

PERFORMANCE MANAGEMENT POLICY

Next Gen
Support
Services

Approved by: Omar Salahuddin **Date:** 08/08/25

Last reviewed on: 08/08/25

Next review due by: 31/08/26

RATIONALE:

This policy is a framework for all staff to agree and review priorities and objectives within the context of the provision's three year development plan and their own professional development needs. The aim is to develop all staff and raise standards of achievement for Young Persons.

The performance management procedures should enable Case Managers to demonstrate their overall performance.

Performance management should be a supportive, developmental process designed to ensure that all Case Managers have the skills and support they need to carry out their role effectively. It should ensure that Case Managers continue to improve their professional practice throughout their careers.

THE PERFORMANCE MANAGEMENT CYCLE

This recognises that performance management is a continuous cycle involving three stages of planning, monitoring performance and reviewing performance:

INITIAL PLANNING, SETTING OF OBJECTIVES AND MONITORING PROCEDURES

Planning:

- Self-analysis strategic analysis setting targets (including targets relating to young people outcomes, CRM and call records) agreeing CPD and areas for development
- The annual planning meeting should normally take place by the end of September. This will allow for analysis of data relating to Case Managers and Young Person performance during the previous academic year. All targets are to be finalised.

MONITORING PERFORMANCE

During the provision year performance is monitored and evidence derived from a range of sources including:

- Self-assessment
- Peer Review
- Tracking and Young Person progress
- CRM Records
- Referral Rate Reduction
- The quality of reporting to LA

A mid-point review of performance and progress towards targets should take place before February half term.

REVIEWING PERFORMANCE – THE APPRAISAL REVIEW

The annual performance review is a formal opportunity for the Case Managers and appraiser to recognise achievements and to discuss areas for improvement, support and professional development. It includes:

- Self-reflection
- Review meeting
- Appraisal statement

The annual review meeting should take place during the summer term or the beginning of the autumn term. This will include an assessment against targets and the Practising Case Managers Standards.

The outcomes will be submitted to the Head of Services with a view to putting individual pay progression recommendations to the staff pay and performance review panel for approval on behalf of the governing body. The Head of Services is accountable to the full governing body for the effective operation of links between performance and pay and the full governing body must determine the provision made in the provision's budget for discretionary pay awards and progression.

The staff pay and performance review panel of the governing body must meet before October half term

PROFESSIONAL DEVELOPMENT

Professional development opportunities are needed to support agreed targets, to develop strengths and address areas for development or professional growth. When the targets are set, the appraiser and Case Managers should agree on the professional development activities to be undertaken. This should include consideration of opportunities to share good practice.

Activities for professional development could include:

- Leading a Professional Learning Community
- Participating in a Professional Learning Community
- Team case management
- Peer observation
- Shadowing a colleague
- Visits to observe good practice
- Personal reading and research
- The use of mentors or coaches
- Taking on new areas of responsibility and working in a new area

PAY PROGRESSION:

Pay progression is linked to the Case Managers performance. Case Managers will move up the main and upper pay ranges where they have made good progress towards their targets in line with this Performance Management Policy.

ASSESSMENT:

The criteria given here are a requirement at all levels of pay progression, but carries increased emphasis when moving from the main to the upper pay spine or along the upper pay spine.

The Case Managers must be *highly competent* in all elements of the Practising Case Managers Standards for educational practitioners in Wales. The Case Managers achievements and contribution to the provision must be *substantial* and for movement onto and along the upper pay spine must be *sustained*.

In order to be *highly competent*, the Case Managers performance must be assessed as having excellent depth and breadth of knowledge, skill and understanding of the role they are fulfilling.

In order to be *substantial* their contribution to the provision must be significant. This includes implementing and contributing to workplace policies and practice, working effectively as a team member, promoting collaboration, being able to give advice on the development and wellbeing of children and young people and demonstrating effective practice that contributes to the professional development of colleagues.

In order to be *sustained* it must comprise of two consecutive successful appraisals.

Case Managers performance is assessed against the Practising Case Managers Standards as well as against their targets. When making judgements, the following will be taken into account:

- Impact on Young Person progress
 - Impact on wider outcomes for Young Persons
 - Improvements in specific areas of practice, such as behaviour management or lesson planning
 - Impact on effectiveness of other Case Managers
 - or other staff Wider contribution to the work of the provision
- The sources of evidence that will be taken into account when making the assessment include:
- The completed Performance Management proforma
 - Session Observation Forms completed as a result of Provision Review, Peer Review and Performance management call or visit observations

TARGETS

Targets provide an important basis for assessing performance, but they are not the only one. Meeting targets need not necessarily mean that a Case Managers is awarded pay progression. The provision might consider that a Case Managers – who has made good progress on, but not quite achieved, a challenging target – has performed better and made a more significant contribution than a Case Managers who has met in full a less stretching target. Similarly, a Case Managers may have achieved all their targets but failed to meet all of the relevant standards.

Setting targets for the purpose of Performance Management:

- Targets must clearly identify success criteria
- Targets must be measurable and objective
- You must be able to know that a Case Managers has met their target

All Case Managers at Next Gen Support Services will have targets related to Young Person outcomes. In order to aspire and raise expectation, our targets will be based on the agreed targets with each respective LA.

The Performance Management appraiser for the provision is Mr Omar Salahuddin.

This policy will be reviewed and, if necessary, amended following consultation every provision year. Performance management for the Head Case Managers is governed by separate guidance from the English Government and is carried out by a panel consisting of at least two governors, appointed by the governing body.

Performance management for the senior team will be carried out by the Head Case Managers.

APPENDIX 1

ROLES AND RESPONSIBILITIES IN DETERMINING PAY PROGRESSION:

| PROVISION LEADERS | GOVERNING BODIES | CASE MANAGERS/SUPPORT STAFF |
|--|---|--|
| <p>Review and develop clear arrangements for linking PM to pay progression and propose changes to pay and PM policies, consulting staff and union representatives, as appropriate.</p> <p>Submit policies to governing body for approval.</p> <p>Ensure all Case Managers are informed of the policies and that they, and Case Managers, have the knowledge and skills to apply procedures fairly.</p> <p>Ensure Case Managers are performance managed in accordance with the provision's PM policy and the relevant regulations.</p> <p>Put pay recommendations to the governing body and ensure they have sufficient information upon which to make their decisions.</p> <p>Maintain records of decisions and recommendations made, demonstrating that all decisions are made objectively, fairly and in</p> | <p>Consider and adopt pay and performance management policies, including the criteria for pay progression.</p> <p>Agree the extent to which specific functions relating to pay determination and appeals processes will be delegated to others, such as the Head of Services, the staff pay and performance review panel and the staff pay and performance review appeals panel.</p> <p>Assure themselves that appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that pay decisions can be objectively justified.</p> <p>Approve Case Managers' salaries, including recommendations from senior leadership team on whether to award performance pay in line with the provision's pay policy.</p> <p>Monitor the outcome of pay decisions, including the extent to which different groups of Case Managers may progress at different rates and check processes operate fairly.</p> <p>Identify and consider budgetary implications of pay decisions and consider these in the provision's spending plan.</p> | <p>Participate in arrangements for their own PM in line with their provision's PM policy and ensure they understand the arrangements within their provision.</p> <p>Keep records of their targets and review them throughout the PM process.</p> <p>Where applicable, appraise the performance of other Case Managers (as delegated by the Head of Services).</p> <p>Decide whether they wish to apply for access to the upper pay range and provide the appropriate evidence.</p> |

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| <p>compliance with equalities legislation.</p> <p>Keep Case Managers informed about the process, recommendations made and decisions reached.</p> | | |
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APPENDIX 2

ANNUAL OBJECTIVES STATEMENT AND REVIEW PROFORMA

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| CASE MANAGERS: | | DESIGNATION: | |
| APPRAISER: | | DATE OF MEETING: | |

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|--------------------------|------------------------|
| AGREED OBJECTIVES | CROSS-REFERENCE |
|--------------------------|------------------------|

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|---|--|
| 1. YOUNG PERSON PROGRESS | Link to PTS Link to SIP – |
| SUCCESS CRITERIA/EVIDENCE REQUIRED | |
| 2. DEPARTMENTAL | Link to PTS Link to SIP – |
| SUCCESS CRITERIA/EVIDENCE REQUIRED | |
| 3. WHOLE PROVISION | Link to PTS Link to SIP – |
| SUCCESS CRITERIA/EVIDENCE REQUIRED | |
| 4. PROFESSIONAL DEVELOPMENT | Link to PTS Link to SIP – |
| SUCCESS CRITERIA/EVIDENCE REQUIRED | |



Development, Training and Support

Resources to support objectives

Mid – point review (To be completed by February half term)

FINAL REVIEW

CASE MANAGERS'S ASSESSMENT

APPRAISER'S COMMENTS

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|----------------------------|-----------------------|-------------------|--------------------|
| OBJECTIVE 1 | | | |
| OBJECTIVE 2 | | | |
| OBJECTIVE 3 | | | |
| OBJECTIVE 4 | | | |
| SLT REVIEW/COMMENT: | | | |
| SIGNATURES | CASE MANAGERS: | APPRAISER: | SLT MEMBER: |
| DATE | | | |