



Highfield Level 5 End-Point Assessment for ST0087 Children, Young People and Families Manager

End-Point Assessment Kit



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Pathway: Manager within the Community

Highfield Level 5 End-Point Assessment for ST0087 Children, Young People and Families Manager

EPA-Kit

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How to use this EPA kit

Welcome to the Highfield End-Point Assessment Kit for the Children, Young People and Families Manager apprenticeship standard.

Highfield is an independent end-point assessment organisation that has been approved to offer and carry out the independent end-point assessments for the Level 5 Children, Young People and Families Manager apprenticeship standard. Highfield internally quality assures all end-point assessments in accordance with its IQA process, and additionally all end-point assessments are externally quality assured by the relevant EQA organisation.

The EPA Kit is designed to outline all you need to know about the end-point assessments for this standard and will also provide an overview of the on-programme delivery requirements. In addition, advice and guidance for trainers on how to prepare apprentices for the end-point assessment is included. The approaches suggested are not the only way in which an apprentice may be prepared for their assessments, but trainers may find them helpful as a starting point.

Key facts

Apprenticeship standard:	Children, Young People and Families Manager – within the Community
Level:	5
On programme duration:	Typically 24-30 months (12 to 18 months for experienced managers)
End-point assessment window:	2 months
Grading:	Pass/distinction
End-point assessment methods:	Situational judgement test Competence interview informed by a portfolio

In this kit, you will find:

- an overview of the standard and any on-programme requirements
- a section focused on delivery, where the standard and assessment criteria are presented in a suggested format that is suitable for delivery
- guidance on how to prepare the apprentice for gateway
- detailed information on which part of the standard is assessed by which assessment method
- suggestions on how to prepare the apprentice for each part of the end-point assessment
- a section focused on the end-point assessment method where the assessment criteria are presented in a format suitable for carrying out 'mock' assessments

Introduction

Standard overview

A Children, Young People and Families manager ensures direction, alignment and commitment within their own practice, their team's, organisation and partnerships to help children, young people and families achieve sustainable change.

They will build teams, manage resources and lead new approaches to working practices that deliver improved outcomes. They will work as a manager within the community, in a range of settings such as local authorities, health organisations, educational or early years settings or children's centres.

They may be solely responsible for the management of a team or service or be part of a management team. To deliver a wide range of outcomes, they will work on a multi-agency basis with professionals from different backgrounds, as well as team leaders and managers from their own organisation.

They will encourage children, young people and family practitioners to gain the skills, knowledge, attitudes and behaviours that will enable them to actively support each child, young person, young adult and family.

They will act on research and new developments to improve practice for ensuring the needs of children, young people and families are best met. They will challenge and support practitioners to make sure their practice is safe and inspire them to make a real difference to the lives of children, young people and families.

On-programme requirements

Although learning, development and on-programme assessment is flexible, and the process is not prescribed, the following is the recommended baseline expectation for an apprentice to achieve full competence in line with the Children, Young People and Families Manager apprenticeship standard.

The on-programme assessment approach will be agreed between the training provider and employer. The assessment will give an ongoing indication of an apprentice's performance against the final outcomes defined in the standard. The training provider will need to prepare the apprentice for the end-point assessment, including preparation for the interview and collation of the portfolio (such as a provision of recordings of professional discussions or workplace evidence).

The training programme leading to end-point assessment should cover the breadth and depth of the standard using suggested on-programme assessment methods that integrate the knowledge, skills and behaviour components, and which ensure that the apprentice is

sufficiently prepared to undertake the end-point assessment. Training, development and ongoing review activities should include:

- achievement of level 2 English and maths. If the apprentice began their apprenticeship training before their 19th birthday, they will still be subject to the mandatory requirement to study towards and achieve English and maths. The requirements for English and maths are optional for apprentices aged 19+ at the start of their apprenticeship training.
- completion of a portfolio through which the apprentice gathers evidence of their progress.
- completion of Level 5 Diploma in Leadership for Health and Social Care.
- study days and training courses.
- mentoring/buddy support.
- regular performance reviews undertaken by the employer.
- structured one-to-one reviews of their progress with their employer and/or training provider.

Portfolio

While on-programme the apprentice **must** develop a portfolio that includes coverage of **all** knowledge, skills and behaviours that are assessed in the competence interview and will inform this assessment. The portfolio should include:

- **4 or 5** specific cases where the apprentice has managed complex situations where there are no precise procedures or guidelines and implications have been considered. This should include:
 - examples where the apprentice has delivered impact at operation level and shown leadership and management responsibility for setting and delivering objectives in the social care sector
 - evidence demonstrated of assessment of the situation, analysis, decision making, response and review
 - specific evidence could include notes, action plans, case notes, supervision records, reports or records produced as part of the work activity, reviews of cases and evidence of issues and resolution on the delivery of objectives
- evidence of the values and behaviours and skills that the apprentice has displayed to meet the requirements of the standards such as:
 - witness testimonies
 - feedback from children, young people and families
 - feedback from partner agency colleagues
 - manager observations
- **a minimum of 3 and a maximum of 5** recorded observations of practice
- any continuing professional development undertaken during the apprenticeship

The portfolio must be accompanied by a portfolio matrix. This can be downloaded from our website. The portfolio matrix must be fully completed, including a declaration by the employer and the apprentice to confirm that the portfolio is valid and attributable to the apprentice.

The portfolio of evidence must be submitted to Highfield at gateway. It is not directly assessed but informs the competence interview.

Use of artificial intelligence (AI) in the EPA

Where AI has been used as part of the apprentice's day-to-day work and forms part of a project report, presentation, or artefact, it should be referenced as such within the work. AI must not be used to produce the report or portfolio.

Where AI has been used as part of a portfolio that underpins an interview or professional discussion or any other assessment method, it should be fully referenced within the portfolio.

Additional, relevant on-programme qualification

There is **1** mandatory qualification apprentices need to achieve while on-programme, depending on the pathway they have chosen.

Apprentices on this pathway will need to achieve a qualification in Children and Young People and Families Manager in the Community – **Level 5** Diploma in Leadership for Health and Social Care.

Readiness for end-point assessment

In order for an apprentice to be ready for the end-point assessments:

- the apprentice must have achieved level 2 English and maths. The requirements for English and maths are mandatory for all apprentices aged between 16-18 at the start of their apprenticeship training. The requirements for English and maths are optional for apprentices aged 19+ at the start of their apprenticeship training.
- the apprentice must have achieved the relevant pathway qualification for this pathway of the apprenticeship.
- the apprentice must have a Disclosure and Barring Service (DBS) certificate.
- the apprentice must have gathered a portfolio that meets the requirements outlined previously. The portfolio **must** be submitted to Highfield at gateway, along with a completed portfolio matrix.

- the line manager (employer) must be confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard and that the apprentice is competent in performing their role. To ensure this, the apprentice must attend a formal meeting with their employer to complete the **Gateway Readiness Report**.
- the apprentice and the employer should then engage with Highfield to agree a plan and schedule for each assessment activity to ensure all components can be completed within a **2-month** end-assessment window. Further information about the gateway process is covered later in this kit.

If you have any queries regarding the gateway requirements, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Order of end-point assessments

The end-point assessment methods for this standard can be taken in any order.

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The Highfield approach

This section describes the approach Highfield has adopted in the development of this end-point assessment in terms of its interpretation of the requirements of the end-point assessment plan and other relevant documents.

Documents used in developing this end-point assessment

Standard (2018)

<https://www.instituteforapprenticeships.org/apprenticeship-standards/children-young-people-and-families-manager-v1-0>

End-point assessment plan (2018 ST0087/AP01)

https://www.instituteforapprenticeships.org/media/1937/st0087_cypf_manager_l5_ap_290618.pdf

Specific considerations

All of the evidence criteria used within the end-point assessment are based on the Children, Young People and Families Manager apprenticeship standard and assessment plan. There is no carry-over of assessment criteria between assessment methods.

A dispensation has been applied to this standard for both assessment methods, which will be in place for the lifetime of this version of the assessment plan.

The situational judgement test has had the time increased from **45 minutes** to **2 hours**, with a reduced **50% pass mark** needed and there is now a requirement in the test for at least **1 scenario per core theme** and **2 scenarios per pathway theme**. Our approach will consist of **1 scenario per question**. The exam will consist of **17 short answer questions**. The total marks available for this exam are **68 (4 per question)**, with a minimum score of **34 marks** needed to pass. There are mandatory knowledge criteria questions within the exam which the apprentice **needs** to achieve a pass mark of (2 out of 4) **50%** on, to pass overall.

The competence interview will assess all of the behaviours and this is the **only** assessment method in which these will be assessed.

Where knowledge and skill statements within the assessment plan are mapped to both assessment methods, they will **only** be assessed in the competence interview.

This includes the following knowledge statements:

- *Builds an ethos of learning and continuous improvement across partner organisations.*

- *Demonstrates the ability to consult and involve staff and other stakeholders in the process and plans for the improvement of outcomes.*
- *Proactively develops and sustains strategies for joint working, to improve outcomes.*

The knowledge statement '*A healthy, safe and stimulating environment that fulfils health & safety legislation and requirements*' is now assessed in the competence interview.

The skill statement '*Develops and delivers good quality supervision practice and decision making*' has 2 grading descriptors mapped to it within the assessment plan across pages 53 and 54. Due to the dispensation this statement will now **only** be mapped to the grading descriptor CI11 '*Evaluates strengths and weaknesses of own and other's practice and the criteria by which judgements are made. Prepared to question received opinion, prejudices and values sets operating*'.

The skill statement '*Manages the quality assurance of the service provided and proposes improvements*' will be assessed under the knowledge statement '*Approaches to developing and implementing improvement including use of data, which is essential*'.

The competence interview can take place remotely as long as safeguards are in place to verify the identity of the apprentice and ensure they are not being assisted during the assessment.

The portfolio that accompanies the competence interview needs to be submitted at gateway, along with a completed portfolio matrix.

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Gateway

How to prepare for gateway

After apprentices have completed their on-programme learning, they should be ready to pass through 'gateway' to their end-point assessment.

Gateway is a meeting that should be arranged between the apprentice, their employer and training provider to determine that the apprentice is ready to undertake their end-point assessment. The apprentice should prepare for this meeting by bringing along work-based evidence, including:

- manager statements
- witness statements

As well as evidence from others, such as:

- mid and end-of-year performance reviews
- feedback to show how they have met the apprenticeship standards while on-programme

In advance of gateway, apprentices will need to have completed the following. The requirements for English and maths listed below are mandatory for all apprentices aged between 16-18 at the start of their apprenticeship training. The requirements for English and maths listed below are optional for apprentices aged 19+ at the start of their apprenticeship training.

- Achieved level 2 English
- Achieved level 2 maths
- A current disclosure and barring service (DBS) certificate
- Achieved level 5 Diploma in Leadership for Health and Social Care
- Submitted a portfolio of evidence for the competence interview

Therefore, apprentices should be advised by employers and providers to gather this evidence and undertake these qualifications during their on-programme training. It is recommended that employers and providers complete regular checks and reviews of this evidence to ensure the apprentice is progressing and achieving the standards before the formal gateway meeting is arranged.

The gateway meeting

The gateway meeting should last around an hour and must be completed on or after the apprenticeship on-programme end date. It should be attended by the apprentice and the relevant people who have worked with the apprentice on-programme, such as the line manager/employer or mentor, the on-programme trainer/training provider and/or a senior manager (as appropriate to the business).

During the meeting, the apprentice, employer and training provider will discuss the apprentice's progress to date and confirm if the apprentice has met the full criteria of the apprenticeship standard during their on-programme training. The **Gateway Readiness Report** should be used to log the outcomes of the meeting and agreed by all **3** parties. This report is available to download from the Highfield Assessment website.

The report should then be submitted to Highfield to initiate the end-point assessment process. If you require any support completing the Gateway Readiness Report, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Please note: a copy of the standard should be available to all attendees during the gateway meeting.

Reasonable adjustments and special considerations

Highfield Assessment has measures in place for apprentices who require additional support. Please refer to the Highfield Assessment Reasonable Adjustments policy for further information/guidance.

ID requirements

Highfield Assessment will need to ensure that the person undertaking an assessment is indeed the person they are claiming to be. All employers are therefore required to ensure that each apprentice has their identification with them on the day of the assessment so the end-point assessor can check.

Highfield Assessment will accept the following as proof of an apprentice's identity:

- a valid passport (any nationality)
- a signed UK photocard driving licence
- a valid warrant card issued by HM forces or the Police
- another photographic ID card, such as an employee ID card or travel card

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The Children, Young People and Families Manager apprenticeship standard

Below are the knowledge, skills and behaviours (KSBs) from the standard and related assessment criteria from the assessment plan. On-programme learning will be based upon the KSBs and the associated assessment criteria are used to assess and grade the apprentice within each assessment method.

'You provided direction and ensured we worked as a cohesive team'	
Situational judgement test	
Knowledge	
K1 Current research and development in the health and social care sector. K2 Theories underpinning the learning, development and motivation of individuals and teams. K3 The role of the team and the internal and external environment in which it operates.	
Pass criteria	
SJT1 Has broad knowledge and understanding of well-established theories and concepts within health and social care and recognises the areas where the knowledge base is most/least secure. (K1) SJT2 Has knowledge of the main methods of enquiry into leadership styles and leading teams, and demonstrates the ability to critically evaluate the appropriateness of approaches to solving problems in the field. (K2, K3)	
Competence interview	
Skills	
S1 Maintains and develops a leadership style that sets the ethos, aims and approach to the work. S2 Manages the application of professional judgement, standards and codes of practice. S3 Creates a strong sense of team purpose.	

Pass criteria	Distinction criteria
<p>CI1 Works with the team and with partner organisations to identify and articulate a shared vision, values, aims, ethos and shared objectives in relation to the care and support of children, young people and their families. (S1)</p> <p>CI2 Sets clear standards and evaluates own practice and that of others using a number of frames of reference and identifies future actions. (S2)</p> <p>CI3 Provides opportunities for the team to plan and discuss priorities, give and receive ideas to achieve objectives and modifies responses where necessary. (S3)</p>	<p>CI4 Effectively models a range of negotiation and co-operation skills with own team and with partner organisations to develop relationships that reflect the aims, ethos and shared vision required to achieve the required objectives. (S1)</p> <p>CI5 Encourages and supports others to analyse their own practice and that of others in relation to relevant standards and frameworks. Uses critical reflection and considers potential alternatives and their implications for the future. (S2)</p> <p>CI6 Demonstrates a flexible approach to the building of collaborative relationships with the team to support the process of identifying priorities and evaluating progress of group objectives. Addresses conflict. (S3)</p>
Amplification	
<ul style="list-style-type: none"> • Knowledge base could include: <ul style="list-style-type: none"> ○ Legislation such as: <ul style="list-style-type: none"> ▪ Children Act ▪ Children's Home Regulations ▪ Quality standards ▪ Safeguarding legislation ▪ United Nations Convention on the Rights of the Child (UNCRC) ○ Policies and procedures including teamwork practices, roles, and responsibilities ○ Theories ○ Models ○ Research such as: <ul style="list-style-type: none"> ▪ Tuckman – Development model for 5 stages of development which are forming, storming, norming, performing and adjourning ▪ Belbin – Team Role theory which identifies 9 different personality types ▪ Gallup's 5 C's – for teamwork management which are common purpose, connection, communication, collaboration and celebration 	

- **Leadership styles** could include:
 - Transformational leadership
 - Authoritarian
 - Delegative
 - Transactional
 - Participative
 - Servant
 - Democratic
 - Coaching and mentoring
 - Laissez Faire
- **Approaches to solving problems:**
 - Intuitive
 - Analytical
 - Experimental
- **Frames of reference** could include:
 - Reg 44
 - Social Care Common Inspection Framework
 - Home development plans

‘You implemented a working environment which supported dignity and human rights’	
Situational judgement test	
Knowledge	
K4 Values and ethics and the principles and practices of diversity, equality, rights and inclusion. K5 Approaches to dignity and respect.	
Pass criteria	
SJT3 Has sound knowledge base on which to explore and analyse the theories and concepts of equalities, values, rights and ethical issues within the discipline with some detail and autonomy. (K4) SJT4 Demonstrates a sound knowledge base upon which to explore and analyse the theories and related ethical issues around dignity and respect. (K5)	
Competence interview	
Skills	
S4 Models an ethos that actively promotes equality, resilience, dignity and respects diversity and inclusion. S5 Actively seeks the views of others.	
Pass criteria	Distinction criteria
CI7 Shows evidence of having taken a rights-aware approach to work by identifying the rights at issues, identifying the responsibilities of the organisation in terms of those rights and by determining the appropriate course(s) of action. (S4) CI8 Takes responsibility for and engages actively in a range of ongoing team opportunities to build commitment to the dignity and respect of others. (S5)	CI9 <i>Demonstrates judgement and discernment in modelling and developing a culture of mutual respect and accountability. (S4)</i> CI10 <i>Builds constructive relationships that foster participation in the development of professional practice that upholds dignity and respect. (S5)</i>
Amplification	
<ul style="list-style-type: none"> • Approaches to dignity and respect could include: <ul style="list-style-type: none"> ○ creating a safe and inclusive environment ○ listening and communicating 	

- privacy and confidentiality
- advocacy and support
- training and development

- **Theories and concepts of equalities, values, rights and ethical issues** could include:

- Equality legislation
- United Nations Convention on the Rights of the Child (UNCRC)
- Principles of anti-discriminatory practice
- Self-awareness
- Stereotypical viewpoints
- Respecting confidentiality
- Being effective communicators
- Understanding what discrimination looks like
- A willingness to change views and actions that disadvantage others
- Advocacy and the role of an advocate
- UNICEF's Core Values of Care, Respect, Integrity, Trust and Accountability
- The Children Act
- Corporate parenting principles

- **Theories and related ethical issues around dignity and respect** could include:

- Immanuel Kant– Kantianism
- John Wiley – A Theory of Personality Development
- Thomas Hobbes – Social Contract Theory
- Jeremy Bentham – Utilitarianism
- Theories to include:
 - John Locke/Thomas Hobbes/David Hume Natural Theory
 - John Austin Legal Theory
 - Jeremy Bentham Social Welfare Theory
 - Immanuel Kant Idealistic Theory

- **Rights-aware approach** could include:
 - PANEL:
 - Participation
 - Accountability
 - Non discrimination
 - Empowerment
 - Legality
 - Human Rights Act
 - United Nations Convention on the Rights of the Child (UNCRC)
 - Policies and procedures for the setting, equality and diversity, and inclusion
 - Training undertaken on dignity and care, equality and diversity, inclusion, and rights
 - Own role and responsibilities for supporting with respect, care and having autonomy and accountability
 - Role of an advocate

‘You helped us work through the challenges that faced us and ensured we were safe’

Situational judgement test

Knowledge

K6 The principles and practice of supervision with their staff.

K7 The theories and up-to-date research and best practice that underpin practice decision making.

Pass criteria

SJT5 Shows a good understanding of **key theories and concepts of supervision** and demonstrates good critical insight and ability to contrast alternative positions. (K6)

SJT6 Shows a good understanding of key theories and areas of **recent research in decision making** and demonstrates good critical insight and ability to contrast alternative positions. (K7)

Competence interview	
Skills	
<p>S6 Develops and delivers good quality supervision practice and decision making.</p> <p>S7 Demonstrates evidence-based practice and models the effective use of up to date research and theories.</p> <p>S8 Identifies and manages risk.</p> <p>S9 Monitors, evaluates and improves the working environment to ensure it is safe.</p>	
Pass criteria	Distinction criteria
<p>CI11 Evaluates strengths and weaknesses of own and other's practice and the criteria by which judgements are made. Prepared to question received opinion, prejudices and values sets operating. (S6)</p> <p>CI12 Accesses and uses a range of knowledge from literature, research and policy sources for to inform own and other's professional practice and decision making. (S7)</p> <p>CI13 Uses appropriate information from relevant legal structures including the law around safeguarding practice, information sharing and the rights of children to evaluate risk and make decisions. Actions taken clearly reflect the evaluation. (S8)</p> <p>CI14 Generally, technically and professionally competent in leading and promoting health and safety, fulfilling the organisation's legal obligations and in delivering effective arrangements. Can identify key areas of problems and choose appropriate methods for resolution. (S9)</p>	<p>CI16 <i>Confidently evaluates actions and situations identifying clearly articulated strengths and weaknesses of own and other's practice, questioning received opinion, prejudices and value sets operating. (S6)</i></p> <p>CI17 <i>Manages own learning using a wide range of resources and critically engages with an extremely wide knowledge base of theories, concepts, policy sources and the latest research to enhance own and other's professional practice and decision making. (S7)</i></p> <p>CI18 <i>Uses an extremely wide range of appropriate information from relevant legal structures including the law around safeguarding practice information sharing and the rights of children to evaluate risk and exercises autonomy and initiative when exploring options. Makes clear decisions which has taken into account the alternatives. (S8)</i></p> <p>CI19 <i>Technically and professionally competent in leading, delivering and promoting the health and safety obligations of the organisation and work shows evidence of rigour and/or creativity. Can identify key areas of problems confidently and choose appropriate methods for resolution with autonomy and effectiveness. (S9)</i></p>
Knowledge	
<p>K8 The working practices surrounding legislation, national and local solutions for safeguarding and risk management of children, young people and families.</p>	

K9 A healthy, safe and stimulating environment that fulfils health & safety legislation and requirements. K10 The safeguarding requirements contained within mandatory local safeguarding training or nationally accredited equivalent.	
Pass criteria	Distinction criteria
CI15 Sound knowledge base of relevant legislation and guidance on safeguarding and health and safety issues, relating to the care and support of children, young people and families. Demonstrates good critical insight into the national and local safeguarding legislation and guidance and shows the ability to evaluate the approaches to safeguarding working practices. (K8, K9, K10)	CI20 <i>Broad knowledge base of relevant legislation and guidance on safeguarding and health and safety issues relating to work with children, young people and families. Well-developed critical evaluation of the legislation and guidance and the assumptions and/or data which inform the overall approach to safeguarding and health and safety. (K8, K9, K10)</i>
Amplification	
<ul style="list-style-type: none"> • Key theories and concepts of supervision could include: <ul style="list-style-type: none"> ○ Models of clinical supervision ○ Traditional ○ Cognitive behavioural ○ Humanistic ○ Psychodynamic ○ Scaffolding ○ Integrative models ○ Orientation specific ○ Solution focussed • Recent research in decision making could include: <ul style="list-style-type: none"> ○ Consequentialist perspective ○ Notion of bounded rationality • Literature, research and policy sources could include: <ul style="list-style-type: none"> ○ Serious case reviews 	

- **Legal structures** could include:
 - Children Act
 - Working together to safeguard children
 - Keeping children safe in education
 - Children and Families Act
 - Equality legislation
 - United Nations Convention on the Rights of the Child (UNCRC)
 - Education Act
 - Supervision plans and procedures
 - Professional development plans/continuous professional development (CPD) and training plans
 - Health and safety procedures and policies
 - Risk assessments

- **Theories, concepts, policy sources** could include:
 - Erik Erikson's Psychosocial Development
 - Jean Piaget's Cognitive Development
 - John Bowlby's Attachment Theory
 - United Nations Convention on the Rights of the Child (UNCRC)
 - Safeguarding policies
 - Child-centred practice
 - Strengths-based approach

- **The safeguarding requirements contained within mandatory local safeguarding training** includes comprehensive requirements, which could include:
 - understanding key legislation such as:
 - the Children Act
 - the Safeguarding Vulnerable Groups Act
 - the Children and Social Work Act
 - recognising abuse and neglect
 - reporting and responding to concerns by using referral processes

- safe recruitment practices such as the Disclosure and Barring Service (DBS)

‘You enabled us to focus on and achieve improved outcomes for children and young people’

Situational judgement test

Knowledge

- K11** The principles and practice of **statutory frameworks**, standards, guidance and Codes of Practice.
K12 The quality assurance of health and social care in line with OFSTED, CQC and other regulatory bodies.
K13 Approaches to developing and implementing improvement, including use of data.
K14 The theories of intervention that meet the needs of children, young people and adults within the family.

Skills

- S10** Manages the quality assurance of the service provided and proposes improvements.

Pass criteria

- SJT7** Sound knowledge base of **statutory frameworks** relating to children, young people and families. Demonstrates good critical insight into the **associated issues** and can use knowledge and understanding to evaluate **working practices**. (K11)
SJT8 Sound knowledge of relevant OFSTED framework. Issues identified and critically analysed within given areas. Ability to apply concepts and principles outside immediate context. (K12)
SJT9 Sound understanding of **theories and concepts relating to developing and implementing improvement** and demonstrates the ability to use evidence to support argument. Ability to apply concepts and principles outside immediate context. (K13, S10)
SJT10 Broad knowledge of **relevant theories of intervention** linked to context. Effectively evaluates information and the enquiry process including critique of techniques used. (K14)

Competence interview

Skills

- S11** Sets clear, measurable objectives.
S12 Uses data to evaluate the effectiveness of outcomes.

S13 Develops, facilitates and leads changes in working practices that deliver improved outcomes. S14 Actively encourages the participation of children, young people and families in service improvement.	
Pass criteria	Distinction criteria
<p>CI21 Works with the team and with partner organisations to identify and articulate clear and shared objectives which are defined in a shared plan that gives focus to the work. (S11)</p> <p>CI22 Some evidence of ability to collect and interpret data/information to inform both strategy and practice. (S12)</p> <p>CI23 Sets high expectations for the quality of professional practice across the team and provides systemic opportunities to enhance and refresh practice including assessment and safeguarding practices. (S13)</p> <p>CI24 Provides regular opportunities for children, young people and families to give and receive ideas to achieve service improvement and ensures appropriate information is shared to inform decision making. (S14)</p>	<p>CI25 Effectively models a range of negotiation skills with own team and with partner organisations to develop relationships that build shared objectives and defines and addresses them fully and with some creativity in shared plans. (S11)</p> <p>CI26 Evidence of exceptional success and a degree of autonomy shown in undertaking a range of research-type tasks that have informed strategy and practice. (S12)</p> <p>CI27 Encourages and supports others to analyse and continually improve the quality of their practice in relation to a range of relevant standards. Uses critical reflection to consider effective solutions for the improvement of professional practice. (S13)</p> <p>CI28 Demonstrates a flexible and original approach to the building of collaborative relationships with children, young children and families to support the process of achieving service improvement, and evaluates progress of agreed objectives. (S14)</p>
Amplification	
<ul style="list-style-type: none"> • Statutory frameworks could include: <ul style="list-style-type: none"> ○ Children Act ○ Working together to safeguard children ○ Keeping children safe in education ○ Children and Families Act ○ Equality legislation ○ United Nations Convention on the Rights of Child (UNCRC) ○ Education Act ○ Ofsted Requirements 	

- **Associated issues** could include:
 - Changes to legislation
 - Lack of flexibility
 - Dated
- **Working practices** could include:
 - Policies, procedures, and guidelines relating to the legislation as relevant
- **Theories and concepts relating to developing and implementing improvement** could include:
 - Theories of change – Bridges, Kubler-Ross
 - Growth
 - Progress
 - Positive change
- **Relevant theories of intervention** could include:
 - Physical intervention techniques
 - Social Pedagogy
 - CARE model (Children and Residential Experiences)
 - Sanctuary Model
 - PACE (Playfulness, Acceptance, Curiosity and Empathy)
 - Attachment theories
- **Actively encourages the participation of children, young people and families in service improvement** through a variety of strategies that prioritise their voices and experiences. This could include:
 - creating a culture of participation by empowering service users to provide their feedback
 - using effective communication such as face-to-face meetings and surveys
 - creating panels where parents and/or carers can share suggestions
 - implementing changes based off feedback from children, young people and families

- **Research-type tasks** could include:
 - Planning evidence of change and outcomes
 - Change management
 - Self-improvement plans
 - Children's voice and feedback plans and protocols
 - Self-reflection (Gibbs, Kolb, theories and cycles)
 - Staff meetings and reviews

'You managed and made best use of the resources that we have'	
Situational judgement test	
Knowledge	
K15 The practice and principles of resource management .	
K16 How to create engagement and innovation in the development of practice.	
Pass criteria	
SJT11 Sound knowledge base of practice and principles of resource management within the context of work with children, young people and families. Demonstrates good critical insight into the associated issues and shows the ability to evaluate the approaches to the working practice of resource management. (K15)	
SJT12 Good knowledge base of the theories of change and the development of practice in health and social care and explores and analyses engagement and innovation. Uses theories to review the effect of innovation and change within an organisation and/or with its partners . (K16)	
Competence interview	
Skills	
S15 Manages and deploys total resource (e.g. people, finance, IT property) to maximise outcomes.	
S16 Mobilises collective action across service boundaries and within the community to manage resources.	
S17 Commissions and contract manages external providers.	

Pass criteria	Distinction criteria
<p>CI29 Acquires and maintains resources and plans and manages processes that will deliver specified outcomes and establishes systems for staff to carry out their work. Provides clarity on how resources will be used and reports on results. (S15)</p> <p>CI30 Interacts effectively with others to seek out opportunities for and improve and deliver appropriate resourcing decisions. Uses data and evaluations to inform future resourcing decisions. (S16)</p> <p>CI31 Demonstrates management of the effective and efficient use of commissioning processes to make best use of resources to support the delivery of specified outcomes. (S17)</p>	<p>CI33 Meets all obligations to organisation to manage resources and uses management and planning strategies effectively to enhance and maximise the delivery of effective outcomes. (S15)</p> <p>CI34 Demonstrates a flexible approach to the development of relationships with stakeholders to foster collective responsibility for fair and effective use and management of resources. Shows awareness of strategic and operational priorities to ensure continuous improvement. (S16)</p> <p>CI35 Demonstrates a high degree of autonomy and exploration in commissioning decisions that ensures best value and appropriate devolved accountability to support the delivery of effective outcomes. (S17)</p>
Knowledge	
K17 The commissioning cycle and its application.	
Pass criteria	Distinction criteria
CI32 Good knowledge and understanding of commissioning cycle, explores and analyses the field and its theory and ethical issues. (K17)	CI36 Sound knowledge base exploring and analysing the commissioning cycle and its theory and ethical issues, with clear autonomy and originality. (K17)
Amplification	
<ul style="list-style-type: none"> • Resource management could include: <ul style="list-style-type: none"> ○ time ○ staffing ○ budget ○ physical resource ○ legislation 	

- **Theories of change and the development of practice** could include:
 - Kubler-Ross – 5 stages of grief model and action research model
 - Kurt Lewin – Field theory or behaviour
 - Bridges transition model which helps individuals and organisations effectively manage human change
 - Kotter’s 8-step change model
 - Positive model

- **Partners** could include:
 - Local authorities
 - Placing authorities
 - Employees
 - Therapy provision
 - Schools
 - Police
 - Health care agencies
 - Organisations, agencies and charities

- **Mobilises collective action across service boundaries** means encouraging collaboration between different organisations such as health, education and social services.

- **Commissions and contract manages external providers** to deliver specialised services that support the wellbeing and development of children, young people and families. Some of the external providers could include:
 - General Practitioners (GP)
 - Paediatricians
 - Special educational needs (SEN) support services
 - Foster care agencies
 - Counsellors
 - Young Men’s Christian Association (YMCA)
 - Charities

- **Commissioning cycle** – process of planning, analysing, monitoring (plan – do – review). Budget control and review.

‘You built the relationships with others that ensured effective communication and partnership work’

Situational judgement test

Knowledge

K18 Inter-agency and multi-agency work and its role in ensuring positive outcomes.

K19 Techniques to influence, persuade and negotiate with others.

Pass criteria

SJT13 Broad knowledge and understanding of the **theories, concepts and methodologies** around influencing, persuading and negotiating with others. Evidence of research informed literature integrated into work with own and other **agencies**. (K18, K19)

Competence interview

Skills

S18 Collaborates with partner agencies and resolves complex issues to achieve best outcomes.

S19 Builds an ethos of learning and continuous improvement across **partner organisations**.

Pass criteria

CI37 Recognises and encourages a wide range of partners that contribute to the delivery of positive outcomes for children, young people and families. Able to choose and evaluate **methods of collaboration** appropriate to the task, from a range of prescribed methods. (S18)

CI38 Builds and leads constructive team and partner relationships that foster professional learning communities. (S19)

Distinction criteria

CI39 *Actively engages building and facilitating collaboration with a wide and diverse range of partners. Choice of methods of collaboration and partnership are sound and self-determined are evaluated using appropriate information and data. (S18)*

CI40 *Promotes and builds an environment of critical reflection and collaborative learning to support and enhance high quality practice in work with children, young people and families. (S19)*

Amplification

- **Inter-agency and multi-agency work** involves different organisations, agencies and professionals' collaborative efforts to provide support for children and families
- **Theories, concepts and methodologies** could include:
 - Decision analysis
 - Behavioural decision making
 - Game theory
 - Negotiation analysis
 - Voss' theory
 - Negotiating types – distributive, integrative, team and multiparty
 - Best Alternative to a Negotiated Argument (BATNA)
 - Zone of possibility (ZOPA)
- **Agencies** could include:
 - Local authorities
 - Placing authorities
 - Employees
 - Therapy provision
 - Schools
 - Police
 - Health care agencies
 - Joint working, sharing information and aims
- **Partner organisations** – the partners roles and responsibilities/organisations and teams
 - Collaborative working – principles (communication, collaborative working, critical thinking and creativity)
 - Training opportunities and continuous professional development (CPD)
 - Coaching/mentoring/shadowing
 - Multi-agency working

- Workplace goals, vision, aims and ethos
- **Methods of collaboration** could include:
 - Looked after child (LAC) meetings
 - Intervention plan/review meetings
 - Sharing records
 - Chronologies
 - Email/telephone updates
 - Handovers between staff

‘You ensured there was a culture of continuing professional development’

Situational judgement test

Knowledge

K20 Principles of: reflective practice; how people learn; effective continuing professional development.

K21 Academic research, evidence-based data, policy developments, practice developments.

Pass criteria

SJT14 Able to evaluate own practice and that of others using a number of **frames of reference**. Considers future actions. (K20)

SJT15 Evidence of independent reading from a wide range of **appropriate sources** that fulfil the requirements of **continuous professional development** plan. Clear accurate application of material. (K21)

Competence interview

Skills

S20 Evaluates practice of team members.

S21 Assesses learning styles of self and team members and identifies development opportunities.

S22 Listens to, challenges and supports practitioners.

S23 Engages in reflective practice and develops a learning culture across the team.	
Pass criteria	Distinction criteria
<p>CI41 Examines the work of others and identifies the strengths and weaknesses using existing criteria indicating possibilities for improvement, based on individual need. (S20, S21, S22)</p> <p>CI42 Evaluates own practice and that of others using a specific frame of reference and supports the development of plans of action. (S23)</p>	<p>CI43 <i>Demonstrates judgement and discrimination in evaluating the work of others and provides difference sources of feedback and offers clear insights into strategies for improvement. (S20, S21, S22)</i></p> <p>CI44 <i>Analyses practice by critically reflecting on own and other's practice and the rationale behind it. Uses imaginative thinking about potential alternative possibilities and the implications for future practice. (S23)</i></p>
Amplification	
<ul style="list-style-type: none"> • Frames of reference provide a structured way of viewing and interpreting human behaviour, social problems and the impact of interventions • Appropriate sources could include: <ul style="list-style-type: none"> ○ Principles of reflective practice – 5 R's (reporting, responding, relating, reasoning and reconstructing) ○ Reflective models – Gibbs – the reflective cycle (description, feelings, evaluation, analysis, conclusion and action plan) ○ Kolb – the reflective model (concrete experience, reflective observation, abstract conceptualism and active experimentation) ○ Schon – short, practiced and present reflections ○ Rolfe – experiences, feelings, actions and developing practice. ○ 4 Cs of reflection – continuous, connected, challenging and contextualised • Continuous professional development – CPD cycle (planning, learning, documenting and reflecting) <ul style="list-style-type: none"> ○ Training sources ○ Regulated training ○ Ofsted and regulatory qualifications ○ Coaching and mentoring practices/peer mentoring ○ Supervision 	

- Team meetings

Option 2: Children, Young People and Families Manager within the Community

2a. Creates an environment that promotes partnership working within a specific context (e.g. early years, youth, youth justice, family work, special educational needs and disability, etc.) and builds consensus and support for improving outcomes together.

Situational judgement test

Knowledge

K22 The national systems of social welfare

K23 Local agencies and community groups

K24 Theoretical approaches to the practice and principles of effective multi-agency working

Pass criteria

SJT16 Has broad knowledge and understanding of well-established **national and local systems of social welfare** relating to children, young people and families and recognises the areas where the knowledge base is most/least secure. (K22)

SJT17 Broad knowledge and understanding of the **local agencies and community groups** that can influence and progress work with children, young people and families. Able to research, choose and evaluate local partnerships. (K23)

SJT18 Broad knowledge and understanding of the theories, concepts and **methodologies** around developing effective working relationships with others. Shows ability to evaluate critically the appropriateness of different approaches to working with other agencies in the field. (K24)

Competence Interview

Skills

S24 Proactively develops and sustains strategies for **joint working**, to improve outcomes

S25 Demonstrates good awareness of stakeholders

S26 Contributes to and initiates appropriate joint budget arrangements

Pass criteria	Distinction criteria
<p>MC45 Identifies, encourages and evaluates the work of a range of partners to develop and contribute to explicit strategies for the delivery of positive outcomes for children, young people and families within a specific working context. (S24)</p> <p>MC46 Identifies and can show evidence of a wide range of partners within a specific working context that contribute to the delivery of positive outcomes for children, young people and families. (S25)</p> <p>MC47 Interacts effectively with others to seek out opportunities to acquire and maintain resources that will deliver specified outcomes within a specific working context (S26)</p>	<p>MC48 <i>Actively engages the building of facilitative relationships with a wide and diverse range of partners within a specific working context. Demonstrates well developed critical evaluation of the methods of collaboration and partnership and their collective outcomes (S24)</i></p> <p>MC49 <i>Demonstrates active engagement in identifying building and facilitating collaboration with a wide and diverse range of partners within a specific working context. (S25)</i></p> <p>MC50 <i>Demonstrates a range of flexible and innovative approaches to the development of relationships to acquire and manage resources to maximise the delivery of effective outcomes, within a specific working context (S26)</i></p>
Amplification	
<ul style="list-style-type: none"> • National and local systems of social welfare could include: <ul style="list-style-type: none"> ○ Legislation ○ Children Act ○ Working together to safeguard children ○ Keeping children safe in education ○ Children and Families Act ○ Equality legislation ○ United Nations Convention on the Rights of the Child (UNCRC) ○ Education Act ○ Police involvement plan • Local agencies and community groups could include: <ul style="list-style-type: none"> ○ Early help ○ Parenting team ○ Social services 	

- School
- Youth clubs
- Police
- Church groups
- Pastoral support
- Child and Adolescent Mental Health Services (CAMHS)
- NSPCC/Barnardo's
- Local agencies and charities

- **Methodologies** could include:
 - Person-centred planning
 - Collaboration
 - Learning/working styles
 - Conflict resolution and mediation

- **Joint working** could include:
 - Partnership working practices
 - Delivery plans
 - Service level agreements (SLAs)
 - Multi-agency approaches
 - Monitoring and recording of outcomes
 - Legislation – Working Together to Safeguard Children
 - Communication processes
 - Roles and responsibilities of partners, agencies, and professionals

2b. Leads and supports practice development in the care and support of children young people and their families and carers, within contemporary society.

Situational judgement test

Knowledge

K25 Theoretical approaches to contemporary social issues that affect family life and the care of children and young people

K26 The priority practice areas in the specific context and their responsibilities within it

K27 Ethical and professional approaches to practice in a partnership context

Pass criteria

SJT19 Has broad knowledge and understanding of well-established **theories and concepts within a range of specific social issues** that affect family life and the care of children and young people (within the context of the work, such as domestic abuse, poverty, mental health, substance misuse, disability) and recognises the areas where the knowledge base is most/least secure (K25)

SJT20 Sound knowledge base of priority areas that are the focus of **local strategic direction** relating to children, young people and families. Demonstrates good critical insight into the associated issues and can use knowledge and understanding to evaluate working practices. (K26)

SJT21 Has sound knowledge base on which to explore and analyse **ethical and professional approaches** to practice in a partnership context within the discipline, with some detail and autonomy (K27)

Competence interview

Skills

S27 Leads, implements and evaluates effective approaches to practice in specific contexts

S28 Audits and measures performance effectively within a multi-agency context

S29 Effectively uses and shares information and data

S30 Leads and develops new approaches to early intervention in partnership practice

Pass criteria

MC51 Oversees and monitors approaches to practice against set criteria in a specific working context, whilst keeping the child's individual needs at the centre of their work. Identifies the strengths and weaknesses of practice, indicating the possibilities for improvement. (S27)

Distinction criteria

MC55 *Demonstrates judgement and discrimination in monitoring and evaluating approaches to practice in a specific working context, always keeping the child's individual needs at the centre of their work. Provides*

<p>MC52 Examines and monitors the performance of multi-agency practice working arrangements against set criteria. Identifies the strengths and weaknesses of multi-agency practice, indicating the possibilities for improvement. (S28)</p> <p>MC53 Shows evidence of involvement in a range of information sharing and data exchange within a specific working context, that contributes to the delivery of positive outcomes for children, young people and families. (S29)</p> <p>MC54 Sets high expectations for the quality of early intervention practice across the team and the partnership and provides systematic opportunities to enhance and refresh practice including assessment and safeguarding practices. (S30)</p>	<p><i>feedback to staff and partners, and offers clear insights into strategies for improvement. (S27)</i></p> <p>MC56 <i>Demonstrates judgement and discrimination in monitoring and evaluating the performance of multi-agency practice working arrangements. Provides feedback on performance and offers clear insights into strategies for improvement. (S28)</i></p> <p>MC57 <i>Demonstrates active engagement in identifying building and facilitating collaboration in sharing information and data with a wide and diverse range of partners, within a specific working context. (S29)</i></p> <p>MC58 <i>Encourages and supports others to analyse and continually improve the quality of early intervention practice across a range of different working contexts. Uses critical reflection to consider effective solutions and engage others in the evaluation of assessment, intervention and safeguarding practice. (S30)</i></p>
Amplification	
<ul style="list-style-type: none"> • Theories and concepts within a range of specific social issues could include: <ul style="list-style-type: none"> ○ functionalist ○ conflict ○ symbolic interactionist theories • Local strategic direction could include: <ul style="list-style-type: none"> ○ local council ○ voluntary and community sector organisations • Ethical and professional approaches – personal and professional ethics and responsibilities regarding the duty of care and legal responsibility, could include: <ul style="list-style-type: none"> ○ utilitarian or consequence ○ negative or positive rights ○ virtue-based and ethical reasoning 	

- **Multi-agency practice** – roles and responsibilities of teams and organisations
- **Information sharing and data exchange** – types of communication and sharing of good practice

Competence interview	
Demonstrate the following behaviours	
<p>B1 Care: respecting and valuing practitioners, encouraging and enabling them to deliver excellent practice.</p> <p>B2 Compassion: consideration and concern, combined with robust challenge and support.</p> <p>B3 Courage: having honest conversations and encouraging practitioners to offer their own solutions to improving practice.</p> <p>B4 Communication: building relationships with practitioners, peers and partner organisations.</p> <p>B5 Competence: knowing the business, knowing what good practice looks like in others and having a relentless focus on delivering improved outcomes.</p> <p>B6 Commitment: demonstrating a strong moral purpose, modelling the ethos and building the skills of others and retaining and maintaining own practice skills through effective CPD.</p>	
Pass criteria	Distinction criteria
<p>CIB1 Shows a sound understanding of their leadership role within a demanding children and family, health and social care context. Their work is underpinned by a principled and professional demonstration of the practice of leadership and shows evidence of the following:</p> <ul style="list-style-type: none"> • a range of appropriate leadership styles are used and evaluated within the context of own organisation's work environment and ethics. • demonstrates and evaluates own ability to motivate others and build commitment to the organisation/and partnership values. 	<p>CIB2 Detailed and in-depth knowledge and understanding of leadership role within a demanding children and family health and social care context. A defined set of principles and professional practice as a leader is evidenced throughout their work and includes:</p> <ul style="list-style-type: none"> • applies different leadership styles in a range of situations and evaluates them to make a judgement based on appropriate criteria and a wide evidence base. • works exceptionally well with others showing effective and appropriate leadership skills, critical evaluation skills and encouraging a collaborative and creative work environment to promote positive solutions for improvement.

<ul style="list-style-type: none"> • works very effectively and confidently with others, leading and evaluating work where appropriate, creating opportunities for constructive debate on improving professional standards. • examines the work of others and identifies its strengths and weaknesses using identified criteria. Offers feedback and asks for contributions to support shared objectives and improve practice. • works very effectively with others and leading others, meeting obligations to others and modifying responses appropriately. • communication is clear, fluent, generally appropriate for the audience, and generally precise in the choice of words and the structure of sentences. Consistency is shown in their written and spoken style that doesn't impair communication. • review's own ability to motivate and delegate and empower others to achieve service improvement using appropriate evidence. • sufficient evidence is provided that appropriate plans and targets and improvement plans have been or are being implemented and sufficient critical assessment using quality standards demonstrates the organisation's effectiveness. • demonstrates encouragement to team members to review performance and to learn from each other. Identifies learning needs of team to enable development of strengths and address weaknesses. (B1, B2, B3, B4, B5, B6) 	<ul style="list-style-type: none"> • <i>assesses and evaluates the work of others and demonstrates judgement and discrimination in providing different sources of feedback. Develops relationships which are mutually beneficial to improving practice.</i> • <i>works exceptionally well with others as a key member of a group, showing leadership skills where appropriate, negotiating and meeting obligations to others.</i> • <i>demonstrates excellent communication skills appropriate to the audience.</i> • <i>motivates others and build commitment to the organisation's values and goals and achieve service outcomes is assessed to make a judgement using appropriate criteria and a wide evidence base.</i> • <i>comprehensive evidence is provided that an appropriate improvement plans, based on quality standards and with milestones, responsibilities and resources required have been or are being implemented and the evidence is critically assessed and benchmarked against the improvement plans.</i> • <i>models reflection on own performance and ensures development of others through coaching and mentoring approach and creating development opportunities to empower others and enable collective learning. (B1, B2, B3, B4, B5, B6)</i>
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Assessment summary

The end-point assessment for the Children, Young People and Families Manager apprenticeship standard is made up of **2** components:

1. A **2-hour** situational judgement test consisting of **17 work-based scenario questions**
2. A **55–65-minute** competence interview informed by a portfolio

As an employer/training provider, you should agree a plan and schedule with the apprentice to ensure all assessment components can be completed effectively.

Each component of the end-point assessment will be assessed against the appropriate criteria laid out in this kit. The grade will be determined using the combined grades from each of the equally weighted assessment components.

Situational judgement test

The situational judgement test is weighted at **50%** of the end-point assessment. Total marks available are **68**, with a minimum of **34 marks** needed to pass. The exam consists of **17, 4-mark short answer questions**.

- To achieve a **pass**, apprentices will score at least **34 out of 68**. **All** mandatory criteria questions must achieve a mark of at least **2 out of 4**.
- **Unsuccessful** apprentices will have scored **33** or below.

The test may be delivered online or be paper-based and should be in a 'controlled' environment.

Competence interview informed by a portfolio

The competence interview is weighted at **50%** of the end-point assessment.

- To achieve a **pass**, apprentices need to meet **all** of the pass criteria.
- To achieve a **distinction**, apprentices need to meet **all** of the pass and distinction criteria.
- Unsuccessful apprentices will have **not** achieved **all** of the pass criteria.

The competence interview informed by a portfolio may be conducted using technology such as video link, as long as fair assessment conditions can be maintained.

Grading

The apprenticeship includes pass and distinction grades, with the final grade based on the apprentice's combined performance in each assessment method. The overall grade for the apprentice is determined using the matrix below.

Situational Judgement test	Competence interview	Overall grade
Fail	Fail	Fail
Fail	Pass	Fail
Pass	Fail	Fail
Fail	Distinction	Fail
Pass	Pass	Pass
Pass	Distinction	Distinction

Retake and resit information

If an apprentice fails an end-point assessment method, it is the apprentice's employer who will need to agree whether the apprentice will attempt a resit or retake. If a resit is chosen, please call the Highfield scheduling team to arrange the resit. If a retake is chosen, the apprentice will require a period of further learning and will need to complete a retake checklist. Once this is completed, please call the Highfield scheduling team to arrange the retake.

The decision on how much time is required is based on a discussion between the apprentice's employer and Highfield. A resit is typically taken within **3 months** of the EPA outcome notification.

The timescale for a retake is dependent on how much retraining is required and is typically taken within **6 months** of the EPA outcome notification. All assessment methods must be taken within this same period, otherwise the entire EPA will need to be resat or retaken.

When undertaking a resit or retake, the assessment method(s) will need to be re-attempted in full, regardless of any individual assessment criteria that were passed on any prior attempt. The EPA report will contain feedback on areas for development and resit or retake guidance.

Apprentices who achieve a pass grade **cannot** resit or retake the EPA to achieve a higher grade.

Where any assessment method has to be resat or retaken, the apprentice will be awarded a maximum grade of a pass, unless there are exceptional circumstances requiring a resit or retake, as determined by Highfield.

If an apprentice fails to turn up for their assessments a fail grade will be recorded unless there are extenuating circumstances. Then the relevant Highfield policies on extenuating circumstances will be followed.

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Assessing the situational judgement test

The following knowledge areas of the Children, Young People and Families Manager apprenticeship standard will be assessed by a **2-hour** situational judgement test consisting of **17 short-answer questions**, across **7 core** and **2 pathway** themes, all worth **4 marks**. These questions assess **15 essential knowledge areas** and any of the **2 non-essential knowledge areas** (in italics). The exam has a pass mark of **50% (34 out of 68)**. At least **2 out of 4 marks** must also be achieved on all mandatory knowledge area questions (in bold) in order to pass the test overall.

The topics covered within the test are listed below. The mandatory criteria that need to be achieved to pass the test overall is in bold.

Core themes

- Theme: 'You provided direction and ensured we worked as a cohesive team'

Knowledge areas:

- *Current research and development in the health and social care sector*
- Theories underpinning the learning, development and motivation of individuals and teams
- *The role of the team and the internal and external environment in which it operates*

- Theme: 'You implemented a working environment which supported dignity and human rights'

Knowledge areas:

- Values and ethics and the principles and practices of diversity, equality, rights and inclusion
- Approaches to dignity and respect

- Theme: 'You helped us work through the challenges that faced us and ensured we were safe'

Knowledge areas:

- The principles and practice of supervision with their staff
- *The theories and up-to-date research and best practice that underpin practice decision making*

- Theme: 'You enabled us to focus on and achieve improved outcomes for children and young people'

Knowledge areas:

- The principles and practice of statutory frameworks, standards, guidance and Codes of Practice
- **The quality assurance of health and social care in line with OFSTED, CQC and other regulatory bodies**
- Approaches to developing and implementing improvement, including use of data
- The theories of intervention that meet the needs of children, young people and adults within the family

- Theme: 'You managed and made best use of the resources that we have'

Knowledge areas:

- *The practice and principles of resource management*
- How to create engagement and innovation in the development of practice

- Theme: 'You built the relationships with others that ensured effective communication and partnership work'

Knowledge areas:

- Inter-agency and multi-agency work and its role in ensuring positive outcomes
- *Techniques to influence, persuade and negotiate with others*

- Theme: 'You ensured there was a culture of continuing professional development'

Knowledge areas:

- Principles of: reflective practice; how people learn; effective continuing professional development
- *Academic research, evidence-based data, policy developments, practice developments*

Pathway: Manager within the Community

- *Theme: 2a. Creates an environment that promotes partnership working within a specific working context (e.g. early years, youth, youth justice, family work, special educational needs and disability etc.) and builds consensus and support for improving outcomes together.*

Knowledge areas:

- **The national systems of social welfare**
 - *Local agencies and community groups*
 - **Theoretical approaches to the practice and principles of effective multi-agency working**
- *Theme: 2b. Leads and supports practice development in the care and support of children young people and their families and carers, within contemporary society.*

Knowledge areas:

- Theoretical approaches to contemporary social issues that affect family life and the care of children and young people
- *The priority practice areas in the specific context and their responsibilities within it*
- Ethical and professional approaches to practice in a partnership context

In each paper, questions will cover each of the areas **15 essential areas** above and **any 2 of the non-essential criteria**, however, not every aspect of every area will be covered in every test. There are **3 mandatory criteria** within the situational judgement test that the apprentice needs to achieve in order to pass the test overall.

Before the assessment

The employer/training provider should:

- brief the apprentice on the areas that will be assessed by the situational judgement test.
- in readiness for end-point assessment, set the apprentice a mock knowledge test and mark it according to the mark scheme. A test is available to download from the Highfield Assessment website. The mock tests are available as paper-based tests and also on the mock e-assessment system.

Situational judgement test criteria

'You provided direction and ensured we worked as a cohesive team'

To pass, the following must be evidenced

- SJT1** Has broad knowledge and understanding of well-established theories and concepts within health and social care and recognises the areas where the knowledge base is most/least secure. (K1)
- SJT2** Has knowledge of the main methods of enquiry into leadership styles and leading teams, and demonstrates the ability to critically evaluate the appropriateness of approaches to solving problems in the field. (K2, K3)

'You implemented a working environment which supported dignity and human rights'

To pass, the following must be evidenced

- SJT3** Has sound knowledge base on which to explore and analyse the theories and concepts of equalities, values, rights and ethical issues within the discipline with some detail and autonomy. (K4)
- SJT4** Demonstrates a sound knowledge base upon which to explore and analyse the theories and related ethical issues around dignity and respect. (K5)

'You helped us work through the challenges that faced us and ensured we were safe'

To pass, the following must be evidenced

- SJT5** Shows a good understanding of key theories and concepts of supervision and demonstrates good critical insight and ability to contrast alternative positions. (K6)
- SJT6** Shows a good understanding of key theories and areas of recent research in decision making and demonstrates good critical insight and ability to contrast alternative positions. (K7)

'You enabled us to focus on and achieve improved outcomes for children and young people'

To pass, the following must be evidenced

- SJT7** Sound knowledge base of statutory frameworks relating to children, young people and families. Demonstrates good critical insight into the associated issues and can use knowledge and understanding to evaluate working practices. (K11)
- SJT8** Sound knowledge of relevant OFSTED framework. Issues identified and critically analysed within given areas. Ability to apply concepts and principles outside immediate context. (K12)
- SJT9** Sound understanding of theories and concepts relating to developing and implementing improvement and demonstrates the ability to use evidence to support argument. Ability to apply concepts and principles outside immediate context. (K13, S10)
- SJT10** Broad knowledge of relevant theories of intervention linked to context. Effectively evaluates information and the enquiry process including critique of techniques used. (K14)

'You managed and made best use of the resources that we have'

To pass, the following must be evidenced

- SJT11** Sound knowledge base of practice and principles of resource management within the context of work with children, young people and families. Demonstrates good critical insight into the

‘You managed and made best use of the resources that we have’

To pass, the following must be evidenced

associated issues and shows the ability to evaluate the approaches to the working practice of resource management. (K15)

SJT12 Good knowledge base of the theories of change and the development of practice in health and social care and explores and analyses engagement and innovation. Uses theories to review the effect of innovation and change within an organisation and/or with its partners. (K16)

‘You built the relationships with others that ensured effective communication and partnership work’

To pass, the following must be evidenced

SJT13 Broad knowledge and understanding of the theories, concepts and methodologies around influencing, persuading and negotiating with others. Evidence of research informed literature integrated into work with own and other agencies. (K18, K19)

‘You ensured there was a culture of continuing professional development’

To pass, the following must be evidenced

SJT14 Able to evaluate own practice and that of others using a number of frames of reference. Considers future actions. (K20)

SJT15 Evidence of independent reading from a wide range of appropriate sources that fulfil the requirements of continuous professional development plan. Clear accurate application of material. (K21)

Option 2: Manager within the Community

2a. Creates an environment that promotes partnership working within a specific working context (e.g. early years, youth, youth justice, family work, special educational needs and disability etc.) and builds consensus and support for improving outcomes together.

To pass, the following must be evidenced

SJT16 Has broad knowledge and understanding of well-established national and local systems of social welfare relating to children, young people and families and recognises the areas where the knowledge base is most/least secure. (K22)

SJT17 Broad knowledge and understanding of the local agencies and community groups that can influence and progress work with children, young people and families. Able to research, choose and evaluate local partnerships. (K23)

SJT18 Broad knowledge and understanding of the theories, concepts and methodologies around developing effective working relationships with others. Shows ability to evaluate critically the appropriateness of different approaches to working with other agencies in the field. (K24)

2b. Leads and supports practice development in the care and support of children young people and their families and carers, within contemporary society.

To pass, the following must be evidenced

SJT19 Has broad knowledge and understanding of well-established theories and concepts within a range of specific social issues that affect family life and the care of children and young people (within

2b. Leads and supports practice development in the care and support of children young people and their families and carers, within contemporary society.

To pass, the following must be evidenced

the context of the work, such as domestic abuse, poverty, mental health, substance misuse, disability) and recognises the areas where the knowledge base is most/least secure (K25)

SJT20 Sound knowledge base of priority areas that are the focus of local strategic direction relating to children, young people and families. Demonstrates good critical insight into the associated issues and can use knowledge and understanding to evaluate working practices. (K26)

SJT21 Has sound knowledge base on which to explore and analyse ethical and professional approaches to practice in a partnership context within the discipline, with some detail and autonomy (K27)

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Assessing the competence interview

The competence interview is a structured discussion between the apprentice and the end-point assessor which will be focused on the work produced in the portfolio. The portfolio will be scheduled for review by the end-point assessor at least **3 weeks** after gateway.

Apprentices should give examples and specific explanations from their portfolio of how they have used their knowledge and skills in a relevant real-life situation and base their answers on prior experience. They will be awarded a grade based on their coverage of the relevant assessment criteria covered in the pages below.

The competence interview is weighted at 50% of the end-point assessment.

- To achieve a **pass**, apprentices need to meet **all** of the pass criteria
- To achieve a **distinction**, apprentices need to meet **all** of the pass and distinction criteria

The end-point assessor will look at the work the apprentice has undertaken, the strengths they have demonstrated, and ask probing questions to cover any gaps or weaknesses in the apprentice's knowledge, skills or behaviours.

The total assessment time for the competence interview is **55-65 minutes**.

The portfolio is **not** assessed but will be used to inform the questioning in the interview. The apprentice and the end-point assessor should both have access to the portfolio during the interview.

Highfield would encourage the employer/training provider and the apprentice to plan for the interview by familiarising themselves with the skills criteria that will be assessed and reflect on their experience in a Children, Young People and Families manager role.

Employers can be present during the assessment, however, this is **not** compulsory. They will **not** be allowed to assist the apprentice in any way during the assessment.

Before the assessment

Employers/training providers should:

- ensure the apprentice knows the date, time and location of the assessment
- ensure the apprentice knows which children, young people and families manager criteria will be assessed (outlined on the following pages)
- encourage the apprentice to reflect on their experience and learning on-programme to understand what is required to meet the standard and identify real-life examples
- be prepared to provide clarification to the apprentice, and signpost them to relevant parts of their on-programme experience as preparation for this assessment

Competence interview mock assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment. Highfield recommends that the apprentice experiences a mock competence interview in advance of the end-point assessment with the training provider/employer giving feedback on any areas for improvement.

In designing a mock assessment, the employer/training provider should include the following elements in its planning:

- the mock interview should take place in a suitable location.
- a **55-65-minute** time slot should be available for the interview, if it is intended to be a complete mock interview covering all relevant standards (outlined in the following pages). However, this time may be split up to allow for progressive learning.
- consider a video or audio recording of the mock interview and allow it to be available to other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock interview with each apprentice.
- ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice to complete the learning experience. Mock assessment sheets are available to download from the Highfield Assessment website and may be used for this purpose.
- use structured 'open' questions that do not lead the apprentice but allows them to give examples for how they have met each area in the standard. For example:
 - explain how you have effectively used negotiation skills with a partner organisation in order to develop relationships with a shared vision of how to achieve objectives.

- describe how you built a constructive relationship that promotes participation in the development of dignity and respect within professional practice.
- explain how you have maintained your own learning and the resources you used to enhance your own and others' professional practice.
- explain an original approach you used to build collaborative relationships with children, young people and families to support the process of achieving service improvement.
- describe a time when you interacted effectively with others to seek out opportunities to improve appropriate resourcing decisions.
- describe how you have actively engaged in building and facilitating collaboration with a wide and diverse range of partners.
- explain how you have provided difference sources of feedback and offered clear insights into strategies for improvement to others' work.
- explain how you encourage critical reflection across the team to consider effective solutions to improve the experiences of children in care.
- describe a flexible and original approach you have used to build collaborative relationships that promotes participation with children, young people and families to support the process of achieving service improvement.

Competence interview criteria

'You provided direction and ensured we worked as a cohesive team'	
Skills	
To pass, the following must be evidenced	To gain a distinction
<p>CI1 Works with the team and with partner organisations to identify and articulate a shared vision, values, aims, ethos and shared objectives in relation to the care and support of children, young people and their families. (S1)</p> <p>CI2 Sets clear standards and evaluates own practice and that of others using a number of frames of reference and identifies future actions. (S2)</p> <p>CI3 Provides opportunities for the team to plan and discuss priorities, give and receive ideas to achieve objectives and modifies responses where necessary. (S3)</p>	<p>CI4 <i>Effectively models a range of negotiation and co-operation skills with own team and with partner organisations to develop relationships that reflect the aims, ethos and shared vision required to achieve the required objectives. (S1)</i></p> <p>CI5 <i>Encourages and supports others to analyse their own practice and that of others in relation to relevant standards and frameworks. Uses critical reflection and considers potential alternatives and their implications for the future. (S2)</i></p> <p>CI6 <i>Demonstrates a flexible approach to the building of collaborative relationships with the team to support the process of identifying priorities and evaluating progress of group objectives. Addresses conflict. (S3)</i></p>

'You implemented a working environment which supported dignity and human rights'	
Skills	
To pass, the following must be evidenced	To gain a distinction
<p>CI7 Shows evidence of having taken a rights-aware approach to work by identifying the rights at issues, identifying the responsibilities of the organisation in terms of those rights and by determining the appropriate course(s) of action. (S4)</p> <p>CI8 Takes responsibility for and engages actively in a range of ongoing team opportunities to build commitment to the dignity and respect of others. (S5)</p>	<p>CI9 <i>Demonstrates judgement and discernment in modelling and developing a culture of mutual respect and accountability. (S4)</i></p> <p>CI10 <i>Builds constructive relationships that foster participation in the development of professional practice that upholds dignity and respect. (S5)</i></p>

'You helped us work through the challenges that faced us and ensured we were safe'

Skills

To pass, the following must be evidenced

To gain a distinction

CI11 Evaluates strengths and weaknesses of own and other's practice and the criteria by which judgements are made. Prepared to question received opinion, prejudices and values sets operating. (S6)

CI12 Accesses and uses a range of knowledge from literature, research and policy sources for to inform own and other's professional practice and decision making. (S7)

CI13 Uses appropriate information from relevant legal structures including the law around safeguarding practice, information sharing and the rights of children to evaluate risk and make decisions. Actions taken clearly reflect the evaluation. (S8)

CI14 Generally, technically and professionally competent in leading and promoting health and safety, fulfilling the organisation's legal obligations and in delivering effective arrangements. Can identify key areas of problems and choose appropriate methods for resolution. (S9)

CI16 *Confidently evaluates actions and situations identifying clearly articulated strengths and weaknesses of own and other's practice, questioning received opinion, prejudices and value sets operating. (S6)*

CI17 *Manages own learning using a wide range of resources and critically engages with an extremely wide knowledge base of theories, concepts, policy sources and the latest research to enhance own and other's professional practice and decision making. (S7)*

CI18 *Uses an extremely wide range of appropriate information from relevant legal structures including the law around safeguarding practice information sharing and the rights of children to evaluate risk and exercises autonomy and initiative when exploring options. Makes clear decisions which has taken into account the alternatives. (S8)*

CI19 *Technically and professionally competent in leading, delivering and promoting the health and safety obligations of the organisation and work shows evidence of rigour and/or creativity. Can identify key areas of problems confidently and choose appropriate methods for resolution with autonomy and effectiveness. (S9)*

Knowledge

To pass, the following must be evidenced

To gain a distinction

KI15 Sound knowledge base of relevant legislation and guidance on safeguarding and health and safety issues, relating to the care and support of children, young people and families. Demonstrates good critical insight into the national and local safeguarding legislation and guidance and shows the ability to evaluate the approaches to safeguarding working practices. (K8, K9, K10)

KI20 *Broad knowledge base of relevant legislation and guidance on safeguarding and health and safety issues relating to work with children, young people and families. Well-developed critical evaluation of the legislation and guidance and the assumptions and/or data which inform the overall approach to safeguarding and health and safety. (K8, K9, K10)*

‘You enabled us to focus on and achieve improved outcomes for children and young people’

Skills

To pass, the following must be evidenced

To gain a distinction

CI21 Works with the team and with partner organisations to identify and articulate clear and shared objectives which are defined in a shared plan that gives focus to the work. (S11)

CI22 Some evidence of ability to collect and interpret data/information to inform both strategy and practice. (S12)

CI23 Sets high expectations for the quality of professional practice across the team and provides systemic opportunities to enhance and refresh practice including assessment and safeguarding practices. (S13)

CI24 Provides regular opportunities for children, young people and families to give and receive ideas to achieve service improvement and ensures appropriate information is shared to inform decision making. (S14)

CI25 Effectively models a range of negotiation skills with own team and with partner organisations to develop relationships that build shared objectives and defines and addresses them fully and with some creativity in shared plans. (S11)

CI26 Evidence of exceptional success and a degree of autonomy shown in undertaking a range of research-type tasks that have informed strategy and practice. (S12)

CI27 Encourages and supports others to analyse and continually improve the quality of their practice in relation to a range of relevant standards. Uses critical reflection to consider effective solutions for the improvement of professional practice. (S13)

CI28 Demonstrates a flexible and original approach to the building of collaborative relationships with children, young children and families to support the process of achieving service improvement, and evaluates progress of agreed objectives. (S14)

‘You managed and made best use of the resources that we have’

Skills

To pass, the following must be evidenced

To gain a distinction

CI29 Acquires and maintains resources and plans and manages processes that will deliver specified outcomes and establishes systems for staff to carry out their work. Provides clarity on how resources will be used and reports on results. (S15)

CI30 Interacts effectively with others to seek out opportunities for and improve and deliver appropriate resourcing decisions. Uses data and evaluations to inform future resourcing decisions. (S16)

CI31 Demonstrates management of the effective and efficient use of commissioning processes to make best use of resources to support the delivery of specified outcomes. (S17)

CI33 *Meets all obligations to organisation to manage resources and uses management and planning strategies effectively to enhance and maximise the delivery of effective outcomes. (S15)*

CI34 *Demonstrates a flexible approach to the development of relationships with stakeholders to foster collective responsibility for fair and effective use and management of resources. Shows awareness of strategic and operational priorities to ensure continuous improvement. (S16)*

CI35 *Demonstrates a high degree of autonomy and exploration in commissioning decisions that ensures best value and appropriate devolved accountability to support the delivery of effective outcomes. (S17)*

Knowledge

CI32 Good knowledge and understanding of commissioning cycle, explores and analyses the field and its theory and ethical issues. (K17)

CI36 *Sound knowledge base exploring and analysing the commissioning cycle and its theory and ethical issues, with clear autonomy and originality. (K17)*

‘You built the relationships with others that ensured effective communication and partnership work’

Skills

To pass, the following must be evidenced

To gain a distinction

CI37 Recognises and encourages a wide range of partners that contribute to the delivery of positive outcomes for children, young people and families. Able to choose and evaluate methods of collaboration appropriate to the task, from a range of prescribed methods. (S18)

CI38 Builds and leads constructive team and partner relationships that foster professional learning communities. (S19)

CI39 *Actively engages building and facilitating collaboration with a wide and diverse range of partners. Choice of methods of collaboration and partnership are sound and self-determined are evaluated using appropriate information and data. (S18)*

CI40 *Promotes and builds an environment of critical reflection and collaborative learning to support and enhance high quality practice in work with children, young people and families. (S19)*

‘You ensured there was a culture of continuing professional development’

Skills

To pass, the following must be evidenced

To gain a distinction

CI41 Examines the work of others and identifies the strengths and weaknesses using existing criteria indicating possibilities for improvement, based on individual need. (S20, S21, S22)

CI42 Evaluates own practice and that of others using a specific frame of reference and supports the development of plans of action. (S23)

CI43 *Demonstrates judgement and discrimination in evaluating the work of others and provides difference sources of feedback and offers clear insights into strategies for improvement. (S20, S21, S22)*

CI44 *Analyses practice by critically reflecting on own and other’s practice and the rationale behind it. Uses imaginative thinking about potential alternative possibilities and the implications for future practice. (S23)*

Option 2: Manager within the Community

2a. Creates an environment that promotes partnership working within a specific working context (e.g. early years, youth, youth justice, family work, special educational needs and disability etc.) and builds consensus and support for improving outcomes together.

Skills

To pass, the following must be evidenced

To gain a distinction

MC45 Identifies, encourages and evaluates the work of a range of partners to develop and contribute to explicit strategies for the delivery of positive outcomes for children, young people and families within a specific working context. (S24)

MC46 Identifies and can show evidence of a wide range of partners within a specific working context that contribute to the delivery of positive outcomes for children, young people and families. (S25)

MC47 Interacts effectively with others to seek out opportunities to acquire and maintain resources that will deliver specified outcomes within a specific working context. (S26)

MC48 *Actively engages the building of facilitative relationships with a wide and diverse range of partners within a specific working context. Demonstrates well developed critical evaluation of the methods of collaboration and partnership and their collective outcomes (S24)*

MC49 *Demonstrates active engagement in identifying building and facilitating collaboration with a wide and diverse range of partners within a specific working context. (S25)*

MC50 *Demonstrates a range of flexible and innovative approaches to the development of relationships to acquire and manage resources to maximise the delivery of effective outcomes, within a specific working context. (S26)*

2b. Leads and supports practice development in the care and support of children young people and their families and carers, within contemporary society.

Skills

To pass, the following must be evidenced

To gain a distinction

MC51 Oversees and monitors approaches to practice against set criteria in a specific working context, whilst keeping the child's individual needs at the centre of their work. Identifies the strengths and weaknesses of practice, indicating the possibilities for improvement. (S27)

MC52 Examines and monitors the performance of multi-agency practice working arrangements against set criteria. Identifies the strengths and weaknesses of multi-agency practice, indicating the possibilities for improvement. (S28)

MC53 Shows evidence of involvement in a range of information sharing and data exchange within a specific working context, that contributes to the delivery of positive outcomes for children, young people and families. (S29)

MC54 Sets high expectations for the quality of early intervention practice across the team and the partnership and provides systematic opportunities to enhance and refresh practice including assessment and safeguarding practices. (S30)

MC55 *Demonstrates judgement and discrimination in monitoring and evaluating approaches to practice in a specific working context, always keeping the child's individual needs at the centre of their work. Provides feedback to staff and partners, and offers clear insights into strategies for improvement. (S27)*

MC56 *Demonstrates judgement and discrimination in monitoring and evaluating the performance of multi-agency practice working arrangements. Provides feedback on performance and offers clear insights into strategies for improvement. (S28)*

MC57 *Demonstrates active engagement in identifying building and facilitating collaboration in sharing information and data with a wide and diverse range of partners, within a specific working context. (S29)*

MC58 *Encourages and supports others to analyse and continually improve the quality of early intervention practice across a range of different working contexts. Uses critical reflection to consider effective solutions and engage others in the evaluation of assessment, intervention and safeguarding practice. (S30)*

Behaviours	
To pass, the following must be evidenced	To gain a distinction
<p>CIB1 Shows a sound understanding of their leadership role within a demanding children and family, health and social care context. Their work is underpinned by a principled and professional demonstration of the practice of leadership and shows evidence of the following:</p> <ul style="list-style-type: none"> • a range of appropriate leadership styles are used and evaluated within the context of own organisation's work environment and ethics. • demonstrates and evaluates own ability to motivate others and build commitment to the organisation/and partnership values. • works very effectively and confidently with others, leading and evaluating work where appropriate, creating opportunities for constructive debate on improving professional standards. • examines the work of others and identifies its strengths and weaknesses using identified criteria. Offers feedback and asks for contributions to support shared objectives and improve practice. • works very effectively with others and leading others, meeting obligations to others and modifying responses appropriately. • communication is clear, fluent, generally appropriate for the audience, and generally precise in the choice of words and the structure of sentences. Consistency is shown in their written and spoken style that doesn't impair communication. 	<p>CIB2 <i>Detailed and in-depth knowledge and understanding of leadership role within a demanding children and family health and social care context. A defined set of principles and professional practice as a leader is evidenced throughout their work and includes:</i></p> <ul style="list-style-type: none"> • <i>applies different leadership styles in a range of situations and evaluates them to make a judgement based on appropriate criteria and a wide evidence base.</i> • <i>works exceptionally well with others showing effective and appropriate leadership skills, critical evaluation skills and encouraging a collaborative and creative work environment to promote positive solutions for improvement.</i> • <i>assesses and evaluates the work of others and demonstrates judgement and discrimination in providing different sources of feedback. Develops relationships which are mutually beneficial to improving practice.</i> • <i>works exceptionally well with others as a key member of a group, showing leadership skills where appropriate, negotiating and meeting obligations to others.</i> • <i>demonstrates excellent communication skills appropriate to the audience.</i> • <i>motivates others and build commitment to the organisation's values and goals and achieve service outcomes is assessed to make a judgement using</i>

<ul style="list-style-type: none"> • reviews own ability to motivate and delegate and empower others to achieve service improvement using appropriate evidence. • sufficient evidence is provided that appropriate plans and targets and improvement plans have been or are being implemented and sufficient critical assessment using quality standards demonstrates the organisation's effectiveness. • demonstrates encouragement to team members to review performance and to learn from each other. Identifies learning needs of team to enable development of strengths and address weaknesses. . (B1, B2, B3, B4, B5, B6) 	<p><i>appropriate criteria and a wide evidence base.</i></p> <ul style="list-style-type: none"> • <i>comprehensive evidence is provided that an appropriate improvement plans, based on quality standards and with milestones, responsibilities and resources required have been or are being implemented and the evidence is critically assessed and benchmarked against the improvement plans.</i> • <i>models reflection on own performance and ensures development of others through coaching and mentoring approach and creating development opportunities to empower others and enable collective learning. . (B1, B2, B3, B4, B5, B6)</i>
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