

2.7 Managing Performance Policy – Meetings and staff supervision

Effective supervision of our staff is essential for ensuring that they remain engaged, developed and motivated, the result is our Club continues to deliver a high-quality service for children and parents and staff feel confident to carry out their role. Staff motivation and development are good for our business. Listening to and acting on our staffs' views and ideas about the day to day running and future development of our setting will help staff engage with change far more readily. We will use different forms of supervision in order to manage and support change, and improve performance and development for us all. All discussions will respect confidentiality and be held in line with the staff behaviour policy both in the way we conduct ourselves during discussions and in terms of the behaviour we expect delivering in our day to day roles . **Feedback from other sources – children, parents, school staff, other colleagues or Committee Members will form an integral part of the supervision process.**

Honest, open communications and constructive feedback are essential to the success of this approach in line with our **Staff Behaviour Policy** which should form a key prompt for all these discussions.

Statutory requirement

As well as making good business sense, having a process for the effective supervision and coaching of staff is also a statutory requirement for childcare settings on the Early Years Register:

"Providers must put appropriate arrangements in place for the supervision of staff who have contact with children and families. Effective supervision provides support, coaching and training for the practitioner... Supervision should foster a culture of mutual support, teamwork and continuous improvement, which encourages the confidential discussion of sensitive issues." "Supervision should provide opportunities for staff to discuss any issues, particularly concerning childrens development or well being, including child protection concerns.

(EYFS Statutory Framework)

Supervision meetings will be held with all our staff at least every 12 weeks and at the end of year a Summary longer supervision will be held. Short regular supervisions ensure the team can respond quickly to learning needs and any issues that need to be actioned. It is important that our staff feel they can speak openly and honestly, be listened to, and feel valued in a confidential environment. Our staff are our asset and we want to do all we can to develop, support and retain them.

The Play Managers will be set objectives at the beginning of each operational year to ensure accountability for their areas and discuss any support and development, they feel they need, these will be reviewed at mid year in January and end year in July or over Summer Holiday Club if appropriate ready for the next operational year in September. Regular peer review meetings between the Business Manager and Play Managers will take place to allow the Business Manager to support pastoral issues and provide support on work matters if required. As well as looking for overlaps which are sometimes necessary we also need to identify any gaps to ensure they are covered by the Management team and Deputies. The Play Managers may delegate duties to their Deputies and may choose to set these as objectives, if not these will be reviewed at the Deputies supervision. The Business Manager will have peer supervisions with a designated Committee member.

Meetings

The Club will have a regular series of short meetings that will join up to ensure consistent upward and downward communications and feedback. The way that meetings are structured means that we can focus on “**right meeting, right time, right level, right people**” and that we also have confidential space to discuss issues when that is required. This will stop duplication and ensure we are solution focussed. By having a regular pattern of short meetings this will improve communication, and ensure that the Management and Supervisory Team deliver consistent messages to all staff. Meetings need to be focussed and productive to minimise costs to the Club. The meeting structure also supports the information flow between the Club and the Committee.

Meeting Structure

- **Committee Meetings** – these are quarterly meetings (generally). The Business and HR Manager will always be present to feed issues into the Committee via an advance report and the Play manager and Play Supervisors will also provide their own advance report to the Committee. We will make our reports to the Committee focussed on how we are managing change and risks, achieving compliance with current regulations and guidance, improving our performance, communicating with stakeholders (e.g. parents and school), safeguarding, dealing with accidents and incidents and evaluating our setting.

The Committee contributes to the strategic planning of the Club, and seeks staff engagement in making beneficial changes to the running of the Club. The Committee may provide buddying to staff members in order to support the Club in achieving its goals or be part of back to the floor sessions where they come into club and help/observe us.

Management Team Meetings – their purpose being to provide and support a strategic focus for the Club. Managers and Deputies will seek staff views during their own club meetings, and take these forward where appropriate to these meetings. The Management Team (MT) will then prioritise issues in order to address them. There will also be some standing agenda items such as new guidance, incidents and accidents, staffing pressures/resourcing/leave, policy changes, transition plans as appropriate in each of these meetings. The issues we cannot resolve, require a steer on, or require any significant spend are the things we will agree that we will refer up the Committee: their time is limited, and we need to use it well. The Business Manager will be present at these meetings if business or HR impacts are identified. The meetings take place either before club starts or at the end.

All Staff Meeting - We will use these to seek views if we need to change or create policy, we'll discuss big issues such as club expansion, and talk about changes, wider staff development needs, Ofsted changes, Safeguarding, HR matters such as pensions and school transition. We will sometimes use these sessions for short training refreshers and discussion topics. The meetings

take place either before club starts or via planned evening sessions with a theme eg FGM.

- **Supervision (See Supervision form)** – Effective supervision of all staff members is essential in order to be covered by Ofsted and the Club insurance policy, to improve everyone's performance and development at work. Supervision provides evidence of training, which will support staff should any incidents occur. Without up-to-date supervision records, staff could potentially be liable, if an incident occurred. Supervision consists of one-to-one meetings, staff meetings, and incident reports with reflections. At Supervision meetings we will be discussing performance, development/training, management of staff (if appropriate), issues relating to attitude or behaviour of the person being supervised or of others (if appropriate), any concerns.

Permanent staff will have Supervision Meetings every 12 weeks or so. Supply Staff will have their supervision form issued 12 weeks or so. As well as achievements and praise it is just as important to raise issues of underperformance and support and develop to improve – including developing an informal action plan. Where formal action for underperformance is current progress against goals should be recorded as well as next steps.

- Notes should be kept of all supervision meetings on club forms in the safe in the club ready for Ofsted inspection and where appropriate, actions, owners, deadlines and outcomes recorded. These can form part of our reflective practice so we can learn lessons and use these to continuously improve ourselves and our setting.

Adhoc Discussions

If staff have an issue that is causing them immediate concern they should feel free to approach the Play Manager or vice versa. Adhoc discussions allow staff to raise any issues in private which might not seem urgent or important enough to schedule a meeting for, or to raise at one of our existing meetings. These discussions enable us

to address any issues quickly with individual staff members, it is important to raise issues whilst they are fresh rather than wait for supervisions or other meetings.

This policy was adopted by: Ecclesall Kids Club	Date: 2/5/17
reviewed: 31/10/23	Signed: <i>Ecclesall Kids Club Committee</i>