



# Home-Start Network Staff Supervision and Appraisal Policy



We  
inspire  
growth

We  
prioritise  
kindness

We  
achieve  
together


<b>Document Title</b>	<b>Safer Supervision and Appraisal Policy and Procedure (Mandatory)</b>
<b>Distribution</b>	<b>For use by Home-Starts UK wide</b>
<b>Policy Owner</b>	<b>Assistant Director of Quality and Impact</b>
<b>Ratified</b>	<b>June 2023</b>
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<b>Source</b> <b>Directorate/Department</b>	<b>Network Impact</b>

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## Staff Supervision and Appraisal Policy

There are significant changes to this policy

From	To	Date	Reason	By
Limited detail on the purpose of supervision and appraisal	We have added more detail on the purpose of supervision and appraisal	June 2023	To provide more clarity about the purpose of supervision and to guide discussions	Immediate

POLICY APPROVED BY	
<b>Name:</b>	<b>Lydia Lezama</b>
<b>Signed (Chair):</b>	
<b>Date:</b>	<b>6<sup>th</sup> March 2025</b>
<b>Review Date:</b>	<b>March 2028 or when updated by HSUK, whichever is soonest</b>

## 1 Introduction

### 1.1 Principles

Home-Start undertakes to ensure that all paid staff receive effective supervision and appraisal and recognise these are an essential element of the effective and safe management of Home-Start. As employers, trustees have a duty of care to their staff. The provision of effective supervision ensures that staff workload, motivation and progress can be supported and monitored. Home-Start is committed to the continuous development of all its staff. Every member of staff will have an equal opportunity to access the learning resources available. Providing effective supervision is and an integral part of helping staff understand Home-Start values and in ensuring that high quality support is provided to families. Effective and reflective supervision can play a critical role in ensuring a clear focus on a child's welfare. Supervision helps individuals to understand the organisational outcomes and how their work contributes to these.

Supervision should support staff to reflect critically on the impact of their decisions on the child and their family.

The available evidence indicates that good supervision is associated with job satisfaction, organisational commitment and retention of staff.

### 1.2 Principle functions of supervision are summarised as:

- To develop and support staff so that they can strive to work successfully as part of the Home-Start team to ensure a positive impact on children and their families/carers.
- To provide a safe space for workers to reflect on their practice and the impact of their decisions on the child and family.
- To provide support and to ensure that staff have the skills, knowledge and resources needed to perform their role.
- To clarify the standards, expectations and boundaries of their role.
- To monitor safeguarding and child protection knowledge, understanding and how this is applied in practice.
- To enable understanding of policies and procedures and how to implement these.
- To develop skills and knowledge performance accountability.
- To help guide, organise and manage workloads.

- To focus on personal development.
- To consider practical arrangements e.g. (leave, toil, expenses etc.)

### 1.3 Supervision Process

#### Supervision Process

- The senior worker receives line management supervision from a nominated trustee
- The trustee supervising the senior will report regularly to the Board to confirm that line management supervision has taken place (and external case management where applicable).
- Additional, external case management supervision (additional supervision from an external source aimed at family support issues) may be accessed for the senior where necessary, with the approval of the Board of Trustees.
- The trustees remain responsible for the supervision and accountability of the senior worker, and managerial supervision is not provided externally.
- Supervision of all other staff is carried out by their designated line manager and/or an external case manager where applicable.
- Formal records should be kept and both parties retain a copy of both line management supervision and external case management.

### 1.4 Annual Appraisal

#### Annual Appraisal

The annual appraisal system provides the opportunity for each member of staff, with his or her line manager, to review progress over the past year and set goals and targets for the year ahead. It is designed to make a positive contribution to the personal development of staff and as an aid to effectiveness and job satisfaction.

#### Principle functions of the Annual Appraisal are summarised as:

- To promote understanding between employees and managers.
- To give the manager and employee an opportunity to take a long-term view of their work.
- To review performance over the past year.
- To analyse any factors which may have positively or adversely affected performance.
- To identify development and training needs or other support which may be required.
- To discuss the programme of work for the coming year, including identifying work and personal objectives and targets.

- A review form will be sent to the appraisee prior to an agreed review date.
- Formal records are kept and distributed to those concerned.

### Supervision and Appraisal Time frame Summary

	<b>Supervision during probationary period</b>	<b>Supervision post probation period</b>	<b>Appraisal</b>
Senior/Manager/CEO  not carrying a caseload or working directly with families	Every 4 weeks	As agreed/ negotiated with the board of trustees but at least quarterly	New employees: appraisal after 6 months then annual
All staff working directly with families and volunteers	Every 4 weeks	No less than every 6-8 weeks If the member of staff is receiving clinical or external case management, line management supervision can take place quarterly. NB. When supporting high level families staff may require an increase in supervision	As above
Administrators	Every 4 weeks	Quarterly	As above