



Job Profile

February 2025

JOB TITLE:	Team Leader Brokerage and Direct Payments
GRADE:	POA
POST NO:	Post specific
JOB TIER:	3
DBS CHECK:	Enhanced
DIRECTORATE:	Adult Social Care and Health
SERVICE:	Commissioning and Business Delivery
Reports to:	Service Manager Brokerage and Direct Payments
Direct Reports:	4
Indirect Reports:	Post specific

ROLE PURPOSE:

To manage a team of Brokerage and Direct Payments Officers who are responsible for arranging the most cost-effective personal care and support packages on behalf of social care practitioners. To manage performance and delivery of the brokerage and direct payment's function, proactively identifying opportunities for service development and improvement. With a focus on transformation of the service and utilising and implementing automation and digital solutions in the service.

The Team Leader for Brokerage and Direct Payments Team is required to ensure there are agreed team plans in place and performance targets are delivered and that a culture of 'putting our residents first' is maintained.

A. Job Description

1. Resident & Community Contribution

- To demonstrate understanding of the Council's *Customer Care Standards* and ensure that these standards are met in order to deliver the Council vision of 'Putting our Residents First'.
- To lead on positive resident engagement and foster strong relationships with key internal and external stakeholders including the social work teams and strategic partners, ensuring that the Council's interests are protected and value for money is achieved.
- Embrace prevention and early intervention strategies to improve outcomes for residents, particularly through the use of technology-enabled care solutions.
- To promote a culture of self-determination and choice for people who need social care, making innovations and improvements, keeping ahead of fast paced and complex national and local agenda, leading change across the system.
- Ensure that outstanding customer service is being provided to those accessing the service.
- Promote the personalisation agenda and support the take up of Personal Budgets and Direct payments.
- Promote Health and Wellbeing by strengthening early intervention and prevention services to improve health outcomes for residents.
- Promote Independence by ensuring residents have access to services that promote independence and wellbeing.
- Ensure Choice and Control by providing residents with information, advice, and guidance to make informed decisions about their care and support.
- Build and maintain strong, collaborative relationships with all stakeholders to ensure the best outcomes for individuals, their families, and carers through effective communication and coordinated support.
- Place the experiences and perspectives of residents and their families at the heart of the work being undertaken, incorporating co-production and community engagement where appropriate.

2. People Management

- To be responsible for the selection, development and performance of the Brokerage and Direct Payments Officer's in line with the Council's HR policies.
- To ensure all team members receive the appropriate level of communication to maintain engagement with the Council's vision, priorities and activities.
- To be responsible for maintaining a safe and healthy working environment in line with Health & Safety at Work Act (1974).
- Conduct regular 121s and appraisals in line with Corporate Policy for all direct line reports.
- Coach and mentor the Brokerage and Direct Payments Officers so that they can reach their full potential.
- To be responsible for work allocation and performance monitoring across the team to ensure care packages are sourced in a timely and cost-effective way.
- To act as a central point for arranging individual care packages and placements that meet identified needs and improve outcomes in the most cost-effective way.

3. Operational Service Delivery

- To ensure that care packages and direct payments are arranged in a timely manner by the Brokerage and Direct Payments Officer's to safeguard and meet the needs of the residents, to avoid delayed transfers and the unnecessary payments of voids.
- Lead on the implementation of a programme of contract negotiations across the Brokerage and Direct Payments area and overseeing the effective purchasing of care arrangements as detailed and authorised in the support plan.
- To be aware of and ensure compliance with relevant legislation or regulatory requirements.
- To develop and implement Brokerage and Direct Payments practice and procedures, including design and delivery of training to relevant staff and teams.
- To develop and maintain effective management information systems, analyse data and produce management information reports that drive service improvement, identify gaps in the market and inform market development.

- To assist commissioning colleagues in managing capacity and demand across the commissioned service sector.
- To ensure the team maintains up to date case records and monitoring systems in line with the Council's Information Governance Policy.
- To attend and contribute to single and multi-agency meetings relating to placements and care packages where required. Also chair meetings as required.
- To advise residents, carers and other professionals on the brokered services and Direct Payment options available and processes in order to achieve the individual service plan requirements.
- Implementing service policies and ensuring appropriate compliance across the services and in partnership arrangements.
- Providing advice and guidance on complex issues within own service area.
- To work with social care colleagues including Social Workers, Quality Assurance and Commissioning Officers where placement/care and support package is not in line with Council policy or does not represent best value for money.
- Write reports and briefing notes as directed by the Brokerage and Direct Payments Service Manager for a wide range of management meetings and audiences.
- Able to or willingness to learn to use the in-house computer systems for managing Brokerage and Direct Payments i.e. IAS/ICS System C, Controcc and Care Funding Calculator, Market Place and the pre-paid card system PFL.
- Work closely with Procurement & Commissioners to negotiate fees ensuring maximum value is achieved from internal and external suppliers and contractors in line with Council policies and procedures delivering market leading performance.
- Support the Service Manager on collating information for the investigation of complaints related to the service.
- Identify and respond to urgent or critical situations, liaising with the provider and other relevant teams to ensure a timely and coordinated approach.

4. Service Planning & Development

- Ensure that an annual Team Plan, aligned to the Group / Service Plan(s), is developed, agreed and communicated to team members in a timely manner.

- Ensure clear Service Level Agreements (SLA's) are in place where appropriate, covering all aspects of service delivery with performance and response levels, together with the escalation process if SLA's are not met.
- Maintain a current service workforce plan including a succession plan for all key roles within own team.
- Lead on and develop team plans, ensuring that deliverables are clear and concise and meet strategic objectives of the service.
- Emphasise the importance of coproduction and strength-based practice in service planning and development.
- To maintain up to date knowledge and best practice in relation to Brokerage and Direct Payment's, and changes to Social Care legislation.
- To participate and be proactive in team meetings and projects designed to continuously improve systems in line with recognised best practice, and utilisation of the project management methodology as required.
- Maintain effective liaison with other Council departments and external agencies to ensure that the team's functions, and the wider Department's responsibilities are discharged efficiently and successfully.
- Guide and direct Brokerage and Direct Payments Officer's to provide support, advice and information to social care colleagues, providers, clients and carers and seek innovative care solutions for residents with complex and multiple needs.
- Participate in the ongoing development, implementation and monitoring of service plans.
- Carry out research as required by the Service Manager.

5. Financial & Resource Management

- To take responsibility for the effective management of the allocated department and team budget.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- To negotiate with providers to ensure efficiency and best value for money for individual support packages.

- To ensure that all Brokerage and Direct Payment activity undertaken complies with relevant Departmental Policies and Procedures as well as Council Standing Orders, Financial Regulations and Procurement Rules.
- Deliver cashable savings, commensurate or exceeding the budgetary position in support of the delivery of the Medium-Term Financial Strategy targets through annual expenditure plans and review.
- Recognise the potential for transferring costs and liabilities onto other services and respond by adapting and tailoring support to contain pressures.
- Be accountable for managing the Council's resources efficiently and complying with statutory requirements. This includes managing time effectively, avoiding unnecessary waste, and promoting the reuse and recycling of resources to minimise personal impact. Monitor financial performance, deliver within budget, and seek savings and efficiencies by exploring opportunities to secure funding where appropriate.
- With the Service Manager and the Finance Team, create and manage annual budgets and financial forecasts related to the service, ensuring accuracy, regular monitoring and driving value for money.

6. Service Improvement

- Implement continuous monitoring of team and individual performance and productivity to ensure the delivery of Service Level Agreements (SLA's) are maximised.
- Manage the implementation of improvement initiatives and change programmes using the Council's project management, service improvement methodologies and operating model.
- To support the Service Manager on Transformation and Business Change projects within the service, and lead identified projects within the service.
- Monitoring service delivery and making recommendations on improvements to existing procedures.
- Be aware of Council's overall aims and objectives from the Council Strategy and the Adult Social Care and Health Plan and other relevant strategies and plans within social care.
- Lead on the monitoring of user satisfaction with the quality of the service provided and analyse the results from the feedback and implement service improvements.
- To support the Commissioning Team in the development of practices to deliver integrated services.

- To have an understanding of the innovative and forward-looking digital solutions on offer for Brokerage and Direct Payments.
- Establishing a lessons learnt ethos across the team.

7. Contacts

- Primary contact will be with other officers within the Council, Members, and service users / providers, voluntary organisations, residents and their representative bodies.

8. Additional Responsibilities

- To deliver an effective and efficient Brokerage and Direct Payments Service, flexibility is needed, and the post holder may be required to support work in the wider service as required.
- Deputise for the Service Manager as required.
- Maintain and enhance personal and professional development activity to meet the changing demands of the job and participate in appropriate training and development activities.
- Complete other reasonable tasks in order to fulfil role purpose or as instructed by management.

9. Key Performance Indicators

- Contributing the delivery of KPIs within the team as well the overall Commissioning Service.
- Deliver agreed Personal Appraisal Goals.
- Actively involved in the drafting of the team plan and the delivery of the objectives and actions from the Team Plan.
- Deliver against allocated budgets, and Medium-Term Financial Strategy Savings Targets.

This profile and job description is not intended to be an exhaustive list of duties the post holder will carry out. Other reasonable duties commensurate with the level of the post, including supporting emergency and priority situations, will form part of this role.

B. Person Specification

Team Manager – Brokerage and Direct Payments

This person specification will be used for recruitment **Team Manager – Brokerage and Direct Payments** vacancy in LBH. It will form the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

1. QUALIFICATIONS	ESSENTIAL ✓	DESIRABLE ✓
Educated to degree level in a relevant discipline or NVQ 4 in Care, or Diploma in Social Work, or any other Health or Social Care related field.	✓	
Hold an appropriate management qualification commensurate with the role or be working towards / willing to obtain a management qualification. Or relevant equivalent management experience.	✓	
Evidence of continuing professional development.	✓	
2. STATUTORY or ROLE SPECIFIC REQUIREMENTS	ESSENTIAL ✓	DESIRABLE ✓
Able and willing to work outside normal office hours, including attendance at evening and weekend meetings and events as required.	✓	
3. EXPERIENCE	ESSENTIAL ✓	DESIRABLE ✓
In depth people management experience and the ability to motivate, and support staff to consistently achieve and exceed personal, team and service objectives.	✓	
Experience working in a social care setting ideally in commissioning or care management team.	✓	
Experience of negotiating care packages and costs with service providers.	✓	
Understanding of how social care services are provided.	✓	
Ability to think creatively to find imaginative and innovative care solutions.	✓	
Experience of working with Social Care Financial systems.	✓	
Experience and proven ability to identify service improvements to current processes and manage and deliver change through project management.	✓	

Experience of working independently scheduling and prioritising own work and that of others to meet service requirements.	✓	
Proven customer service background with experience of conflict resolution, and diplomacy skills.	✓	
Experience of supervising, coaching and mentoring less experienced colleagues and team members to support the achievement of individual and team performance and development objectives.	✓	
Ability to work as part of a team and cross council working across the Directorate.	✓	
In depth experience of financial management i.e. managing budgets.	✓	
4. KNOWLEDGE & SKILLS	ESSENTIAL ✓	DESIRABLE ✓
Excellent IT skills with good knowledge of all Microsoft office applications, the ability or willingness to learn to use in house databases, and Market Place and pre-paid card system PFL.	✓	
Working knowledge of the Care Act 2014 and the Health and Care Act 2022.	✓	
Ability to work with internal and external stakeholders to support the delivery of the service in line with the annual service plan.	✓	
Excellent problem-solving skills, and the ability to think innovatively using a systematic approach.	✓	
Ability to develop and enhance effective partnerships with external suppliers.	✓	
Ability to analyse and evaluate data and financial information related to the service to support the production of management reports.	✓	
Ability to manage and prioritise a busy workload to deliver high quality services within agreed timescales.	✓	
Good interpersonal skills with the ability to liaise effectively with a wide range of stakeholders at all levels including residents, service users and their carers.	✓	
Effective verbal, written and communication skills.	✓	

Ability to impart knowledge to others, through formal and informal training, written material and other means.	✓	
Ability to advise senior managers and social workers on suitability of placements or packages of care	✓	
Experience of the maintenance and monitoring of financial systems and accounts and producing accurate and timely reconciliations.	✓	
Knowledge of social care markets and of the challenges that council's and providers confront in effectively meeting peoples' social care needs	✓	

Our values

Respect

We appreciate what makes us different and include everyone.

- We recognise that we all have unique talents, skills and experiences.
- We provide a professional service to our residents and colleagues and lead by example.
- We celebrate diversity and ensure our working practices are inclusive.

Collaborative

We believe in the power of working together.

- We work collaboratively as one council.
- We promote creativity and innovation to improve outcomes for all.
- We recognise the strength of sharing knowledge and experience.

Efficient

We deliver the best possible outcome by carefully managing our resources.

- We are empowered to deliver the most efficient outcome.
- We harness new technology and tools to deliver our services efficiently.
- We look after our finances and maximise value for money for residents.

Integrity

There is no gap between what we say and do.

- We choose what is right over what is easy.
- We trust and support each other to get the job done.
- We are responsible and accountable for our actions, both good and bad.

Open and honest

We are transparent in the actions and decisions we take.

- We provide a safe space to have truthful discussions in a positive way.
- We encourage constructive feedback without fear of judgement.