

Role Title	Brokerage & Supplier Quality Manager
Directorate	Adult Services
Pay Scale	PO8
Purpose	
The purpose of the Brokerage & Supplier Quality Manager is to coordinate the brokerage of services, including sourcing, purchasing, payment, and billing, on behalf of residents with social care needs. The role uses a good understanding of client groups, care markets, and negotiation techniques to ensure that services are appropriate, high quality, and provide value for money. This position will lead the team responsible for ensuring that commissioned services are effectively delivered with a high degree of quality and commercial assurance and a focus on delivering personalised care that maximises independence and life chances. The Brokerage Team is a critical function in Adult Social Care brokering services on behalf of residents who have specific health and social care needs. The Manager for this team must have and ensure the team have a detailed understanding of the defined client group(s), knowledge of care markets and negotiation techniques to ensure that the most appropriate, high-quality services are delivered to residents and that value for money is achieved. The role will include responsibility for being part of and managing a robust rota for brokerage staff which enables the hospital discharge hub to operate effectively and, the duty functions of brokerage to be high performing and effective (Discharge Hub cover Monday to Sunday: Monday to Friday 9am – 5.15pm and Sat to Sun 9am – 4pm. Two calls daily 9.30am and 12.30pm / Duty Hub is between 9-5.15 Monday to Friday).	
Generic Accountabilities	End Results/ Outcomes
Support the delivery of operational activities and ensure professional standards are met and that robust control operational activities within the service area are in place. Ensure that professional standards are delivered.	Work is delivered to the quality, professional, and legislative standards required by the council. Client, partner, and stakeholder views are considered and inform individual casework. Corporate strategies are supported through the effective completion of individual tasks. Individual casework and interactions with customers provide excellent service. Productive working relationships with providers are maintained during micro-commissioning tasks. The service is delivered to the quality, professional and legislative standards required by the council. Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements including liaison/links with health services. Corporate strategies are effectively developed and implemented within area of responsibility. Service delivers excellent customer service.

	Relationships with Service providers are managed effectively through the micro-commissioning function
Lead the development and oversee the implementation of team plans to meet strategic business goals, performance criteria, processes, standards and operational governance frameworks within area of responsibility. Ensure business plans align with wider service plans.	Team plan and targets for area of responsibility are developed from Services overall strategic directives and agreed and communicated within required timeframe. Performance, processes and policy for the Brokerage Service is compliant with all relevant legislation, codes of practice, guidelines, standards and best practice Strategic and operational input is provided to wider business planning and development, including liaison/links with partner organisations including health settings. Progress against objectives is effectively monitored and delivered.
Ensure professional standard of Brokerage Service case management and the effective management of risk within the service area	Provision of agreed intervention is effectively commissioned/ delivered / co-ordinated / monitored to support residents with social care needs to achieve their identified outcomes. Utilising agreed frameworks and systems to maximise the commercial potential Ensure robust standard operating procedures are in place and that there is an effective brokerage service that delivers best outcomes and value for money. Complex and high risk cases are risk assessed in line with quality, national and legislative standards. Implementation of statutory duties where required. Vulnerable individuals are protected either in their own home or through the transfer to or from a care setting in a safe way at all times.
Manage and respond to complex professional and/or politically sensitive issues within the area of responsibility	Expert opinion, advice, interpretation and support is provided on all aspects of the area of responsibility. Major issues such as Regulatory Registration withdrawal and the requirement to undertake block micro-commissioning to avoid risk to service users are managed through to a satisfactory conclusion. Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.
Advise Senior Managers on issues relevant to the service area. Provide professional support, challenge and advice to colleagues, managers and partner organisations.	Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise. Responses to major corporate or partner initiatives / complex operational issues are managed effectively.

	Keeps Service up to date of relevant information, new developments, practices, research findings and trends.
Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated across the Brokerage team and are implemented.	Safeguarding standards are monitored and reported accordingly and information is maintained in compliance with Council policy.
Ensure the development and delivery of continuous improvements in all aspects of the service	Improvements are developed and delivered effectively. Stakeholder requirements are met.
Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.	The team is highly knowledgeable, competent, effective, and motivated. Regular supervision is undertaken and clear objectives are set and monitored. Instrumental in ensuring a workforce development strategy is designed and delivered, including induction of new staff. The team is highly competent, effective, motivated and outcomes focussed Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales. Leading inductions for other staff across the system on understanding the Brokerage function and expectations. Effective team meetings take place to required timescales. Regular supervision is undertaken and clear objectives set and monitored through the Councils Appraisal process. Leading and ensuring staff are able to undertake complex provider renegotiations of packages of care to deliver best value for money and outcomes.
Manage the resources necessary for the professional service area to meet/exceed its objectives	Resources including, equipment, people, and systems are utilised optimally and efficiently. Annual budget is adhered to and delivered. Value for money is maximised. Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance. Ensure best value for money and where savings are identified enabled to be achieved.

Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility	Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales. Evidence based recommendations are made.
Adhere to the risk management approach and advise on issues affecting Council service areas	Business threatening situations are recognised, managed and escalated as appropriate. Systems and governance are in place to respond promptly to critical events. Continuous service is provided.
Provide authoritative advice, guidance and support to colleagues, customers and stakeholders. Respond to and investigate enquiries / escalated complaints	Information, advice and support are accurate, timely and constructive. Problems are identified. Issues are managed through to a satisfactory conclusion, or escalated if appropriate. Risk to the Council / customers is minimised.
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this. Ensure implementation of health and safety legislation	All policies and procedures are complied with. Risks to staff and others are assessed and managed. There is a safe working environment.
Ensure that staffing resource is effectively deployed to manage the demands of the service effectively	A robust rota for brokerage staff including the manager role will be in place which enables the hospital discharge hub to operate effectively and, the duty functions aligned to the other functions and expectations to be delivered through the brokerage function to ensure the service high performing and effective (Discharge Hub cover Monday to Sunday: Monday to Friday 9am – 5.15pm and Sat to Sun 9am – 4pm. Two calls daily 9.30am and 12.30pm/ Duty Hub is between 9-5.15 Monday to Friday).
Job Specific Accountabilities	
To ensure the effective, value for money micro-commissioning of placements and packages of care for the defined client groups(s) covered by the team.	Placements and ongoing management of care placements and packages promotes choice, independence and positive outcomes for service users, carers and families. The team delivers excellent customer service and is recognised as following best practice. Customer relationships and stakeholders are managed effectively. Optimal contract performance is achieved from framework/block arrangements that are in place.

	Placements and packages of care commissioned by the team are excellent value for money.
To ensure tight control of commissioned spend on placements and packages of care for the client group(s) covered by the team.	Robust processes are in place that ensure tight financial control and value for money. Ongoing savings from placements and packages are achieved. These are recorded and shared with senior management. Support packages are continually challenged and reviewed to ensure they are appropriate.
To lead on high value and complex negotiations on placements or packages with providers and to develop negotiation practice across the team.	Effective negotiations are held with providers to ensure the best possible price. The team works to high negotiation standards that involve research, analysis of breakdown of costs from providers, challenge of requirements and a continued, proactive focus on outcomes for residents.
To manage the creation, analysis and dissemination of intelligence on the relevant care market(s) covered by the team.	The team has an accurate, up to date understanding of the care market for the client groups(s) it covers, which is used to inform brokerage decisions. Accurate, timely market intelligence is fed to commissioners and other key stakeholders.
To oversee the day-to-day delivery of quality commissioned care services for the client group(s), manage operational relationships with providers effectively and escalate issues appropriately.	Systems and monitoring information are used effectively to manage and improve the day-to-day quality of commissioned care. Effective contract and market management is supported. Productive working relationships are established with providers. Providers report positive relationships with the team. Protocols around Embargo's/suspensions are embedded in the Placements Team
To proactively support quality assurance and information quality across the service, taking a lead on relevant areas as required.	Social work teams understand the requirements for support plans and practice for cases passed to the Placement function. Information entered on to social care and financial systems including mosaic contain accurate information. Peer reviews and other service improvement initiatives are effectively supported.
Support partnership arrangements and develop partnership working within area of responsibility	Partnership working improves clarification of requirements/service delivery. Partnership working groups produce valid and timely outputs. Partnership working across social care and hospital

	settings has improved working ways as business as usual activity, recommendations are made to address shortfalls in performance on both an individual and team wide level. Effective and timely action is taken to meet need.
The role will include responsibility for being part of and managing a robust rota for brokerage staff which enables the hospital discharge hub to operate effectively and, the duty functions of brokerage to be high performing and effective (Discharge Hub cover Monday to Sunday: Monday to Friday 9am – 5.15pm and Sat to Sun 9am – 4pm. Two calls daily 9.30am and 12.30pm/ Duty Hub is between 9-5.15 Monday to Friday).	There will be an effective rota in place to ensure all the hospital discharge hub and duty functions alongside other brokerage activity required by the team is effective. There will be prompt brokering of packages which deliver best outcomes and best value for money.

Nature of Contacts

Senior managers, directors, members, external bodies and partners, to build effective relationships, represent the service, and to provide expert advice and guidance on sensitive and complex issues. Chair meetings of internal / external partners and other agencies to broker complex cases. Attend meetings which assist the system to improve, and quality is delivered to care settings.

Diverse internal and external contacts / partners to generate and co-ordinate original ideas and market developments, share best practice and ensure the integration of related projects / programmes. Consult with stakeholders to identify requirements and promote cohesive working. Co-ordinate responses from other agencies on operational issues and to deliver service in partnership.

Interaction with others and the ability to influence and motivate are fundamental to the role. Sensitivity, persuasiveness, negotiation and assertiveness skills are required to communicate with diverse audiences.

Direct line management of staff team.

Procedural Context

Reports to **Head of Brokerages, DP and Customer Finance Support.**

Controls the deployment and allocation of service resources within overall corporate and legislative framework. Accountable for the performance of the service area against agreed objectives. Develops service plan for area of responsibility and contribute to long term wider service planning. Professionally accountable for interventions within area of responsibility.

Exercises professional judgement in assessing risk to residents with social care needs and quality assurance of service. Manage complex / high risk issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of existing policy. Think and act strategically in decision making in a complex professional and political environment.

Development of policies and procedures and strategy for own area. Lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.

Key Facts and Figures

Appropriate DBS clearance required.

Resourcing

Budget Responsibilities:

- Managing the impact on the care budget for the Brokerage Team.

Supervisory Responsibilities:

- Brokerage team consisting of a combination of Brokerage Officers

Competency Level: Principal Officer

Knowledge, Skills and Experience

Knowledge and experience of brokerage processes for community health and social care provider services, with specific reference to care packages, contract, and quality assurance processes.

Knowledge and experience of the market for care and support services.

Knowledge and experience of the Ofsted and Care Quality Commission essential standards, and relevant legislation and guidance.

An understanding of the health and social care needs of young people, older people, and people with physical and learning disabilities, and the role of brokering services to meet identified needs.

Experience of negotiation, particularly in relation to health and social care services, including successful negotiations with service providers around contract specifications and costs.

Experience of working jointly with Care Managers, Social Workers, and Service Providers to produce creative, cost-effective support plans.

Experience and proficiency in data entry, analysis, and reporting of financial data from spreadsheets and databases.

Knowledge and experience of costing support plans, including using the Care Funding Calculator and other benchmark tools while delivering cost savings.

Experience of contributing at an operational level in delivering service improvement.

Ability to use IT systems proficiently.

Excellent planning, time management, and organizational skills.

Self-motivated and able to work on own initiative.

Ability to identify difficulties, problems, and recommend corrective action.

Excellent interpersonal skills and the ability to develop and maintain good relationships.

Ability to demonstrate a commitment to valuing diversity and promoting equality.

- Significant knowledge and experience of commissioning and procurement processes

and frameworks for analysing, understanding and developing supplier markets and how this can be applied to social care services.

- Experience and a proven track record of successful negotiation ideally within a public sector environment and experience of supplier relationship management and supplier / market development
- Significant understanding of and experience in working with the defined client group(s), including the issues affecting service users, carers and families, legislative and policy drivers, good practice and innovation
- Knowledge of the essential quality standards, relevant legislation and guidance of quality assurance mechanisms for raising standards with service providers
- Significant knowledge and experience of contributing at an operational level in delivering service improvement
- Significant experience of being accountable for managing performance of people and management systems
- Significant experience and proficiency in data management, analysis and reporting including financial data management and delivering cost savings
- Proven experience of working jointly with Care Managers, Social Workers and Service Providers to produce creative, cost effective support plans
- A high level of competency using IT systems (including Word, Excel and databases e.g. Framework i), and to specify the IT needs of the service
- Excellent planning, time management and organisational skills
- Excellent interpersonal skills and the ability to develop and maintain good relationships
- Ability to manage, motivate and develop staff to achieve organisation priorities
- Ability to demonstrate a commitment to valuing diversity and promoting equality

Indicative Qualifications

Educated to degree standard or demonstrable equivalent experience

Commissioning & Purchasing accredited qualification or willingness to gain accreditation.

Continuing Professional Development

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.