

APPENDIX 3

Special Educational Needs and Disability Service (SENDSARS)

Line Management, Supervision and Performance Management Policy

Manager / Supervisor Guidance

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| Date of policy: | August 2018 |
| Review Date: | September 2021 |
| Original Author: | Sally Willoughby (Service Manager) |
| Reviewer Author: | Rose Ward (Head of Service) |

Quality Standards

Quality Standards will ensure that:

- Service Users receive a consistent, quality service, partnership working in line with statutory duties
- Work undertaken is timely and evidenced within service recording systems
- Managers and practitioners have clear structures to work within ensuring children and families receive a service that meets their needs
- There is regular consultation with all service users through customer feedback to ensure service improvement and development
- All staff will undertake enhanced DBS checks
- Staff will receive appropriate support, training, qualification opportunities and post qualification support and opportunities to ensure continuous professional development and a 'Grow Your Own' culture.
- Staff at all levels will be accountable for their quality of work and will take responsibility for maintaining and improving their knowledge and skills.
- The Signs of Safety Model is embedded into all areas of work as identified as appropriate.
- The city-wide PDR policy is adhered too and referenced through supervision practices.

Quality Standards within the supervision:

1. All practitioners will receive supervision in line with the minimum expectation of 10 supervisions per year with an opportunity for further supervision as is identified dependent on experience, service need, performance and / or wellbeing.
2. All staff within the service will receive supervision which will focus on their service area, service need / demand and their ability to effectively and positively contribute to those needs and demands in line with statutory duties
3. All supervisions will include discussion about performance management, exemplary performance will be acknowledged, poor performance will be addressed, and areas of development agreed to meet the statutory compliance of the service
4. All EHCNAs and plans will be quality assured by an identified manager appropriate to the service area.
5. All records will clearly evidence the child's voice and a child led approach demonstrating a Signs of Safety model.
6. The need for escalation will be identified in line with statutory duties
7. All records will be updated within 48 hours.
8. All quality standards will be discussed as part of all supervision sessions and will feed into the Service Performance Clinics of which outcomes will be feedback and development opportunities identified.

1. Policy Statement:

Supervision is a process by which one person (manager/leader) is given responsibility by the organisation to work with an/other/s to meet organisational, professional, and personal objectives which together promote the best outcomes for all service users.

Objectives and functions are:

- Competent, accountable performance / practice
 - Continuing Professional development
 - Personal support
 - Engaging the individual within the organisation
1. Supervisions cover both one to one and group supervisions
 2. The objective of the supervision is to ensure compliance, promote sound and consistent practice and decision making
 3. Supervision establishes clear accountability, enables the sharing of responsibility in situations of vulnerability and risk
 4. Supervision ensures that all policies and procedures are being followed
 5. Supervision is an enabling process that centres upon professional development

2. Line Management:

Line Management and supervision are distinct activities that should be carried out by an appointed manager but can be carried out by any identified or appointed manager.

Line Management is referring to the consistent and ongoing management of:

- Planning and monitoring workload
- Ensuring quality delivery and responding to poor practice
- Monitoring Health and Safety, including practitioner well being
- Time and diary management, including time sheets, flexible working, and annual leave
- Motivation and focus
- Administration
- Timely Record keeping

Supervision is the process of reflecting on practice and issues that arise in everyday work.

It should be utilised to ensure practitioners do their job in the most effective way, developing their capacity and using their experiences in a solution focused way to rethink practice and develop.

A good supervisor will enable the practitioner to reflect on their practice while identifying areas of support and providing a restorative approach where resistance is noted.

Practice suggests that high quality supervision and support enable practitioners to:

- Become more self-aware around their evidence-based and statutory practice and approach
- Understanding their role in the identification, assessment, and response to need
- Know how to respond to concerns arising within their area of work
- Recognise their own limitations and when to call on others expertise
- Familiarise themselves with current guidance and practice
- Understand the management of data, information sharing and confidentiality
- Identify those who should be notified if safeguarding concerns around a child or family arise
- Understand processes and procedures for making referrals and involving others

3. Commitment

Staff supervision is a mandatory arrangement for ensuring the maintenance of effective communication between managers / leaders and their staff. Ensuring work is carried out in line with the aims of the service; it will maintain and work to improve the quality of the service delivery. It reflects a shared responsibility and accountability with a strong performance management focus.

Supervision is only one form of communication between practitioners and managers, other forms of communication should be committed to including, but not confined to:

- Team Meetings
- Development sessions
- Observations
- Direct contact

Supervision should:

- Assist the manager to fulfil their duty of care to the employee and service users.
- Provide an agreed level of support and therefore level of security to the employee
- Enable appropriate decision making and appropriate response to situations and needs
- Be an environment where the supervisor listens and provides appropriate responses
- Ensure appropriate advice and guidance is given within the session and where this isn't possible direction should be given as to where this can be sourced.
- Identify any personal issues that impact on work and appropriate support accessible through the service area.
- Be an environment where the supervisor can direct the employee when appropriate and necessary to do so.

4. Accountability:

- It is the responsibility of the line manager to ensure supervision sessions are booked at an appropriate time for the supervisee and are at a frequency that has been agreed and within the minimum expectation of 10 per year for all staff employed within the service area; this is non-negotiable and is **not** pro-rata.
- It is the responsibility of the supervisor and supervisee to ensure these agreed and planned sessions are attended, engaged in and result in agreed outcomes with actions to be completed within an agreed timescale.
- It is the responsibility of the supervisor to ensure there is a typed and agreed record of all supervision sessions formatted within the Signs of safety model Form 1 supplied via email to the supervisee and an electronic version stored confidentially.
- It is the responsibility of the supervisor to ensure an appropriate room / setting is agreed and that this is confidential between the supervisor and supervisee unless otherwise discussed and agreed.
- Although the personal supervision document is confidential it is also an organisational document which doesn't belong to the supervisor or supervisee, therefore there may be circumstances under which these records will be accessed, including, but not exhaustive to:
 - Auditing
 - Grievance
 - Disciplinary
 - Internal / external enquiry
 - Complaints

Practice Standards- SENDSARS

| 20 Weeks Process | | |
|--|---|--|
| Expectation: | Inclusion Officer | Locality Manager |
| <p>All Plans will finalised within 20 weeks</p> | <ul style="list-style-type: none"> • All new assessments will have a child centred meeting before week 10 (Section A completed) • All new assessments will be drafted no later than week 14 • All new agreed plans will be drafted by week 16 with 'type of school' identified for consultation. • Consultations will always take place with the current school, parental preference and any other school deemed suitable to meet the child's level of need (in and out of city) • All plans will be compliant against the CoP expectations (Pg 164-169) • All advice will be contained within the plan and if quoted from, will be referenced accurately • If a plan is likely to exceed 20 weeks this is highlighted to your manager and activity is undertaken to reduce the time finalisation will take. | <ul style="list-style-type: none"> • All new assessments / plans will be QA'd using the compliance tool and a report produced monthly to show the compliance per Locality. • All QA reports will be fed into the SENDSARS Performance Clinic monthly. • Performance related action plans will be produced, areas of strong / outstanding practice will be highlighted and acknowledged. • Live Dashboards available in the system will be used to identify plans extending beyond timescales. • Plans likely to exceed 20 weeks will be highlighted immediately to senior management with a plan of mitigation or request of support. • All new plans will be discussed within Locality Stage 2 panels and a funding agreement reached in line with the delivery of section F. • Additional funds more than locality allocation will be submitted to the Central SEND panel. • Where additional health input is needed (Section F) the approved provider list will be consulted on with the DCO. |

Communication

| Expectation: | Inclusion Officer | Locality Manager |
|--|---|--|
| <p>Regular, reliable, informed communication with professionals and families always</p> | <ul style="list-style-type: none">• Phone calls will always be answered unless you are away from your desk or in a meeting• Missed calls will be returned within a maximum of 24 hours.• When on leave a 'buddy' must be identified who will cover enquiries and phone calls about your caseload.• All communication will be timely, informative, and informed (outcomes to be shared within the week they are agreed)• All communications will be captured, in summary within a communication log• Communication will always be professional and polite, with clear language, no jargon and no abbreviations.• Phone numbers will be included on all email signatures. | <ul style="list-style-type: none">• Phone calls will always be answered unless you are away from your desk or in a meeting• Missed calls will be returned within a maximum of 24 hours.• When on leave a 'buddy' must be identified who will cover enquiries and phone calls about your caseload.• All communication will be timely, informative, and informed (outcomes to be shared within the week they are agreed)• All communications will be captured, in summary within a communication log• Communication will always be professional and polite, with clear language, no jargon and no abbreviations.• Phone numbers will be included on all email signatures.• Team meetings will be held monthly for internal communication• Locality meetings will be held fortnightly for communication and reporting |

Annual Reviews

| Expectation: | Inclusion Officer | Locality Manager |
|--|---|---|
| <p>All Annual Reviews will meet statutory timescales:</p> <ul style="list-style-type: none"> • Notification letters within 4 weeks of the date of the AR • Amended plans within 8 weeks | <ul style="list-style-type: none"> • Each caseload holder will know the dates of each child's annual review. • 2 weeks prior to the review the case holder will contact the school to ensure the review is booked and where RAG rated Red the case holder will request attendance at the review • If AR is not attended and paperwork is not received on the date expected and required, (2 weeks after the date of the review) the case holder will contact the school and request the information. • Where a school will not / cannot submit the paperwork on time, this is escalated through management for action to be taken. • Once received, AR paperwork will be processed within 48 hours by BS and passed to the case holder. • Case holder will request notification letter within 5 days of the paperwork being received. • Amended plans will be sent to the family within 4 weeks of the notification. • Amended Final Plans will be sent to the family within 8 weeks of the notification. | <ul style="list-style-type: none"> • All ARs close to or at timescale end will be highlighted to the case holder and activity directed. • All amended plans will be QA'd prior to sending (process outlined in 20 weeks) • Non-compliance to the process will be highlighted in supervision and team meetings (where whole team issues are reflected) • Over timescale annual reviews will be highlighted as an area of risk in SENDSARs Performance Clinic and action plan for mitigation provided. • Where significant changes to plans have been made, funding discussion will be followed up with the school to ensure delivery against section F. |

Working Hours, Office Use, Annual Leave and Cover Arrangements

| Expectation: | Inclusion Officer | Locality Manager |
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| <p>Adherence to:</p> <ul style="list-style-type: none"> • Flexible Working Agreement • Timesheet completion • Absence and leave cover arrangements • Office rota | <ul style="list-style-type: none"> • All SCC employees covered by the FWA must adhere to this, including: <ul style="list-style-type: none"> ○ At a minimum core hours coverage ○ Flexi Leave is taken in the same month it is accrued, or converted to a leave day more than 10 hours (must be agreed by management) ○ Timesheets must be completed and reflected 30 minutes taken for lunch ○ Annual Leave must be requested at least the same time ahead of the length of time requested off. • Timesheets must be submitted to assigned manager monthly. • Sickness absence must be reported to a manager, via a phone call noting reason for absence and expected length of absence (over 5 days requires sicknote) • Annual Leave requests should be made to managers in a timely way, with identified cover agreed. • When identified to be in the office, your working day will be in the office, unless agreed previously with your manager. | <ul style="list-style-type: none"> • All SCC employees covered by the FWA must adhere to this, including: <ul style="list-style-type: none"> ○ At a minimum core hours coverage ○ Flexi Leave is taken in the same month it is accrued, or converted to a leave day more than 10 hours (must be agreed by management) ○ Timesheets must be completed and reflected 30 minutes taken for lunch ○ Annual Leave must be requested at least the same time ahead of the length of time requested off. • Timesheets must be submitted to assigned manager monthly. • Sickness absence must be reported to a manager, via a phone call noting reason for absence and expected length of absence (over 5 days requires sicknote) • Annual Leave requests should be made to managers in a timely way, with identified cover agreed. • When identified to be in the office, your working day will be in the office, unless agreed previously with your manager. • Oversight of team Annual Leave and ensure 50% cover always remains available (excluding Christmas) • A buddy is identified for each member of the team to cover leave and absence. • Timesheets are monitored and under / over hours is addressed in supervision. • Where long term sickness is identified (over 2 weeks) case loads within 20 weeks and AR timescales will be reallocated within the team. |

Case Loads

| Expectation: | Inclusion Officer | Locality Manager |
|--|---|--|
| <p>All IOs will have an allocated case load for which they are responsible and accountable.</p> | <ul style="list-style-type: none"> • A caseload of 150-200 will be held by each officer (FTE) • All case loads will have a combination of new assessments, plan writing, annual review, and phase transfer. • Case loads will have a RAG rating applied and contact reflective of the RAG rating. • All contacts with families and professionals will be recorded in a communication log and include an overview summary of the discussion. • All meetings attended will have a communication log of overview and activities agreed. • All timelines will be met within the 20 weeks assessment and plan writing, phase transfer and annual review, inclusive of amendment notices, and amended final plans issued. • Where barriers arise to compliance, this will be raised with management to unblock barriers and reduce timeline of non-compliance. | <ul style="list-style-type: none"> • Ensure all officers have a fair distribution of work and allocated schools / family of schools where possible. • All officers have cover identified and a ‘buddy’ in place who will pick up their Red caseloads and contacts when on leave or absent from work. • If an officer is off work for more than 3 weeks their case load, beginning with Red will be reallocated, priority will be given to those in the 20 weeks and AR process. • If an officer leaves the service their case load will be reassigned within 2 weeks of their departure and a letter sent to the family with the change of worker. • Managers will use the data dashboards daily and in supervision to know the caseload of officers and support where compliance isn’t being met, challenge non-compliant practice and celebrate success and good practice within the teams. • Attend the themed meeting and performance clinics to share the oversight of their locality, raising areas of achievement and areas of risk to be mitigated. • All case supervision will be recorded within a comms log and provide summary overview and next steps. |

SENDSARS PERSONAL SUPERVISION FORM (1)

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| Name Of Supervisee: Service Area: | Name Of Supervisor: Date: |
|--|--|

| Standing items | Action | By whom | Timescale |
|--|--------|---------|-----------|
| Health Well-being & Work Life Balance | | | |
| Attendance, Flexi, TOIL, Annual Leave | | | |
| Workload Management | | | |
| Achievements and areas for development | | | |
| Training needs | | | |
| AOB | | | |

| | |
|---|---|
| Signed Supervisee: Date: | Signed Supervisor: Date: |
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