Competency	Competency description	Level 1	Level 2	Level 3	Level 4	Aligned to values
		Staff - baseline	**Staff - desired**	**Manager - baseline**	**Manager - desired**	
Client Focus	Prioritise the needs, wellbeing and preferences of clients	Utilise and support the application of our strengths based approach. Centralise the client's priorities in delivering person-centred care. Listen to and promote the client's voice. Manage and prioritise our contractor and client (staff) outcomes as part of our positive business relationship	Actively engage with families, and key professional to identify opportunities for change/efficiencies based on their knowledge and skills Actively own key working as an enabling resource not just a function of the job. Identify new opportunities for business support and operational efficiencies.	Support their team members to deliver a responsive client-centred service that flexes with their changing needs.	Show leadership in applying client lead decision making in service design and delivery. That our corporate support leadership maximise opportunities for staff to identify options for improvements in delivery and support.	empowerment, independence, sustainability
Service Development	Own and lead operational performance against our strategic priorities.	Able to make informed and independent decisions Promote problem solving by bringing solutions to challenges	Promote the charity's values by action and their working practice Participate in shaping services and their outcomes	Deliver their service objectives and priorities in line with the corporate delivery plan.	Identify and option new initiatives and projects that innovate their services and operational approach.	Sustainability Independence
Development and Coaching	Recognise the importance of training, learning and peer support in across our operations	Complete and renew all mandatory training in line with contractual and regulated obligations.	Ensure learning is applied to own practice and that of colleagues	Develop their staff to be independent through individually coached development, PDR, and access to specialist training.	Be versatile and individualised in their approach to the staff they support and supervise.	Staff Recognition Empowerment Professionalism
Support and Supervision	Able to listen and reflect on our work and its challenges	Support others with sharing and learning	Constructively challenge each other	Partner with the others in the management team. Recognise good practice in working together	Be versatile in approach for different staff members Listen to teams and make decisions based on skills and capacity	Staff Recognition Partnership Professionalism
Data and information management	Working with our systems and information management tools to improve efficiency and accuracy	Utilise and understand our tools in the support of clients and effective operation of the charity.	Engage with trialling new technology and information management tools to support work.	Support and encourage staff to maximise their use of and engagement with our data and information management tools. Able to report from and use data management tools to shape service delivery and service outcomes.	Identify new technology and information management tools to support our work.	Sustainability Professionalism

Communications Management	Promoting and shaping the charity's identity both internally and externally	Take note of and respond to emails and general communications.	Maximise patience and learning to improve positive communication with people using our services. Use social media to promote their work and the work of the charity	Use social media to promote their work and the work of the charity Clear and reflective approach to leadership and communications management with their teams. Actively listen as an interactive approach to staff management	Identify, test out and adopt tools that expand communication for people using our services to increase their participation and control. Promote and engage with existing and potential partners in building the brand and its opportunities	Sustainability Professionalism Staff Recognition Empowerment
Business Development	Building brand and business resilience	Own their work, its quality and impact on those dependent on the services.	Identify new ways of working, promoting our work or building relationships with other agencies	Optimise the use of our systems to reduce costs, improve our efficiency and strengthen service delivery.	Be aware of and exploit local markets, professional relationships and new partnerships to increase revenues. Show strategic awareness and ability in leading the development of services. Build opportunities for increasing revenues from contracts, private and grant giving sources.	Sustainability Partnership
Resilience	Understanding our challenges and finding solutions to manage them.	Participate through staff meetings, supervision and corporate events in supporting change and innovation across the organisation.	Take ownership of delegated activities Identify your own skills/development gaps	Understand the limits of our resources and how to get the most of our them. Manage their service budgets and identify cost and productivity efficiencies as a matter of course. Support and develop staff skills and knowledge to increase autonomy and increased independence.	Be aware of and exploit local markets, professional relationships and new partnerships to increase revenues.	Staff Recognition Professionalism Sustainability Empowerment