

## 1:1 SUPERVISION AND SUPPORT POLICY

### 1. POLICY STATEMENT

1.1. Staff are a key resource to Woughton Community Council (WCC) and WCC is committed to staff development and training.

1.2. All staff have a right to expect a supportive enabling environment, which values staff and develops their skills and WCC gives a high priority to supervision with the aim of maintaining high standards of work.

1.3. 1:1 meetings will be conducted in a way that recognises people as individuals, the unique experiences they bring to their work, and the impact their work has on them, including their race, gender, disability, sexual orientation and mental health.

1.4. WCC believes that all staff have the right to formal regular, one to one support and development. All staff will receive a minimum of 1 hour's 1:1 every 2 months or more regularly by agreement (the frequency can be reduced on a pro- rata basis for part-time staff).

1.5. During probation it may be necessary to plan more frequent 1:1 sessions.

1.6. Unpaid staff, working within the line management structure, must be given appropriate 1:1 time. The amount of time offered will depend on the number of hours worked and the nature of the work. In addition, staff may benefit from group meetings.

1.7. WCC values the unique experience that people who are experiencing, or have experienced, mental health problems can bring to their work and the process will respect people's differing work needs and methods. This links to our desire to be a Mindful Employer and our commitment to being a fully inclusive workplace.

1.8. 1:1 meetings should provide both positive and negative feedback and acknowledge the recipient's work and energy.

1.9. WCC's annual appraisal forms part of the overall system of 1:1 support and meetings. Regular 1:1 meetings will focus predominately on a short-term review of work while appraisal concentrate on a longer-term and hence broader perspective.

### 2. AIMS

2.1 WCC's 1:1 meetings process aims to:

- value a member of staff both as a worker and person
- ensure that no one is left to carry unnecessary difficulty and problems alone
- receive information and another perspective on one's work
- plan and utilise personal and professional development
- achieve appraisal objectives
- be pro-active rather than reactive
- offer and discuss practical solutions
- problem-solve in relation to workload and priorities

- ensure quality of work
- give space to explore and express personal issues that may be affected by the work

2.2 The overall 1:1 process aims to enable the individual to find their own solutions and to reflect on their work and any problems.

2.3 The 1:1 meetings aim to cover the following components:

*Line management:*

Line management involves aspects of accountability and responsibility. Every member of staff will have a line manager to whom s/he is accountable for each aspect of his or her work. The line manager is responsible for monitoring work undertaken by staff and has the authority to require that work be carried out in a particular way that relates to agreed objectives and the organisation's quality standards.

*Facilitation and support:*

The facilitation function is intended to enable members of staff to work to their full potential through discussion of their work. This process will include careful listening, offering encouragement, challenging and clarifying ideas and boundaries, helping to identify new directions and methods, encouraging creativity and offering advice, identifying patterns and blocks, allowing staff to consider the impact of other interactions. Central to this process is the need for an awareness of issues relating to the race, gender, disability, sexual orientation and mental health of the supervisor and supervisee, exploration of the worker's relationship with users, colleagues/other agencies and being sensitive to the impact on other the staff members of the work s/he undertakes.

There is an ethical and managerial responsibility to provide personal support where this may be required, for example, because there are personal issues affecting the staff member's work performance. However it is not the manager's responsibility to provide counselling. The supportive aspect of management skills can be especially important when people are experiencing stress/mental health difficulties: managers need to find ways to support the individual and/or link people into the support they need.

*Learning and development* - the training and development need of the member of staff should be identified and addressed.

*Exchange of information/resources* - staff need to be able to control their work and be given the relevant information to understand their role in the context of organisational objectives and work plans. Management needs to ensure that staff have the resources to do the job and need to address deficiencies in practical ways.

*Practical issues* - work priorities, leave and flexi-leave, diary planning etc

### **3. PURPOSE AND CONTENT**

3.1 The main purposes of 1:1 meetings are direction, support, encouragement and assessment of training needs. These meetings ensure that staff and line managers meet regularly to discuss work and work related issues. The 1:1 meeting provides a regular space for staff to reflect on their work with their line manager.

3.2 The line manager and member of staff should agree the purpose, structure and content of supervision in a "contract".

This contract should cover the purpose of the 1:1 meetings at Woughton Community Council and the elements listed above.

3.3 As the line manager, there is responsibility to ensure that the staff member:

- receives appropriate support in his/her work
- has his/her training and development needs identified and met
- does relevant work
- upholds organisational and quality standards

3.4 It is the responsibility of the Council Manager (and ultimately, the elected members) to ensure that all staff are receiving all aspects of 1:1 support from a person with the necessary skills.

#### **4. SUPERVISION CONTRACT**

4.1 The manager must agree a contract with the member of staff at the beginning of the managerial, 1:1 relationship

4.2 The contract must be in writing within Woughton Community Councils format. This will be reviewed annually or as appropriate.

4.3 In agreeing a contract the manager and staff member should discuss:

- the purpose
- the structure
- the style
- goals
- nature and boundaries of the relationship
- any other specific support needs

4.4 The contract will list:

- the frequency - once every 2 months
- duration - at least an hour
- place - should be quiet and confidential
- confidentiality - clarify what sort of information may need to be taken over the boundary of the relationship and how this would be done
- recording - how will the notes be kept, what will they include
- review date

4.5 The manager is responsible for negotiating with the staff member a mutually agreed contract. He/she should ensure that the purpose is clear. It is important that the manager and staff member explore their expectations, resolving any conflict of purpose. Issues of style and any fears concerning the working relationship should also be discussed.

## **5. 1:1 MEETING NOTES**

- 5.1 The person writing up the minutes should make notes during each session, using the agreed Woughton Community Council format. The staff member is entitled to a copy of the notes that should be kept in a secure place. The aim of the notes is to record shared agreements.
- 5.2 The notes should be brief and should include completion of all areas noted on the template. In addition, specific note should be made of any disagreement (initialled by member of staff)

## **6. CONFIDENTIALITY**

- 6.1 1:1 meetings are usually confidential meetings between a manager and member of staff. However, there may be occasions when information may be divulged to another party, e.g. the manager's manager, or in the case of a staff member, a union representative. 1:1 meeting notes may be open to investigation as part of disciplinary, grievance or anti- harassment procedures, health and safety investigation.
- 6.2 Where a new or "acting" manager is appointed, with supervisory responsibilities, previous 1:1 meeting notes for the staff members s/he will supervise should be accessible to him/her.
- 6.3 The manager should specify under what circumstance confidentiality with regard to the 1;1 meetings would not be broken for example personal information, and this should be agreed in the contract.
- 6.4 It may be that information needs to be communicated to others as a result of discussion in the meeting. This should be agreed at the meeting including who to, whose responsibility this is and how it should be communicated.

## **7. OBJECTIVES AND PERFORMANCE STANDARDS**

- 7.1 At the beginning of each appraisal period, objective and work standards will be agreed in the key work areas for each individual. Progress towards these objectives and work standards should be reviewed and monitored throughout the year in 1:1 sessions.
- 7.2 Action plans will need to be implemented and training needs addressed during the course of the 12-month period. The appraisal form, is therefore, a working document that should be referred to throughout the year. (See Appraisal Policy)
- 7.3 1:1 sessions should include discussions to review progress towards achieving objectives.

## **8. TRAINING AND INDUCTION**

- 8.1 On implementation all staff will be made fully aware of this policy through training and briefing sessions.
- 8.2 All new staff will be informed during their induction of this policy.

## **9. MONITORING AND REVIEW**

9.1 Woughton Community Council will monitor this policy to ensure consistency, with a maximum review cycle of three years.

9.2 The policy will also be reviewed to ensure it meets the need of managers, staff members and the wider organisation.

9.3 The Council Manager and Operations Manager will be responsible for producing procedures for monitoring and review.

<b>Last review date:</b>	<b>August 2020</b>
<b>Next review date:</b>	<b>August 2022</b>
<b>Lead:</b>	<b>Operations Manager/Council Manager</b>
<b>Overseeing Committee:</b>	<b>Operations</b>
<b>Approved:</b>	<b>Operations Committee</b>
<b>Review cycle:</b>	<b>2 yearly and/or as per legislation</b>