b>Evidence requirements (knowledge):</b></p> <ul style="list-style-type: none"> <li>• Provide an example where you have applied your knowledge in relation to the Mental Capacity Act 2005, CQC guidelines, Health and Social Care Act 2008, GDPR legislation, statutory responsibilities under the Care Act 2014 and digital technologies.</li> </ul>	<p><b>Evidence requirements (knowledge):</b></p> <ul style="list-style-type: none"> <li>• Provide 2 examples to demonstrate your knowledge and understanding of the Council's statutory responsibilities under the Care 2014 – care and support needs and eligibility criteria and Care Quality Commission compliance. Include examples of <ul style="list-style-type: none"> <li>- analysing referrals, challenging providers to ensure assessments meet the needs of service users</li> <li>- evidence of challenging social workers where it is apparent that a different type of service would be more appropriate to meet a service users' needs.</li> <li>- evidence of verifying a providers CQC registration to ensure they can provide specific regulated activity.</li> <li>- evidence of liaising with Commissioning where providers registration changes.</li> </ul> </li> <li>• Provide 2 examples to demonstrate your knowledge and understanding of different client groups (OP, MH, LD), and the types of interventions that require care provision and adapting to the circumstances of the individual.</li> <li>• Provide 2 examples of how internal teams and procedures work within ASC and how they support your role.</li> <li>• Provide 2 examples where you have recommended appropriate new digital technologies, including tech enabled care to social workers and/or providers.</li> </ul>	<p><b>Evidence requirements (knowledge):</b></p> <ul style="list-style-type: none"> <li>• Provide 3 examples to evidence how you keep up to date on changes to legislation and practices across the social care sector.</li> <li>• Provide 3 examples where you have applied and increased your knowledge of procurement and commissioning.</li> <li>• Provide 3 examples where you have applied your theoretical knowledge in relation to negotiation i.e. care cubed cost matrix, care cubed training, savings targets met.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide 2 examples where you have applied your knowledge regarding Self-Directed Support including Direct Payments and completed a referral.</li> <li>• Provide 2 examples to demonstrate your awareness of partners and the support they offer.</li> <li>• Provide 2 examples of your working knowledge of social care systems, finance systems and brokerage electronic systems.</li> </ul>	
<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Experience of providing clear expectations around team and monitoring individual performance.</li> <li>• Experienced in understanding and interpreting data, identifying areas of concern and escalating appropriately.</li> </ul>	<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Identifies individual performance issues which could impact team performance and addresses through actions plans.</li> <li>• Negotiates with providers to achieve value for money service provision.</li> <li>• Experienced in supporting staff in their role of brokerage officer/senior brokerage officer.</li> <li>• Undertaking short-term projects that contribute to enhancing the role of the Brokerage Team.</li> </ul>	<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Experience of providing regular feedback to individuals on their performance, recognising excellence and support improvement as appropriate.</li> <li>• Experience of providing an independent oversight of high-risk cases to ensure they are managed effectively.</li> </ul>
<p><b>Evidence requirements (experience):</b></p> <ul style="list-style-type: none"> <li>• Provide an example where you have provided clear expectations and monitored individual performance.</li> <li>• Provide an example where you have analysed data, identified areas of concern and taken steps to escalate where required.</li> </ul>	<p><b>Evidence requirements (experience):</b> <i>Minimum of 12 months experience at level 4A evidenced by HR records and/or performance appraisal documents.</i></p> <ul style="list-style-type: none"> <li>• Describe a situation where you identified a performance issue with a team member that was affecting the team's overall effectiveness. What steps did you take to address the issue, and what was the outcome.</li> <li>• Provide 2 examples where you have used cost matrix and chronology to negotiate with providers, achieving value for money. Include evidence from the savings tracker.</li> <li>• Provide 2 examples where you have supported other team members by coaching and guiding them on brokerage systems and describe how you have helped brokerage staff develop in their roles.</li> <li>• Provide 2 examples where you have undertaken short-term projects that contributed to enhancing the role or effectiveness of the Brokerage Team.</li> </ul>	<p><b>Evidence requirements (experience):</b> <i>Minimum of 24 months experience at level 4B evidenced by HR records and/or performance appraisal documents.</i></p> <ul style="list-style-type: none"> <li>• Provide 3 examples where you have supported social workers in understanding the processes involved in using Mosaic. Include how you provided constructive feedback on their work and identified champions or expert practitioners within the team.</li> <li>• Provide 3 examples where you have provided oversight of high-risk cases via the brokerage team worklog to secure a placement where health and social care are involved or where safeguarding concerns have been raised.</li> </ul>
<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Proficient use of Microsoft Word, Excel, Teams and Outlook.</li> <li>• Ability to drive</li> <li>• Excellent telephone manner and customer care skills.</li> <li>• Ability to manage time effectively, planning your own workload and setting appropriate objectives and deadlines.</li> <li>• Good written and verbal communication skills with the ability to present complex information in an understandable way.</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to deal with high levels of work-related pressure e.g. deadlines, interruptions, and conflicting demands.</li> <li>• Ability to coordinate or train other employees providing direction, monitoring progress, and empowering them to achieve objectives.</li> <li>• Demonstrable ability to use own judgement and creativity to assess complex issues.</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to collaborate effectively with departments to align strategies with broader objectives and drive organisational success.</li> <li>• Ability to present key facts and information and provide a detailed rationale for actions taken.</li> <li>• Well-developed negotiation skills with evidence of savings.</li> <li>• Ability to maintain well established relationships with providers.</li> </ul>

<ul style="list-style-type: none"> <li>• Ability to work effectively as part of a team to achieve team and service objectives.</li> <li>• Demonstrable ability to work within defined procedures and to work independently, using initiative to deal with straightforward situations, referring to supervisor/line manager for unusual or difficult situations.</li> <li>• Effective negotiation skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to use systems such as, Care Cube and Mosaic to analyse information and action accordingly.</li> </ul>	
<p><b><u>Evidence requirements (skills):</u></b></p> <ul style="list-style-type: none"> <li>• Proficient in the use of Microsoft Word, Excel, Teams and Outlook.</li> <li>• Provide UK driving licence.</li> <li>• Provide an example where you have demonstrated excellent customer care by adapting services to meet customer needs.</li> <li>• Describe how you prioritise your workload ensuring timescales are adhered.</li> <li>• Provide an example where you have effectively communicated with others and presented complex information in an understandable way.</li> <li>• Provide an example where you have worked as part of a team to achieve a specific objective.</li> <li>• Provide an example to evidence your ability to work independently, requesting support and guidance where required.</li> <li>• Provide an example where you have negotiated successfully. Describe the context and outcome achieved.</li> </ul>	<p><b><u>Evidence requirements (skills):</u></b></p> <ul style="list-style-type: none"> <li>• Provide 2 examples of how you adjusted your work and responded to requests for urgent placements or packages of care or requests to provide urgent data that requested by senior management.</li> <li>• Provide 2 examples of where you supported Brokerage Officers, Social work practitioners to understand and adhere to processes in Mosaic. Evidence could include supervision records, e-mail correspondence, team performance measures, feedback from colleagues.</li> <li>• Provide 2 examples where you have used your own judgement and creativity to assess complex issues and provide alternative solutions to urgent situations i.e. when commissioned services are not available you present alternative and bespoke solutions.</li> <li>• Provide examples to demonstrate how you have used Care Cube to negotiate costs with providers and information in Mosaic to ensure appropriate care is sourced and approved through the correct channels.</li> </ul>	<p><b><u>Evidence requirements (skills):</u></b></p> <ul style="list-style-type: none"> <li>• Provide 3 examples where you worked with the social work practice team, systems team, finance team's and others to propose and implement system improvements to align strategies and drive organisational success. Evidence may include meeting minutes, documented contribution at group forums, documented changes in procedure because of your contribution, supervision records.</li> <li>• Provide 3 examples where you have presented key facts and information and provided a detailed rationale for actions taken. Evidence to include documented chronology in mosaic regarding placement referrals and cost negotiations, accurate chronology in brokerage teamwork/action log, panel minutes, business cases.</li> <li>• Provide 3 examples of where you have undertaken negotiations and achieved savings. Evidence may include e-mails with providers, savings and cost avoidance log, chronology of negotiation conversation presented at panel.</li> <li>• Provide 3 examples well established and constructive relationships with providers. Evidence may include e-mail correspondence demonstrating how you have resolved issues for providers, attendance at provider forum meetings, evidence of working with providers to secure successful placements, provider feedback.</li> </ul>

<b>MPR5</b>	<b>Job Title: Brokerage Team Manager</b>		
<b>Duties:</b> <ul style="list-style-type: none"> <li>• Provide strong and effective leadership, supporting the Brokerage Team deliver positive outcomes for people across Medway. Be responsible for the overall delivery of effective and efficient services within the team.</li> <li>• Direct senior brokerage officers and brokerage officers to support the delivery of their sourcing responsibilities, ensuring that Medway residents have access to the right services at the right time, place and cost.</li> <li>• Provide day to day management of the team and be responsible for managing competing priorities, ensuring a safe service and promoting staff wellbeing.</li> </ul>			
<b>Sector Specific framework:</b> <i>Please provide link to national/sector specific framework if this applies</i>			
	<b>Level A (Developing)</b>	<b>Level B (Practising)</b>	<b>Level C (Accomplished)</b>
	Required for this level	In addition to level A	In addition to levels A and B
	<b>Qualifications</b> <ul style="list-style-type: none"> <li>• Educated to A Level, or equivalent, at grade C or above in Maths and English.</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>• Working towards Level 5 in Leadership and Management or equivalent qualification.</li> </ul>	<b>Qualifications</b> <ul style="list-style-type: none"> <li>• Level 5 in Leadership and Management or equivalent qualification.</li> <li>• Evidence of ongoing continuous professional development.</li> </ul>
	<b>Evidence requirements:</b> <ul style="list-style-type: none"> <li>• Qualification requirements relating to A level or equivalent qualification to be evidenced using application and original certificates as part of the onboarding process.</li> </ul>	<b>Evidence requirements to progress to level B:</b> <ul style="list-style-type: none"> <li>• Working towards Level 5 in Leadership and Management or equivalent qualification</li> </ul>	<b>Evidence requirements to progress to level C:</b> <ul style="list-style-type: none"> <li>• Level 5 in Leadership and Management or equivalent qualification</li> <li>• Evidence of continuous professional development (learning log)</li> </ul>
	<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Detailed knowledge and experience in the application of relevant legislation, statutory guidance, standards and procedures relating to Adult Social Care including the Care Act 2014, Mental Capacity Act 2005, Mental Health Act 1983 and relevant housing legislation and CQC regulations.</li> <li>• Knowledge and experience in the application of national policies and development relating to Adult's Social Care policy areas and the impact on people and the provider market.</li> <li>• Knowledge and experience in the application of relevant theories, practices and procedures and an understanding of how health and social care economies work.</li> <li>• Knowledge and understanding of equality and diversity and promotes this across the team.</li> <li>• A good understanding of GDPR legislation and best practice in relation to information sharing.</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>• Knowledge and understanding of the appraisal process.</li> <li>• Detailed knowledge and understanding of changes to legislation and practices across the social care sector and CQC.</li> <li>• Knowledge of internal and external escalation processes and an understanding of when to utilise them.</li> <li>• Knowledge and understanding of cultures, customs and values as well as the ability to work effectively with individuals from varying backgrounds and experience.</li> <li>• An understanding of budgetary management.</li> </ul>	<b>Knowledge</b> <ul style="list-style-type: none"> <li>• An in-depth understanding of the value and use of new technologies in improving services and modernising working processes.</li> <li>• A strategic understanding of the commissioning cycle and the role of brokerage within it.</li> <li>• An understanding of the role brokerage plays in the wider commissioning strategy.</li> </ul>
	<b>Evidence requirements (knowledge):</b> <ul style="list-style-type: none"> <li>• Provide an example where you have applied legislation, statutory guidance, standards and procedures relating to Adult Social Care including the Care Act 2014, Mental Capacity Act 2005, Mental Health Act 1983 and relevant housing and CQC legislation.</li> </ul>	<b>Evidence requirements (knowledge):</b> <ul style="list-style-type: none"> <li>• Provide 2 examples to demonstrate your understanding and application of the appraisal process across the team.</li> <li>• Provide 2 examples to demonstrate how you stay up to date with changes in legislation and best practice across the</li> </ul>	<b>Evidence requirements (knowledge):</b> <ul style="list-style-type: none"> <li>• Provide 3 examples to demonstrate your understanding of how new technology can be used to improve services. Describe how the new technology has modernised working processes.</li> <li>• Articulate how the role of brokerage fits into the commissioning cycle.</li> </ul>

<ul style="list-style-type: none"> <li>• Provide an example to demonstrate your knowledge and experience in applying national policies related to Adult’s Social Care policy and the impact on people and the provider market.</li> <li>• Provide an example of how you applied relevant social care or health theories, practices, or procedures in your work and how your understanding of the broader health and social care system influenced your decision and the outcomes.</li> <li>• Provide an example of how you have promoted equality and diversity across a team.</li> <li>• Provide an example of how you apply your understanding of GDPR legislation and best practice in your role.</li> </ul>	<p>social care sector and how you have applied this knowledge in your work.</p> <ul style="list-style-type: none"> <li>• Can articulate the escalation process within the council and provide examples of when to use them.</li> <li>• Provide 2 examples where you have collaborated with individuals from various cultural backgrounds and/or attended training to strengthen your understanding.</li> <li>• Provide examples to demonstrate your knowledge and understanding of budgetary management.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide 3 examples to showcase the role brokerage plays in the wider commissioning strategy.</li> </ul>
<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Previous experience working in the field of brokerage.</li> <li>• Experience of using supervision to monitor performance.</li> <li>• Experience of leading a team, promoting a positive nurturing culture and fostering a culture of understanding, collaboration, and inclusivity.</li> <li>• Experience of providing clear expectations around team and individual performance and sets clear SMART targets to achieve objectives within the team.</li> <li>• Experience of monitoring and identifying performance in relation to throughput of work both within the team and individual staff.</li> <li>• Experience of providing oversight of high-risk cases and ensure they are managed effectively.</li> <li>• Experience of providing regular feedback to individuals, recognising excellence and supporting improvement.</li> <li>• Proven experience in understanding and interpreting data to measure teams’ performance, identifying areas of concern and escalation appropriately.</li> <li>• Proven experience of providing regular high-quality supervision for all team members.</li> </ul>	<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Experience of using performance systems such as Power BI, Dashboard and Mosaic Reports and team worklog.</li> <li>• Experience in understanding performance data and Identifying areas of concern, escalating and developing plans to improve, review and amend.</li> <li>• Experience in developing individuals and teams and creating opportunities for learning.</li> <li>• Experience of sustaining high quality supervision within the team, ensuring that supervision is regular and effective, identifying performance capabilities and implementing necessary training needs.</li> <li>• Experienced in providing guidance and advice to staff on management of high-risk cases and escalate as appropriate within reasonable timeframes to management.</li> <li>• Experience of managing staffing budget for the brokerage team, within available resources.</li> <li>• Experience of developing plans because of audit findings to support individuals to improve practice.</li> <li>• Experience of providing professional complaint responses within specified timescale.</li> </ul>	<p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• Experience of promoting and embedding the use of community partner and charity organisations.</li> <li>• Ability to make informed decisions; consider challenges from different perspectives, analyse potential outcomes, take calculated risks.</li> <li>• Experience of monitoring the quality of practice of the team and be accountable for improvements.</li> <li>• A broad range of procurement, commissioning or buying experience, relevant to the role.</li> <li>• Experience of linking big picture thinking to the strategic cycle.</li> </ul>
<p><b>Evidence requirements (experience):</b></p> <ul style="list-style-type: none"> <li>• Minimum of 4 years’ experience of working in a brokerage environment, evidenced through application form and interview discussion.</li> <li>• Provide an example of how you have effectively used supervision to monitor performance.</li> <li>• Provide an example of your experience leading a team where you promoted a positive and nurturing culture. Describe how you fostered understanding, collaboration and inclusivity among team members, and what was the impact on team performance or morale.</li> </ul>	<p><b>Evidence requirements (experience):</b></p> <p><i>Minimum of 12 months experience at level 5A for career progression applications evidenced by HR records and/or performance appraisal documents.</i></p> <ul style="list-style-type: none"> <li>• Provide 2 examples of how you use performance systems such as power BI dashboard, mosaic reports and team worklogs to produce quantitative or qualitative insights for weekly exception reports to inform the corporate management team of progress towards targets or highlight risks.</li> </ul>	<p><b>Evidence requirements (experience):</b></p> <p><i>Minimum of 24 months experience at level 5B for career progression applications evidenced by HR records and/or performance appraisal documents.</i></p> <ul style="list-style-type: none"> <li>• Provide 3 examples where you have contributed at engagement forums, Adult Social Care panel meetings and/or multi-agency meetings to promote and embed the use of community partner and charity organisations.</li> <li>• Provide 2 case studies where you made complex decisions, include the context, options considered, rational and outcome. Data analysis reports you've produced to inform service delivery.</li> </ul>

<ul style="list-style-type: none"> <li>• Provide an example where you provided clear expectations around team and individual performance, using SMART targets to help your team achieve its objectives.</li> <li>• Provide an example where you have monitored and identified performance in relation to the throughput of work, both at the team level and for individual staff members. Describe what tools or methods you used.</li> <li>• Provide an example of how you ensure high risk cases are managed effectively and the steps you took to support staff and safeguard individuals.</li> <li>• Provide an example of where you have provided regular feedback to team members, and how you recognised excellence and supported individuals in improving their performance.</li> <li>• Provide an example of how you use data to assess team performance, identify areas of concerns and escalate issues appropriately.</li> <li>• Provide an example of how you deliver regular, high-quality supervision, ensuring consistency and supporting individual development.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide 2 examples where you have used performance data to identify areas of concern and proposal/action plans you have developed and presented to implement improvements.</li> <li>• Provide examples where you have used different tools and methods to develop individuals and/or teams and where you have identified learning needs and created opportunities to meet them.</li> <li>• Provide 2 direct line manager observations to measure the quality of supervision across the team and evidence how you have supported individuals through performance plans to improve their practice.</li> <li>• Provide 2 examples where you have given guidance to staff on progressing their individual cases where the needs of the individual are complex and require complex multi agency input or urgent response due to safeguarding concerns.</li> <li>• Provide examples where you have used Integra to complete monthly budget monitoring and forecasting ensuring spend remains within budget.</li> <li>• Provide 2 examples of improvement action plans you have developed because of your management oversight or audit findings that supported the team or individuals improve practice.</li> <li>• Provide 2 examples of complaint responses you have personally drafted that satisfactorily addressed the issue for the complainant.</li> </ul>	<p>Examples of collaborative decision making such as joint working with commissioning, finance or operational teams.</p> <ul style="list-style-type: none"> <li>• Provide 2 examples such as internal audits you been involved in, showing findings and actions taken. Notes from 1:1 where practice quality, performance, or development needs were discussed. Analysis of data showing trends in timeliness, accuracy or outcomes of brokerage activity. Service improvement plans or action plans outlining identified issues, planned interventions and progress tracking, evidence of your role in leading or contributing to these plans.</li> <li>• Provide examples where you have successfully navigated the procurement process and contributed to the implementation of new contracts.</li> <li>• Provide 2 examples of contributions to service plans, commissioning strategies or transformation programmes that align with council wide priorities, documents where you have identified a need or opportunity, linked it to strategic objectives and proposed a solution with measurable outcomes. Evidence of how you've reviewed services or processes with a view to long-term improvement and alignment with future need.</li> </ul>
<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Proficient in the use of Microsoft Word, Excel, Teams and Outlook.</li> <li>• Ability to maintain workforce morale and engagement, talent development and have proactive practices to manage workforce lifecycle.</li> <li>• Ability to utilise varying methods of communication to effectively convey information, ideas and instructions to individuals and the team.</li> <li>• Ability to actively listen and provide/receive constructive feedback to/from individuals and the team aimed at achieving a positive culture.</li> <li>• Ability to engage and involve staff in organisational change.</li> <li>• Ability to effectively manage the workload including prioritising work and delivering outcomes within defined timescales.</li> <li>• Ability to identify and manage risk including use of risk assessment.</li> <li>• Promote positive approaches to diversity, identity and equality.</li> <li>• Ability to demonstrate strong commercial awareness and ability to use negotiation skills to resolve complex issues with conflicting priorities.</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to show support for changes that have been agreed corporately, irrespective of own views.</li> <li>• Ability to build strong relationships with team, stakeholders and customers.</li> <li>• Ability to negotiate, engage and persuade team members to collectively reach agreements and achieve outcomes.</li> <li>• Able to encourage team members to embrace change and meet goals.</li> <li>• Shows sound judgement in decision making, resolving problems and providing direction in complex and sensitive situations.</li> <li>• Ability to interpret statistical data to improve service delivery, measure the team's performance and meet council objectives.</li> <li>• Innovative and able to recognise and develop potential for doing things differently.</li> <li>• Strong verbal and written communication skills. Ability to adapt communication style to varying audiences.</li> </ul>	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Ability to effectively escalate both internally and externally when appropriate.</li> <li>• Ability to manage and make decisions with complex work, where there are elements of conflict present.</li> <li>• Ability to negotiate and engage with internal and external partners to achieve outcomes.</li> <li>• Ability to make informed decisions; consider challenges from different perspectives, analyse potential outcomes, take calculated risks, and make decisions that help propel the team.</li> <li>• Ability to identify and escalate team performance issues which could be leading to wider organisational concerns and present potential solutions.</li> <li>• Ability to maintain relationships with all stakeholders.</li> <li>• Ability to take a collaborative and respectful approach to cost negotiation, with the ability to challenge constructively to ensure successful outcomes.</li> <li>• Ability to evidence a strong commercial awareness regarding the costs associated with delivering a care service.</li> </ul>

<ul style="list-style-type: none"> <li>• Ability to take a collaborative and respectful approach, with the ability to challenge constructively to ensure successful outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to effectively communicate with the team and undertake challenging conversation as required.</li> </ul>	
<p><b>Evidence requirements (skills):</b></p> <ul style="list-style-type: none"> <li>• Competent user of ICT software packages, e.g. Able to use Outlook, write letters, emails, spreadsheets, reports and put together a presentation on PowerPoint, evidenced through application, and interview questions.</li> <li>• Provide examples how you have maintained workforce morale and engagement, supported talent development, and implemented proactive practices.</li> <li>• Provide examples to demonstrate well developed communication skills, written and verbal, including ability to present information to stakeholders at various levels.</li> <li>• Provide an example demonstrating how you have actively listened and given or received constructive feedback either individually or within a team to build a positive and supportive workplace culture.</li> <li>• Provide an example where you have actively engaged and encouraged staff during organisational change.</li> <li>• Provide an example of how you effectively manage a demanding workload, how you prioritise tasks and ensure outcomes are delivered within timescales.</li> <li>• Provide an example where you identified and managed risk.</li> <li>• Provide an example of how you promote positive approaches to diversity, identity and equality.</li> <li>• Provide an example where you have had to resolve a complex issue involving conflicting priorities, where strong commercial awareness and negotiation skills were essential.</li> <li>• Provide an example where you have worked collaboratively with others to achieve a goal, where constructive challenge was required.</li> </ul>	<p><b>Evidence requirements (skills):</b></p> <ul style="list-style-type: none"> <li>• Provide 2 examples where you have worked collaboratively with the Practice Development Team to promote organisational priorities and help others to adapt positively to change.</li> <li>• Provide 2 examples where you have communicated effectively with partner organisations to foster trust, proactively understand and meet the needs of others and contribute to a positive and productive working relationship.</li> <li>• Provide 2 examples where you have actively listened to teams concerns regarding processes, shown empathy and understanding, and worked together to achieve solutions.</li> <li>• Provide 2 examples where you supported your team through periods of transition and motivated individuals to adapt.</li> <li>• Provide 2 examples e.g. where you have overseen complex brokerage cases, balancing competing priorities i.e. cost, risk, provider availability, safeguarding. Reflections on how you assessed the situation, consulted relevant parties, and offered a well-reasoned decision or instances where you have coached others on how to approach sensitive decisions or resolve problems effectively.</li> <li>• Provide 2 examples where you have presented an innovative solution supported by a business case to your manager that supports practice improvements and/or budget savings and enhances service delivery.</li> <li>• Provide 2 examples empowering team led innovation i.e. ideas brought forward by the team. Identifying gaps in team confidence and and securing learning opportunities to develop confidence. Recognising and addressing inconsistent pathways and processes, collaborating with others to improve.</li> <li>• Provide 2 examples of leading regular team meetings where you clearly communicate updates, expectations and strategic direction, reports to inform management.</li> <li>• Provide 2 examples i.e. evidence of team briefings or 1:1 to explain organisational change, where you have adapted your tone and detail to ensure clarity and reassurance. Evidence of supervisions to to address under performance or practice concerns constructively using evidence and supportive language to guide improvement and maintain team morale.</li> </ul>	<p><b>Evidence requirements (skills):</b></p> <ul style="list-style-type: none"> <li>• Provide 3 examples where you have had to escalate safeguarding concerns, service delivery risks resource or capacity issues or escalation of concerns to commissioning and quality assurance teams regarding provider performance that poses a risk to individuals. E.G. escalated delay in hospital discharge due to funding disputes by initiating joint meetings with health colleagues, ensuring timely resolution, escalate disagreement over funding responsibilities, providing a clear summary of issues and supporting documentation to resolve the matter.</li> <li>• Provide 3 examples to evidence i.e. where you have addressed tensions within the team regarding perceived inequities in workload, facilitated team discussions, gathered feedback and implemented a work allocation system that was transparent, equitable, improving morale and productivity. You identified repeated issues and escalated with diplomacy.</li> <li>• Provide 3 examples where you have successfully negotiated and engaged with internal and external partners, including a chronology of steps taken to achieve specific outcomes.</li> <li>• Provide 3 examples e.g. when balancing choice, risk, cost you supervised a high-cost care package request, reviewed service user's needs, explored alternative providers and consulted with operations teams and budget holders, in considering all perspectives, you negotiated a more cost-effective solution that still met the individual's needs. Demonstrating sound judgement, risk awareness and strategic thinking.</li> <li>• Provide 3 examples where you identified and completed an exception report to highlight team performance issues that could impact the wider organisation and produced a business case to present potential solutions.</li> <li>• Provide 3 examples of your ability to maintain relationships with stakeholders and customers e.g. evidence of regular engagement with care providers, operational teams and commissioning colleagues to ensure smooth coordination of care packages, e-mail/meeting minutes that demonstrate open and professional communication even during high pressure situations.</li> <li>• Provide 3 examples to evidence you have successfully negotiated reduced care package rates by presenting clear cost comparisons and service data, while maintaining a respectful and constructive dialogue with providers. Worked jointly with finance/commissioning to challenge high-cost placements, ensuring value for money without compromising care quality.</li> </ul>

		<ul style="list-style-type: none"><li>• Provide 3 examples to evidence your commercial awareness in care service delivery i.e. your analysis of provider rate trends and identified opportunities for cost efficiency. Your documented contribution a panel or e-mail discussion where you raise the financial impact of sourcing decisions and suggest alternative solutions aligned with strategic goals.</li></ul>
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