

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Commissioning Officer MICES Support Officer	Range 4	<p>Contribute to the development, delivery, and evaluation of evidence-based projects to improve Partnership Commissioning activity and well-being in Medway and support the achievement of local and national targets relating to commissioning services for health and social care</p> <p>Build alliances and partnerships to plan, implement, and/or monitor projects that can be time limited and that share goals and priorities to enhance service awareness, availability, access, and uptake and ensure compliance with statutory legislation and practice requirements, including mandatory training.</p> <p>Present reports, data, presentations and training to a range of clinical and non-clinical teams, i.e. providers, Local Authority meetings, Senior Manager meetings, and to other key stakeholders, working within professional and ethical boundaries.</p> <p>Apply the principles of social marketing, and/or behavioural science, to reach specific groups and communities with enabling information and ideas to promote the person-centred, outcome focused commissioning activity</p> <p>Demonstrate a commitment to equality and diversity, identifying service strategies to deliver equitable and fair services for users and employees, challenging discriminatory practices and actively managing and promoting diversity. This will also</p>	Required for this level	In addition to level A	In addition to levels A and B
			<p>Qualifications</p> <ul style="list-style-type: none"> 5 GCSE's level 4-9 or equivalent level 2 qualification, including English Level 3 qualification such as 2 A Levels, or a NVQ or Diploma. 	<p>Qualifications</p>	<p>Qualifications</p>
			<p>Knowledge</p> <ul style="list-style-type: none"> A good understanding of the concepts of equality, diversity and inclusion. A good understanding of GDPR legislation and best practice in relation to information sharing. A basic understanding of the Care Act 2014 An understanding of commissioning and project management. Knowledge of safeguarding policies and procedures, including understanding reporting processes Basic knowledge of the principles of social marketing and/or behavioural science 	<p>Knowledge</p> <ul style="list-style-type: none"> An understanding of the issues that affect the wellbeing of Adults and carers in Medway. An understanding of procurement and specifically the procurement process in the Council An understanding of statutory services and corporate priorities. Knowledge of the Council's diversity impact assessment (DIA) process Understanding of healthcare, social care, and public health systems 	<p>Knowledge</p> <ul style="list-style-type: none"> A good understanding of commissioning and project management. A good understanding of the issues that affect the wellbeing of Adults and carers in Medway. Good knowledge of safeguarding policies and procedures, including understanding reporting processes Understanding of procurement legislation
			<p>Experience</p> <ul style="list-style-type: none"> Experience of working in a similar role, ideally with a focus on health or social care, or project management. Working effectively with colleagues and building relationships with partners and stakeholders Meeting set deadlines and managing own work. 	<p>Experience</p> <ul style="list-style-type: none"> Complying with legislation, policy, procedures, and guidance. Undertaking basic analysis of data. Carrying out research with support from experienced colleagues Preparing written reports, with support from experienced colleagues. Demonstrable experience of contributing to the development, delivery and evaluation of evidence-based projects to improve Partnership 	<p>Experience</p> <ul style="list-style-type: none"> Multi-agency working and developing effective partnerships. Building good working relationships and collaborating across different services and agencies. Co-production, ensuring the user voice is represented in everything we do.

		<p>include adherence to professional codes of conduct, occupational membership codes, employer behaviour frameworks and practice standards.</p> <p>Act with integrity, consistency and purpose, and take responsibility for own personal development, ensuring that service specific knowledge and understanding is maintained and developed to support the delivery of excellent project management across the team.</p>		<p>Commissioning activity and well-being in Medway</p> <ul style="list-style-type: none"> Demonstrable experience of delivering reports, data, presentations and training to a range of clinical and non-clinical teams 	
			<p>Skills</p> <ul style="list-style-type: none"> Proficient in the use of Microsoft Word, Excel, Teams and Outlook and willingness to learn other council packages as required. Written skills sufficient to produce communications and complete records accurately. Effective communication and interpersonal skills. Ability to communicate in a manner which is easily understood and tailored to meet the needs of the audience. Good organisation and time-management skills to prioritise workload and achieve deadlines 	<p>Skills</p> <ul style="list-style-type: none"> Ability to support senior officers with the evaluation and redesign of services to improve health outcomes and reduce health inequalities. Ability to analyse complex information and concepts (including health outcomes, inequalities and life expectancy) Good writing skills with the ability to present information to diverse audiences using different methods. Ability to monitor budgets and finance, spend, process invoices A good understanding of professional and ethical boundaries Ability to engage with providers and other professionals effectively and proactively. 	<p>Skills</p> <ul style="list-style-type: none"> Excellent writing skills sufficient to produce well written reports and complete records accurately. Ability to lead projects and contribute in a working group, providing direction when required, and monitoring progress.
<p>Contract Management Officer for Supported Living</p> <p>Contract Management Officer for Short Term beds</p> <p>BCF Programme Officer*</p>	Range 5	<p>Work in partnership with providers, other agencies and strategic networks to maximise the potential of the service and the achievement of improved individual outcomes.</p> <p>Undertake the analysis of need and demand and produce performance data ensuring that proactive planning is taken to alleviate the pressure on acute services, as well as the development of integrated and whole system pathways.</p> <p>Ensure all programme plans, activity data, performance and savings targets are regularly updated and maintained to support the development of progress reports to relevant individuals / organisations. This may include the production and presentation of reports to senior management</p>	<p>Required at this level</p> <p>Qualifications</p> <p>Qualification:</p> <ul style="list-style-type: none"> Further education such as minimum of 2 A Levels, or an NVQ / Level 3 Diploma <p>Or</p> <p>Professional Experience:</p> <ul style="list-style-type: none"> Minimum of 5 GCSE at Grade 4-9 including English & Maths Minimum of 2 years' experience in a relevant role. <p>Knowledge</p> <ul style="list-style-type: none"> A good understanding of equality, diversity and inclusion and how these impact the workplace. A detailed understanding of GDPR legislation and best 	<p>In addition to level A</p> <p>Qualifications</p> <ul style="list-style-type: none"> Evidence of continuous professional development. <p>Knowledge</p> <ul style="list-style-type: none"> Developing a deeper understanding of the Care Act and other relative legislation. 	<p>In addition to levels A and B</p> <p>Qualifications</p> <ul style="list-style-type: none"> Completion of Procurement Practitioner Certificate <p>Knowledge</p> <ul style="list-style-type: none"> A developed understanding of the Care Act and other relative legislation. A comprehensive understanding of the issues that affect the

		<p>across the Council and Medway and Swale Health Care Partnership, including the directors of services.</p> <p>Through continued engagement with providers and stakeholders you will ensure the contract delivers a high level of service and provider performance resulting in the continued improvement of services, through a variety of approaches that generate quantitative and qualitative information such as contract management meetings and provider forums and effectively ensure the improvement of service and provider performance.</p> <p>Ensure activity is carried out in accordance with legislation, national guidelines, NHS Kent and Medway Integrated Care Board (NHS KM ICB) and Medway Council's policy and procedures and is applied using the principles of good practice including ethics and probity and take account of safeguarding policy and standards.</p>	<p>practice in relation to information sharing.</p> <ul style="list-style-type: none"> • An understanding of the Care Act 2014 and Guidance relating to social care and health • An understanding of the issues that affect the wellbeing of Adults and carers in Medway. • Good knowledge of contract management methods and approaches used within the health and social care sector. • An understanding of engagement methods and principles. • Good knowledge of safeguarding policies and procedures, including understanding reporting processes • Good understanding of finance monitoring* 	<ul style="list-style-type: none"> • A good understanding of the issues that affect the wellbeing of Adults and carers in Medway. • Good knowledge of the specialist area within the role. • Knowledge of how to apply project management approaches. • Working knowledge of commissioning processes. • An understanding of wider system priorities and strategies. 	<p>wellbeing of Adults and carers in Medway.</p> <ul style="list-style-type: none"> • Excellent knowledge of a specialist area within the role. • Knowledge of assessment and care planning processes. • Good understanding of Project management and approaches to deliver successful projects. • A good understanding of procurement processes.
			<p>Experience</p> <ul style="list-style-type: none"> • Experience of multi-agency working and developing effective partnerships. • Experienced in building good working relationships and collaborating across difference services and agencies. • Experience of co-production, ensuring the user voice is represented in everything we do. • Previous experience in commissioning or procurement and managing contracts to deliver good performance. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of managing sensitive issues to achieve positive outcomes. • Competent to independently participate in multi-agency meetings and work with commissioned providers. • Demonstrable experience in working effectively with providers to develop and deliver services for users in the relevant specialist area. • Demonstrable experience of producing performance data and undertaking analysis of need and demand 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of conflict and managing sensitive issues to achieve positive outcomes. • Experience of leading on stakeholder engagement • Experience of dealing with difficult issues that may arise with external contractors, staff and/or service users in a calm and productive way • Ability to resolve complex issues and be proactive in identifying solutions in potentially sensitive environment.
			<p>Skills</p> <ul style="list-style-type: none"> • Proficient in the use of Microsoft Word, Excel, Teams and Outlook and willingness to learn other council packages as required. • Ability to engage with providers and other professionals effectively and proactively. • Good writing skills sufficient to produce well written reports and complete records accurately 	<p>Skills</p> <ul style="list-style-type: none"> • Able to work independently within defined procedures and can work outside of procedures, making decisions without referring to a manager where appropriate. • Adept at dealing with difficult situations and make appropriate decisions in a solution focused manner. • Ability to establish and maintain positive relationships with providers and other professionals. 	<p>Skills</p> <ul style="list-style-type: none"> • Ability to evidence resilience and to recognise when escalation and support is required. • Ability to act as a role model to other staff. • Ability to lead other staff when managing projects as appropriate. • Excellent analytical skills and able to use intelligence effectively, with ability to engage in and access relevant research and to interpret

			<ul style="list-style-type: none"> • Skilled in managing and resolving conflicts. • Good ability to simplify and explain complex data (both qualitative and quantitative). • Able to identify new opportunities or improvements within current services 	<ul style="list-style-type: none"> • Ability to follow and promote all health, social care and corporate policies and procedures. • Able to demonstrate excellent communication, negotiation, consultation and influencing skills tailored to meet the needs of a wide range of audiences and stakeholders • Able to identify opportunities for improvement within services and influence change 	<p>and apply it to support the delivery of the contract.</p> <ul style="list-style-type: none"> • Able to identify opportunities for improvement within services and deliver change that improves outcomes for residents
Senior Commissioning Officer - Accommodation and Registered Services Senior Contract Management Officer - Homecare and Extra Care Senior Contract Manager - Residential and Nursing Care Services Senior Contract Commissioner ICRS and TEC Senior Partnership Commissioner Integrated Community Equipment Service Senior Commissioning Officer - Voluntary and Community Sector and Better Care Fund	Range 6	<p>Commission and manage a range of contracts ensuring effective service delivery and compliance with contractual obligations.</p> <p>Support complex projects from initiation to closure, ensuring processes consider scope, time, cost, and quality to achieve project objectives.</p> <p>Deliver service objectives by conducting project reviews, identifying and managing risks, issues, and opportunities, and monitoring outcomes to ensure successful project completion.</p> <p>Monitor and report service outcomes against KPIs, maintaining financial stability and identifying new practices in support of statutory services.</p> <p>Organise regular stakeholder meetings and forums to communicate project outcomes, budget efficiencies, and proposed service changes, ensuring stakeholder engagement and transparency.</p> <p>Develop and maintain expert knowledge on legislation and government guidance to ensure services comply with current regulations and best practices.</p> <p>Collaborate with providers, other agencies, and strategic clinical networks to share good practices and</p>	<p>Required at this level</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Further education, e.g. A/S or A Levels or NVQ Level 3 / Level 3 Diploma in relevant area. • Willingness to work towards Procurement Practitioner Training. <p>In addition: Professional Qualification:</p> <ul style="list-style-type: none"> • Programme management accredited qualification such as Prince 2 foundation Level <p>Or Professional Experience</p> <ul style="list-style-type: none"> • Relevant work experience gained in a similar role (minimum of 2 years): <p>Knowledge</p> <ul style="list-style-type: none"> • An awareness of the One Medway Council Plan • Knowledge of legislation, policies and procedures in relation to GDPR and data protection, equalities and safeguarding. • A proficient understanding of the Care Act 2014 and what is required to successfully commission services that deliver prescribed outcomes. • Demonstrable knowledge of the theory that underpins procurement and contract management. • Good knowledge and understanding of adult social care and health services in Medway. 	<p>In addition to level A</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Working towards Procurement Act 2023 practitioner certificate. <p>Knowledge</p> <ul style="list-style-type: none"> • Knowledge and understanding of the One Medway Council Plan and service plan and how this role and the team contribute to delivering the outcomes. • Comprehensive knowledge of health and social care services relevant to the role. • Comprehensive knowledge of procurement and project management as relevant to the commissioning cycle. • An understanding of procedures and governance within commissioning. • An understanding of Local Authority financial procedures and regulations. • Able to manage budgets and maintain performance of commissioned services within defined financial boundaries 	<p>In addition to levels A and B</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Evidence of continuous professional development relating to health and social care, public health and/or a commissioning or procurement qualification. • Completed Procurement Act 2023 practitioner certificate <p>Knowledge</p> <ul style="list-style-type: none"> • A good understanding of corporate priorities and the responsibilities of the Head of Service and senior leadership teams. • A good understanding of engagement and best practice in relation to commissioning and coproduction of commissioned services. • An understanding of quality assurance processes and systems. • Up to date knowledge and understanding of changes to legislation and practices across the Sector. • Demonstrative knowledge of the commissioning and procurement cycles.

		<p>maximize the achievement of improved outcomes through collaborative commissioning.</p> <p>Contribute to the development of integrated and whole system pathways, leading the creation of business cases and service specifications to ensure services are designed to meet the needs of residents effectively.</p>	<ul style="list-style-type: none"> • A good knowledge and understanding of issues for adults with health and social care needs. • A good understanding of project management approaches. • Knowledge of assessment and care planning processes that assess and meet the identified needs of adults. • A good knowledge and understanding of issues for disabled people and their families and carers. • In-depth understanding of commissioning and contract management 	<ul style="list-style-type: none"> • A good working knowledge of adult social care regulatory and legislative frameworks. • Knowledge of assessment and care planning to meet the identified needs of adults and families. 	
			<p>Experience</p> <ul style="list-style-type: none"> • Previous experience in commissioning roles, ideally within social care and health services. • Demonstrated experience in managing complex projects from initiation to closure • Proven track record of managing and overseeing contracts to ensure effective service delivery and compliance. • Experience in organising and facilitating stakeholder meetings, forums, and engagement activities. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience in leading staff meetings. • Experience of delivering successful commissioning and contract management, across a relevant area. • Experience of working with service users and carers to support engagement to inform successful commissioning. • Experience in drafting business cases and project plans to support commissioning activities. • Experience in developing partnership working with other professionals, liaising with other service providers and outside partner agencies to achieve improved outcomes through collaborative commissioning. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of reviewing services and making proposals for investment or de-investment as appropriate. • Experience in leading multi-agency meetings and building effective working relationships across agencies and sectors. • Experience of contributing to effective financial management and forecasting within a limited budget
			<p>Skills</p> <ul style="list-style-type: none"> • Proficient in the use of Microsoft Word, Excel, Teams and Outlook and willingness to learn other council packages as required e.g. Sharepoint. • Ability to establish and maintain positive relationships with colleagues, partners and wider stakeholders and contribute positively to the wider team. • Well-developed communication skills to present complex / sensitive information in an understandable way, to a range of 	<p>Skills</p> <ul style="list-style-type: none"> • Can analyse and interpret complex information and situations, identify trends, and make informed decisions. • Can develop solutions and plans for the medium and long term. • Adopts an imaginative and innovative approach. • Works independently within defined procedures and can also work outside of procedures with the ability to make well-reasoned decisions. • Ability to undertake a range of written and numerical tasks, e.g. accurately recording information, writing reports, 	<p>Skills</p> <ul style="list-style-type: none"> • Ability to review and update policies and procedures including risk management. • The ability to undertake project management responsibilities and lead and motivate colleagues including those employed by other organisations, e.g. Health colleagues as part of a working group. • Is inspiring and acts as an excellent role model for others • Seeks opportunities to improve process and outcomes

			<p>audiences with an awareness of alternative forms of communication.</p> <ul style="list-style-type: none"> • Ability to effectively manage competing priorities. • Negotiation, influencing or persuasive skills to manage contracts in collaboration with partners and stakeholders • Problem solving skills which enable to identify and address issues, risks and opportunities • Ability to manage multiple tasks, projects, and priorities efficiently. • Strong interpersonal skills to build and maintain relationships with stakeholders and team members. • Ability to adapt to changing circumstances and requirements while maintaining focus on project objectives. 	<p>compiling risk assessments, incident and accident reporting.</p> <ul style="list-style-type: none"> • Able to demonstrate knowledge and experience of maintaining professional boundaries 	<ul style="list-style-type: none"> • Constantly reviews performance to identify areas to develop • Provide direction, monitors progress and empowers others to achieve agreed objectives. • Can deliver training to colleagues and partners where appropriate. • Demonstrates commitment to improving outcomes for adults in Medway. • Able to maintain professional boundaries. • Able to demonstrate resilience in challenging situations.
Programme Lead	Range 7	<p>Work within the professional and ethical boundaries while commissioning services that meet the Care Act requirements, promoting population health and wellbeing, and addressing health inequalities</p> <p>Commitment to equality and diversity; identifying strategies to deliver equitable and fair commissioned services for users and employees, challenging discriminatory practices and actively managing and promoting diversity.</p> <p>Manage and motivate a team of commissioning professionals to deliver successful projects and programmes that provide care and support for our residents which contributes to the improvement of the health and wellbeing of residents.</p> <p>Influence internal and external stakeholders to support commissioning activity whilst encouraging all partners to make health and wellbeing their business.</p>	<p>Required at this level</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Evidence of continued professional development as relevant to a senior lead in social care and health commissioning. <p>In addition:</p> <p>Professional Qualification:</p> <ul style="list-style-type: none"> • Educated to degree level in related discipline. • Programme management accredited qualification such as Prince 2 foundation Level <p>Or</p> <p>Professional Experience</p> <ul style="list-style-type: none"> • Relevant work experience gained in a similar role (minimum of 5 years). • Good general level of education (minimum of 2 A levels, or equivalent Level 3 qualification) <p>Knowledge</p> <ul style="list-style-type: none"> • Knowledge of legislation, policies and procedures in relation to GDPR and data protection, equalities and safeguarding 	<p>In addition to level A</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Completion of Procurement Act 2023 Practitioner Training. <p>Knowledge</p> <ul style="list-style-type: none"> • Good understanding of the One Medway Council Plan and service plan and how the service will deliver successful outcomes. 	<p>In addition to levels A and B</p> <p>Qualifications</p> <ul style="list-style-type: none"> • Evidence of ongoing professional Development. <p>Knowledge</p> <ul style="list-style-type: none"> • An excellent understanding of corporate values and priorities and the responsibilities of the Head of Service and senior leadership teams. which includes embedded

		<p>Support the Head of Service to deliver the yearly Adults Partnership Commissioning Service Plan, ensuring performance targets are set annually and operate within budget, identifying financial risks and opportunities for the service. This will also include deputising for the Head of Service at meetings.</p> <p>Ensure the council acts as the single accountable body in respect of all commissioning for the Portfolio area. This will involve 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.</p> <p>Manage, motivate and support staff members to deliver professional duties and ensure high standards of service delivery and safeguarding practices are being embedded.</p> <p>Work in partnership with other agencies to share learning and good practice and maximise opportunities for collaborative commissioning. This will include contributing to the development of integrated and whole system pathways being developed.</p>	<ul style="list-style-type: none"> • A good awareness of the One Medway Council Plan. • Comprehensive understanding and knowledge of the Care Act, NHS Plans and relevant social care strategies and plans. • Comprehensive and evidential knowledge of the theory and research that underpins procurement work within Adult Social Care. • Extensive knowledge of commissioning, contract management and project management. 	<ul style="list-style-type: none"> • Comprehensive knowledge and understanding of issues faced by families with social care needs. • Comprehensive knowledge of safeguarding policies and procedures, including understanding reporting process and signs and symptoms of abuse. • An understanding of Local Authority complaints and FOI procedures. • An understanding of Local Authority financial procedures and regulations. • Up to date knowledge and understanding of changes to legislation and practices across the Health and Social Care Sectors. • A good understanding of quality assurance processes and systems. 	<p>these values and priorities in the team's work.</p> <ul style="list-style-type: none"> • Detailed understanding of procurement legislation, governance and the operation of social care and health systems. • Detailed knowledge and understanding of the range of organisations and individuals working with adults and families. • Detailed knowledge of relevant portfolio as a specialism within the APC Team • Strategic commissioning and system knowledge
			<p>Experience</p> <ul style="list-style-type: none"> • Advanced and effective communication skills, including oral, written, presentation, briefing and influencing others tailored to meet the needs of a wide range of audiences and stakeholders. • Substantial experience of direct working with senior leaders across the health and social care sector. • Experience of managing commissioning and procurement processes in relation to services that support vulnerable adults and families. • Substantial level of project management experience within a relevant setting. • Experienced in motivating and managing staff • Experienced in developing partnership and coproduction working with other professionals, liaising with other service providers and outside partner agencies including regulatory bodies. • Experience of effective financial management and forecasting within a limited budget and of 	<p>Experience</p> <ul style="list-style-type: none"> • Experienced in contributing to quality assurance processes. • Significant experience of dealing with a diverse range of complex situations while prioritising the well-being of staff and service users. • Demonstrable experience in responding to complaints and FOI requests in a timely manner. • Experience of working within internal policies and procedures and statutory responsibilities. 	<p>Experience</p> <ul style="list-style-type: none"> • Experience of managing high cost or high-risk commissioning and procurement processes. • Experience of supporting Inspections e.g. CQC inspection, • Experienced in providing advice and guidance on established internal policy and/or external regulations/legislation. • Experienced in reviewing and contributing to the development of policies and supporting procedures. • Contributes toward progress by leading their programme area at regional boards and groups, as a representative for Medway, with the skills to develop their area. • Experience of deputising for Head of Service, Assistant Director or Director, at a regional and national level when requested.

			<p>contributing to wider financial decisions impacting on the service.</p> <ul style="list-style-type: none"> • Demonstrable experience of reviewing incidents and complaints and adapting services as required. • Experience in leading multi-agency meetings. • Experience in undertaking recruitment and selection using safer recruitment guidance. 		
			<p>Skills</p> <ul style="list-style-type: none"> • Proficient in the use of Microsoft Word, Excel, Teams and Outlook and willingness to learn other council packages as required. • Ability to travel as required to attend meetings or events at different sites in Medway and beyond. • Ability to lead, motivate and encourage other employees providing direction, monitoring progress and empowering employees to achieve objectives. • Able to deal effectively with emergency situations. • Can analyse and interpret complex information and situations. Develop solutions and plans for the medium term. • Adopts an imaginative and innovative approach. • Uses highly developed communication skills to present complex / sensitive information in an understandable way, to a range of audiences with an awareness of alternative forms of communications. • Works independently within defined procedures, and can work outside of procedures, making decisions without referring to manager where necessary. • Ability to appreciate and respond to the diverse, ethnic, cultural, 	<p>Skills</p> <ul style="list-style-type: none"> • Able to demonstrate good leadership and decision-making skills, including supervision. • Provide training around specific areas to staff and the wider team. • Able to share knowledge and understanding of issues for adults and families who receive health and social care services. • Able to maintain professional boundaries and to ensure staff do likewise. • Able to demonstrate resilience in challenging situations. 	<ul style="list-style-type: none"> • Skills • Able to spot and implement opportunities for improving situations or services • Skilled in leadership and can motivate and encourage staff to deliver quality outcomes • Proven ability to deputise for Senior Managers undertaking some key roles and strategic planning, as appropriate. • Strategic focus and the ability to link activities to key service and corporate ambitions. • Can think on their feet in rapidly changing environments • Seeks opportunities to develop others • Able to achieve results in a quality, timely, and cost-effective way • Sees priorities, plans the efficient use of resources, and monitors progress against objectives • Formulates alternative means of achieving objectives • Responds effectively to unforeseen events • Sets high but achievable standards for self and others • Is inspiring and acts as an excellent role model for others • Enthusiastic and committed to improving personal performance levels

			and spiritual needs of families in Medway.		
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