

REFERENCE NUMBER OF DOCUMENT:	11.2.331.07
COMMITTEE IDENTIFICATION:	Galago Directors
SECRETARIAT:	MS
DOCUMENT TYPE:	External Policy
DOCUMENT LANGUAGE:	E
THIS POLICY IS FOR:	Staff including Agency Workers (temporary workers), Commissioners and Service Users

SUPERVISION

WARNING:

If the document contains proprietary information, it may only be released to third parties after management has approved its release.

Unless otherwise marked, documents are uncontrolled; uncontrolled documents are not subject to update notifications.

The latest revision of this document can be found in the reference panel above. It can also be determined and double checked by checking the 'Master Document List' before using or sending.

Any changes must be requested through the 'Document Control Manager' by submitting a 'Document Change Request' form.

SUPERVISION POLICY

POLICY AIMS

The Aim of this policy is to ensure that the Nursing Direct as a care provider, identifies that Supervision plays a key role within their operational practices, in carrying out their regulatory activities, in line with regulations as well as industry best practice standards.

In view of this aim, Nursing Direct require that its Staff including Agency Workers understand the importance of having regular supervisions as an essential element of their obligations in their continuous work towards effective service delivery.

Nursing Direct focuses on continuous learning and improvement across the organisation in line with its performance management obligations towards its Staff including Agency Workers, ensuring that they are responsible for their learning and development through their supervision process with induction supervision, Formal supervision, and Annual Appraisal. This is to ensure that Nursing Direct reaches its strategic goals of ensuring high-quality service delivery is in line with the best industry standards.

Alongside the principles of supervision, this policy sets out the aims to support the staff, including Agency Workers, to attend to their day-to-day care practice, safely and effectively. Similarly, it aims to ensure best practice during service delivery, guaranteeing service users receive compassionate and high-quality care, in line with regulatory standards and the Key Lines of Enquiry (KLOE) as required by the Care Quality Commission (CQC).

This policy will support the supervision process for the staff including Agency Workers of Nursing Direct. All staff, including Agency Workers who are responsible for supervision, should familiarise themselves with this policy.

RELEVANT LEGISLATIONS:

To meet legal requirements of the regulated activities that Nursing Direct is registered to provide the following laws have been consumed;

- The Care Act 2014
- Equality Act 2010
- The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- Nursing and Midwifery Council (NMC) Legislation
- Safeguarding Vulnerable Groups Act 2006
- Data Protection Act 2018
- UK GDPR

1. PURPOSE

1.1 To enable Staff including Agency Workers to be aware of:

- The several types of supervision available
- The principles and benefits of supervision
- The expectation placed on Staff including Agency Workers at Nursing Direct at all levels regarding supervision roles and responsibilities.

1.2 This policy must be read in conjunction with the Induction and Onboarding Policy and Procedure, the Agency Worker Handbook and where appropriate, the Governance Policy, Quality Assurance Policy, and other relevant Policies of Nursing Direct.

1.3 To support Nursing Direct in meeting the Key Lines of Enquiry and associated Quality Statements as outlined by the CQC (Care Quality Commission).

2. SCOPE

2.1 The following roles may be affected by this policy:

- All Staff including Agency Workers

2.2 The following people may be affected by this policy:

- Service Users

2.3 The following stakeholders may be affected by this policy:

- Commissioners
- Local Authority
- NHS/ICB
- External health professionals

3. OBJECTIVES

- 3.1 Supervision is seen as a priority in operational management as a key component of good management practice. Regular supervision has a direct and positive impact on optimisation of both organisational performance and Service User outcomes. Delivering effective supervision promotes the development of competent, confident, and motivated Staff including Agency Workers which directly supports the achievement of the mission, and values of Nursing Direct.
- 3.2 Nursing Direct recognises that to provide the best possible care and support for its Service Users, it is essential that all Staff including Agency Workers are fully involved in both the service development as well as their own personal development.
- 3.3 For all staff including Agency Workers delivering supervision and those undertaking supervision at Nursing Direct to understand their roles and responsibilities.
- 3.4 The supervision arrangements at Nursing Direct create a culture of a working partnership between the supervisee and supervisor where feedback is a two-way process.

4. POLICY

- 4.1 Supervision at Nursing Direct promotes safe, consistent, and best practice throughout the entire practice by reinforcing training, setting expectations, responsibilities, and accountabilities. Supervision also promotes development of all staff including Agency Workers, provides support and delivers feedback in a way that encourages staff including Agency Workers to raise concerns and discuss their work so that they learn and grow.

4.2 Supervision Types (including Purposes)

For the purpose of this policy, the definition of 'supervision' at Nursing Direct covers 3 identified types:

1. **Induction Supervision** – Where new Staff including Agency Workers will have a supervision to ensure competence in their role. Staff, including Agency Workers, should refer to the Staff Handbook, Agency Worker Handbook as well as the Induction and Onboarding Policy and Procedure for further details at the point of induction. It is important that their skills and knowledge continue to be built upon, as part of their ongoing supervision process, through various supportive measures and inputs from Nursing Direct.
2. **Formal Supervision** – Supervision encompasses formal, supportive, educational, and clinical elements. When supervision involves clinical aspects, these will be addressed by a member of the clinical team within Nursing Direct.

Specific objectives are set to evaluate the performance of staff, including agency workers. For clinical staff, such as Registered Nurses (RNs), supervision may focus on continued professional development. Regular supervision sessions also cover training needs, support measures, well-being concerns, and other critical components related to the daily practice standards expected of the healthcare workforce.

Supervision sessions provide an opportunity for staff to raise concerns or challenges encountered during daily service delivery through constructive feedback. Workforce performance is reviewed against legal and regulatory requirements, including compliance standards. Supervisions are conducted at specified intervals as outlined in the policy.

3. **Annual Appraisal** – Aims to provide Staff including Agency Workers with an opportunity to discuss their capabilities, training needs, and development plans in relation to the care service delivery once they complete one year within their job role. This will continue every year of work thereafter.
- 4.3 The purpose of all types of supervisions will be to promote safe, effective, and well-led care practice throughout the service and entire workforce by:
 - Ensuring that all Staff including Agency Workers are clear about their roles, responsibilities and professional boundaries within health and social care, both at a national and local level.
 - Ensuring that all staff including Agency Workers understand and accept accountability for their work.
 - Reinforcing formal training regarding expectations of Staff including Agency Workers working with vulnerable Service Users, as per the Nursing Direct Training Matrix.
 - Identifying ways to support all staff, including Agency Workers, for their professional development.
 - Being a source of support for staff, including Agency Workers, by encouraging them to reflect on the performance including both achievements and challenges of their job.
 - Encouraging staff, including Agency Workers, to share any issues or concerns they may encounter on any aspects of practice/work.
 - Providing a framework for regular and constructive feedback between the supervisors and staff, including Agency Workers on performance.
 - Providing a framework which identifies any support that may be required. This could be a result of a work-based review or following an incident or event that impacts on Staff including Agency Workers' ability.

4.4 The Benefits of Supervision Include:

- To discuss the job responsibilities or other aspects of the job role.
- To review individual performance and discuss areas to improve and feedback.
- To provide support and guidance if any issues and challenges are raised with regards to care packages or any other work-related concerns.
- To discuss strengths and achievements as well as concerns, or perceived gaps in knowledge or skills.
- To agree, review and evaluate goals and action plans, at the annual appraisal.

- To provide understanding on the escalation process relating to any practice area which cannot appropriately be discussed with the “supervisor”.
 - To exchange information relating to individual practice as well as the team practice
 - To review issues concerns or challenges regarding areas of work life including attendance, sickness absence, compliance checks/ wellbeing/work life balance/Diversity and or HR issues/concerns.
 - To discuss and review any complaints/incidents/safeguarding concerns reported (if any) since last supervision and the lessons learned.
 - To review the mandatory/statutory/specialist training and further development needs in any practice areas for improvements.
 - To discuss any other concerns and ask questions.
 - To review attendance and sickness absence.
- 4.5 Nursing Direct will ensure that the supervisors and staff, including Agency Workers, have the competence in line with recommended standards to deliver in the following areas related to supervision;
- 4.5.1 The principles of effective supervision
 - 4.5.2 The scope and practice of supervision
 - 4.5.3 The planning, revision, and review of objectives for supervision
- 4.6 Nursing Direct has a duty of care during supervision so in whatever capacity the supervision is completed, it will be conducted in line with the values and professionalism of Nursing Direct.
- 4.7 All staff, including Agency Workers, will be provided with equal opportunities to engage in supervision to ensure that the appropriate level of support is in place.
- 4.8 Nursing Direct will maintain a culture where staff including Agency Workers are accountable for overall development and management of their practice alongside improvements and development opportunities. The amount, nature, and quality of supervision will be tailored to suit the individual needs of staff, including Agency Workers, and the specific roles they occupy.
- 4.9 Induction Supervisions will be carried out for new staff including Agency Workers after completing an agreed period of time in the new role as specified by this Policy. Continual formal supervision will take place with staff, including Agency Workers, thereafter, as per the specifications of this policy.
- 4.10 Agreed supervision arrangements must be documented and signed off by all those involved. Each supervision session must be recorded on the supervision form, including key discussions and agreed actions. Completed supervision records may be reviewed by relevant individuals or teams, including the Quality Assurance Team, for quality assurance and audit purposes. These records will be available within the OneTouch software system to authorised staff, including Agency Workers.
- 4.11 Due to its benefits, supervision is compulsory, and non-attendance will be addressed through the relevant policies. This applies to both supervisees and supervisors.

Where Staff including Agency Workers at Nursing Direct support Service Users with learning disability, mental health needs or any complex health conditions which needs specialist care/clinical support services, Nursing Direct will ensure that Staff including Agency Workers are offered additional informal support through spot checks, scheduled visits, or any other informal measures, as per best practice recommendations. If required, Nursing Direct will arrange additional clinical supervisions to be carried out.

Where required and in line with CQC regulatory requirements, Registered Nurses will complete a supervision with a clinical lead, as part of their supervision programme at Nursing Direct.

5. PROCEDURE

5.1 Function of Supervision

There are key functions of supervision in Nursing Direct which include:

Supportive Supervision

- Providing support to staff including Agency Workers with different aspects of their role including any changes or challenges that may impact performance and/or wellbeing.
- Monitoring and supporting Staff including Agency Workers’ health and wellbeing and ensuring that Nursing Direct has the right support in place to address any issues.
- Dealing with any issues that need further investigation, for example, performance concerns or safeguarding investigations.

Line Management Supervision

- Supporting managers to promote and maintain good standards of work and ensure staff follow the relevant policies and procedures.
- Using supervision to ensure staff including Agency Workers understand their role and responsibilities.
- Provide a platform where there can be meaningful communication at all levels.
- Using supervision to set targets and objectives and discuss quality.
- Ensure that staff including Agency Workers understand their Duty of Care and the standards that are expected of them, following the relevant policies and procedures

Developmental Supervision

- Helping staff to develop critical thinking and analytical thinking skills, reflecting on their work to explore their own learning needs, identifying opportunities to address those needs.
- Assessing staff including Agency Worker skills and knowledge and identifying any gaps and/or learning and development needs.
- Giving and receiving constructive feedback.
- Helping supervisors to analyse staff skills and knowledge, identify any gaps in practice areas, suggesting actions to address such gaps, or learning or development needs, with identifying any barriers to learning, giving, and receiving constructive feedback
- Supporting staff including Agency Workers to reflect on their learning opportunities and ensuring that they know how to apply the learning in practice.

5.2 Resource Management

Nursing Direct will take the following into consideration when planning the supervision process.

- Types of supervision
- Availability and location
- Roles and responsibilities of both the supervisor and the supervisee
- Storage of supervision records and accessing them for monitoring and improvement purposes.
- Training and support opportunities for all Staff including Agency Workers based on supervision and its benefits.
- Overall improvement for quality assurance and qualitative service delivery

5.3 Structure of Supervision

Nursing Direct will ensure different models/measures of regular supervision including informal and formal supervision that will include the following:

- One-to-one supervision
- Group supervision/Team debrief
- Peer or co-supervision
- Virtual supervision
- Clinical supervision
- Competency supervision
- A combination of few above

Supervision is a two-way process and Staff including Agency Workers have a responsibility to ensure that they participate in regular supervision. It is acknowledged that the method of delivery for formal and informal supervision, although it may vary, is considered a private process to be undertaken on a one-to-one basis with an allocated supervisor.

It is important to have a clear working arrangement for supervision activities and to formalise this. Both the supervisor and the supervisee will evidence these arrangements within the form, which is completed signed, and retained in on One Touch (our booking system).

For all supervisions there must be a core element discussed under each point as stated in the Supervision Form. These core subject areas may include topics such as compliance, care practice, training, and feedback for improved learning, well-being as well as other practice elements as outlined in the supervision Form.

The allocated supervisor who conducts the supervision must respond to Staff including Agency Workers specific requests for supervision in line with this policy.

5.4 Location

Formal supervision sessions must take place somewhere quiet and comfortable, away from the frontline working environment, and that offers privacy for the duration of the session.

Where applicable to the service, consideration must be given to the impact on the Service Users' environments. Where a quality spot check highlights a concern, a meeting should be scheduled away from the working environment.

5.5 Method

Supervision may be conducted on the telephone or using a video link. Virtual supervision may refer to any supervision which takes place in using a video link (through platforms such as Facetime, WhatsApp, Teams, Skype or Zoom).

5.6 Reasonable Adjustments

In order to meet any disability under the Equality Act 2010, the allocated supervisor must make sure that any recorded reasonable adjustment requirements for the Staff including Agency Workers are met.

5.7 Frequency and Timing of Supervisions

Staff, including Agency Workers at Nursing Direct, will receive appropriate, ongoing, or periodic supervision in their role to make sure that competence is maintained. All Staff including Agency Workers will take part in a supervision session at a frequency determined by Nursing Direct, which may change if there is a particular employment-related need, or if there are unexpected changes in view of the needs of the Service User or reported incident/complaint. For new staff including Agency Workers at Nursing Direct, the induction supervision will be carried out in the first instance after 8 weeks of being within their role.

In general, supervision for staff, including Agency Workers, is scheduled every 8 to 12 weeks. An initial induction supervision takes place after the first 8 weeks of employment with Nursing Direct, followed by ongoing supervision every 12 weeks thereafter.

The supervision content may include:

- A subject that the supervisee requests to discuss.
- Discussions around the care of a Service User and consideration of amendments or reviews
- Service User outcomes
- Safeguarding issues
- Training needs if gaps are identified with regards to skills/knowledge.
- Monitoring and review of the supervisee's performance towards the achievement of work and their objectives
- The self-reflection and feedback on practice and performance
- The identification of individual training, development and resource needs relating to tasks and the supervisee
- Completion of objectives and further training needs

5.8 **Confidentiality of Supervision**

The code of conduct set out in the Staff including Agency Worker Handbook relating to confidentiality applies to supervision. Staff including Agency Workers are expected to operate within their code of practice at all times. Due to the nature of supervision, it is imperative that confidentiality is observed by all. However, any discussion that results in disclosure of malpractice, misconduct or negligence or risks the wellbeing or safety of others will need to be acted upon in line with the policies and procedures of Nursing Direct. Supervisees must be aware that, for the purposes of audit, inspection and evaluation, records may be reviewed by relevant authorised staff.

5.9 **Role of the Supervisor**

Supervisors at Nursing Direct have the right skills and knowledge to conduct supervision through the training. For the role they will have a good understanding of the work that supervisees do, and of the setting that they work in.

Supervisors support Staff including Agency Workers to identify skill gaps and develop through further training, self-reflect on performance, and facilitate service improvements through feedback.

5.10 **Types of Supervision Provided at Nursing Direct**

Induction Supervision

Where appropriate, staff including Agency Workers must be supervised until they can demonstrate required/acceptable levels of competence to carry out their role unsupervised.

Newly inducted staff, including Agency Workers, will have been introduced to professional discussions and supervised practice and it is important that their skills and knowledge continue to be built upon as part of the ongoing supervision process. Staff including Agency Workers should refer to the Induction and Onboarding Policy and Procedure for further details.

Professional Development Supervision

Nursing Direct offers this type of supervision as it helps to identify that the supervisee is performing their duties as expected in their role.

Its content may include:

- A discussion led by staff, including agency workers, drawing on their experience, and focusing on the subjects they feel are most important to address.
- Discussions around the Care of a Service User and consideration of amendments or reviews
- Opportunity to raise Safeguarding issues or concerns
- Training needs if gaps are identified with regard to skills/knowledge

5.11 **Clinical Supervision**

Where required at Nursing Direct, Clinicians and registered nurses must have access to clinical supervision, in line with the requirements of the Nursing and Midwifery Council (NMC).

Staff, including Agency Workers, should be able to access the appropriate professional resources and templates for recording clinical supervision or refer to the supervision record at Nursing Direct.

Where staff including Agency Workers at Nursing Direct support Service Users with a learning disability or autism, Nursing Direct will ensure that they are offered appropriate/clinical supervision in addition to the scheduled supervision in place as per best practice recommendations.

This supervision may include discussion of risk assessments, care plans, and outcomes for the service user and care plans Service User outcomes

5.12 **Peer Group Supervision**

Peer group supervision is where colleagues or peers meet on a regular basis. Groups can include 'in house groups' (formed from teams or colleagues that work alongside each other on a daily basis). An example may be a nurse peer supervision group or a peer group for care staff.

This type of supervision does not require a nominated supervisor. However, peer supervision must not be the only form of supervision offered, and formal supervision with Nursing Direct must take place at least once per year.

5.13 **Role of the Supervisor**

Good supervisors have the right values, skills and knowledge for the role and will have a good understanding of the work that supervisees do, and of the setting that they work in. A good supervisor can have a positive impact on staff, including Agency Workers at Nursing Direct.

The role involves overseeing and managing a team or an individual to ensure that they are performing effectively and are satisfied in their role.

The supervisor role involves providing support to staff including Agency Workers to learn and develop, identifying learning and development opportunities, and helping supervisees to resolve any issues.

Values

Good supervisors have the right values, attitudes, and behaviours, and are role models in their everyday work. The 6Cs, as outlined in the 'Compassion in Practice' strategy (2012), have been identified as the values that underpin high-quality social care provision:

- Care
- Compassion
- Competence
- Communication
- Courage
- Commitment

It is important that supervisors have these values. Staff including Agency Workers are expected to demonstrate these within their practice, so supervisors must lead by example and do the same.

Skills

Good supervisors also have the required skills, including:

- Organisational and time management skills
- Communication skills, including good listening skills
- An ability to remain calm under pressure
- Leadership skills
- Problem-solving skills
- Conflict resolution skills
- Professionalism and a positive attitude
- Knowledge and Experience

Supervisors are often experts in their field. It is not always necessary for the supervisor to have direct experience of all of the work that they are supervising. However, when supervising practical tasks such as moving and handling and administering medication, the supervisor must be competent to ensure safe practice.

5.14 Records Management

Supervision records will be kept confidential between Nursing Direct, and Staff including Agency Workers and uploaded within the OneTouch system where authorised staff including Agency Workers can access them. In accordance with the Data Protection Policy. Supervision records will be stored confidentially. If staff, including Agency Workers, leave Nursing Direct, a copy of the supervision notes and records must be retained in their personnel file in line with the Data Security and Data Retention Policy and Procedure.

Supervision sessions will be documented accurately based on the discussions held. The record will include the date, the names and designations of the supervisor and supervisee, the location of the supervision, or the platform used if it is conducted virtually. It will also specify the agreed tentative date for the next supervision session. Key recommendations, suggested actions, and any identified risks must be recorded in accordance with established guidelines. It is the responsibility of Nursing Direct to have a record of all supervisions undertaken.

When a Service User's care has been discussed in a supervision session, this information is communicated to the relevant people managing the package of care and any decisions regarding care made as a result of supervision must be communicated with those working on the package of care. As a result of discussions and reflection during supervision, suggestions may be made to amend some or the whole package of care. It will be the Nursing Direct's responsibility to raise such issues for discussion internally and within professional multidisciplinary meetings, where necessary.

5.15 Evaluation and Review

Themes and trends will be captured from completed supervision sessions and used to analyse areas that may require necessary changes in practice.

Feedback will be gathered from the supervisors in relation to their experiences of the supervision format and to identify if it remains fit for purpose.

If supervisees have any concerns regarding the supervision, discussions must be held with the management team to find a way to address the issues.

5.16 Training and Education

Staff including Agency Workers who deliver and are responsible for the supervision of other staff including Agency Workers must be provided with the appropriate guidance to deliver this with competence.

Staff including Agency Workers must not undertake supervisor responsibilities unless authorised by the management team. Nursing Direct will ensure that supervisors are competent to conduct supervision and have access to the necessary training and support to help them succeed in the role. As a supervisor's role is a facilitative role, they must know relevant policies, regulations and industry best practice with relevant skills and training so that the supervisors can support the supervisee throughout the supervision making them understand the questions and supporting them with the answers, if there are any gaps identified. Supervisors must also encompass Nursing Direct's values to be effective.

6. DEFINITIONS & ABBREVIATIONS

6.1 Staff including Agency Workers

6.1.1 Staff

Denotes the employees of Nursing Direct Healthcare Limited.

6.1.2 Agency Workers

Refers to individuals who are contracted with Nursdoc Limited or another employment business as an Agency Worker (temporary worker) provided to Nursing Direct Healthcare Limited to perform care services under the direction of Nursing Direct.

6.2 Nursing Direct

Nursing Direct, also known as Nursing Direct Healthcare Limited, is the entity regulated by the CQC (Care Quality Commission) and responsible for the care service provision, contracted to provide homecare services to service users in their homes, in placements, essential healthcare facilities and in the community.

6.3 Nursdoc Limited

As the sister company to Nursing Direct Healthcare Limited, Nursdoc Limited acts as an employment business, specialising in providing staffing solutions to the healthcare sector.

6.4 CQC (Care Quality Commission)

CQC throughout this policy, the term "CQC" refers to the Care Quality Commission (CQC) which is the independent regulator of health and social care in England.

6.5 Supervisee

A person/Staff including Agency Worker in receipt of supervision and being supported by Nursing Direct to understand, develop and succeed in their job role within Nursing Direct.

6.6 Supervisor

A person within Nursing Direct who is competent in conducting supervisions with abilities to support the 'supervisee' to develop within their role aiming quality care delivery.

The supervisor must encompass the Nursing Direct values and attitudes to be effective. They must know relevant legislation, policy, and guidance.

6.7 Peer or Co-Supervision

This is where team members discuss work with each other, with the role of the supervisor being shared or with no individual member of Staff including Agency Worker acting as a formal supervisor.

6.8 Supervision

Supervision is a process by which the worker / Agency worker who undertake care delivery within Nursing Direct, is given responsibility to work with another colleague (supervisor) of Nursing Direct in order to meet certain organizational, professional, and personal goals which together promote the best outcomes for the service users of Nursing Direct.

Supervision also intended to provide the manager / supervisor with a regular channel for communicating the standards of performance which the organisation requires of each staff member or worker, including an Agency worker to facilitate a formal discussion about the worker's actual performance against those standards. It is also a time for reflection and discussion about many service aspects within the practice including team support, values, attitudes, and behaviours.

It is also a process of professional learning and development that enables individuals to reflect on and develop their knowledge skills and competence through regular support from Nursing Direct, ensuring service delivery is improved in line with CQC Standards.

6.9 Annual Appraisal

Annual appraisals are intended to provide Staff, including Agency Workers with an opportunity to discuss and reflect upon any of their practice areas against their capabilities, knowledge gaps, skill gaps and training needs and plan for improvements with action planning aiming future development based on their day to day care service delivery that they have undertaken throughout the year.

6.10 Staff/Agency Worker Handbook

The Staff/Agency Worker Handbook is an information booklet covering all aspects of the Staff including Agency Workers job role including performance expectations and other essential work-related information.

OUTSTANDING PRACTICE

To be 'outstanding' in this policy area Nursing Direct could provide evidence that:


- Staff including Agency Workers understand the types/scope of supervision.
- Staff including Agency Workers receive/undertaken regular formal supervision and feedback on their performance.
- Staff, including Agency Workers, are supported in their learning and development.
- Staff including Agency Workers understand that supervision supports development, productivity, and effective service delivery.
- Staff, including Agency Workers, feedback positively in relation to their experiences of supervision provided.
- Supervisions are subject to audit and review to ensure quality as supervision content produces outcome analysis. Themes and trends are captured and used to learn lessons, improve Staff including Agency Workers performance, and used to review practice aiming Nursing Direct to celebrate successes.

- The training matrix at Nursing Direct is complete and well maintained to support performance management. And there is strong evidence
- That staff/Agency workers are supported to perform well with arranging appropriate learning and development opportunities

FORMS

The following forms are included as part of this policy:

- Induction Supervision Form
- Formal Supervision Form
- Annual Appraisal Form
- Supervision Guidance
- Appraisal Guidance

COMPLETED DATE:	15.04.2025
SIGN OFF DATE:	16.04.2026
REVIEW DATE:	16.04.2027
SIGNED:	 Marc Stiff – Group Managing Director