Corporate Policy and Strategy Committee

10am, Tuesday, 9 June 2015

Social Care and Social Work Supervision Policy

Item number	7.5
Report number	
Executive/routine	
Wards	All

Executive summary

The purpose of this report is to seek members' approval of the Social Care and Social Work Supervision Policy, which is attached at Appendix 1.

The purpose of the policy is to articulate the importance placed on effective professional supervision by the City of Edinburgh Council. The Council recognises that effective supervision is vital in supporting and directing the work of all social services employees. Supervision should ensure that staff are supported in carrying out their work and that all their activities are directed towards the delivery of high quality services for the people who need them. Supervision is a key component of the Council's practice governance framework, providing clarity of accountability and support for the development of a confident, dedicated and skilled workforce, as envisaged by the Social Services in Scotland Shared Vision and Strategy 2015-2020.

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Report

Social Work and Social Care Supervision Policy

Recommendations

To seek members' approval of the Social Care and Social Work Supervision Policy, which is attached at Appendix 1.

Background

2.1   The Report of the 21st Century Social Work Review: Changing Lives stressed the importance of good quality supervision for social services staff, stating "A great strength of social work has traditionally been using professional supervision to challenge practice and discuss complex problems and their solution." The Social Services in Scotland Shared Vision and Strategy 2015-2020 also articulates the importance of supporting the social services workforce through supervision.

Senior management teams in both Children and Families and Health and Social Care agreed recommendations to formalise supervision for social services staff, which meets the requirements of the City of Edinburgh Council and professional regulatory bodies for social services, such as the Scottish Social Services Council.

Main report

3.1   Supervision is of vital importance in the recruitment and retention of social services staff. In research and literature, supervision is generally considered to have three key functions: management, support and education.

The Scottish Social Services Council Code of Practice for social services workers and employers emphasise the responsibilities each has to enter into or provide support and consultation sessions. This also includes monitoring, improving knowledge and skills, and engaging with or providing relevant learning and development.

Supervision is defined as a process of planned interaction with staff for the purposes of:

- sharing information
- problem solving, risk assessment and risk management
- monitoring performance
- providing training and learning opportunities
- offering support

- contributing to individual and organisational development.

Supervision should be planned, regular, recorded and valued.

3.2   The policy at Appendix 1 sets Council standards for:

- format of supervision meetings to ensure consistency
- objectives
- principles
- frequency
- relationship between supervision and performance review and development (PRD) and the development of social care and social work staff.

A Social Care and Social Work Supervision procedure has been developed, which defines how these standards are to be met.

3.3   The policy at Appendix 1 applies to

- all employees of the Health and Social Care service
- all employees of the Children and Families service who are eligible to register with the Scottish Social Services Council (SSSC) or the Health Professions Council (HPC)

Measures of success

4.1   The guiding principles outlined in this policy are increasingly a regulatory requirement, which will help recruit and retain social care staff in Edinburgh to the benefit of its citizens. The policy complements the Council's existing human resources policies for the specific requirements of social work and social care and fulfils its regulatory responsibilities as an employer of social services staff.

Financial impact

5.1   Although this policy has no direct financial impact on the Council, it is anticipated there will be indirect financial benefits with improved retention of staff and better planned development and training of staff based on regular supervision.

Risk, policy, compliance and governance impact

6.1   The supervision policy meets the Council's requirement for having up-to-date policies describing standards for the management of Council employees.

Equalities impact

7.1   This policy will help to ensure that all social care staff will have equal opportunities for training and development through a more consistent and effective formalised supervision process.

Sustainability impact

8.1   There are no sustainability impact issues arising from this report.

Consultation and engagement

9.1   The draft policy has been developed in consultation with social care staff and through best practice research, engaging with Social Work Scotland.

Background reading/external references

Supervision Procedure (Joint)

Form 1351 - Agreed Supervision Sessions

Form 1352 - Social Work and Social Care Supervision Record ('online' version)

Form 1352 - Social Work and Social Care Supervision Record ('hard copy' version)

Form 1352a - Social Work and Social Care Group Supervision Record

Form 1353 Social Work and Social Care Supervision Contract

 Form 1353a - Social Work and Social Care Group Supervision Contract

SSSC Codes of Practice

HPC Standards of Conduct, Performance and Ethnics

HPC Standards for Continuing Professional Development

HPC Standards of Proficiency

PRD on the Orb

Michelle Miller

Chief Social Worker Officer

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Links

Coalition pledges	
Council outcomes	CO27, The Council supports, invests in and develops our people
Single Outcome Agreement	
Appendices	1. Supervision Policy

Appendix 1

Control schedule

Approved by	
Approval date	
Senior Responsible Officer	Michelle Miller, Chief Social Work Officer
Author	Margaret-Ann Love; Gillian Hunt
Scheduled for review	Annually

Version control

Version	Date	Author	Comment
0.1		Margaret-Ann Love; Gillian Hunt	

Committee decisions affecting this policy

Date	Committee	Link to report	Link to minute

Policy statement

1.1   The purpose of this policy is to articulate the importance placed on effective supervision by the City of Edinburgh Council. The Council recognises that effective supervision is vital in supporting and directing the work of all social services employees. Supervision should ensure that staff are supported in carrying out their work and that all their activities are directed towards the delivery of high quality services to people who need them. Supervision will form a key component of the Council's practice governance framework, providing clarity of accountability and support for the development of a competent, confident workforce as envisaged by the 21st Century Review of Social Work: Changing Lives.

Scope

2.1   This policy applies to:

- all employees of Health and Social Care

- all employees of Children and Families who are eligible to register with the Scottish Social Services Council (SSSC) or the Health Professions Council (HPC).

Supervision does not replace or supersede management action required by any other Council policy or procedure.

Definitions

3.1   **Supervision**

Individual supervision takes the form of planned meetings between supervisor and supervisee. These meetings should have an agreed agenda and be recorded. A clear distinction should be made between formal supervision and day-to-day informal consultation. The latter is not a substitute for the former. Significant events that take place as part of informal consultation may also be recorded and discussed subsequently in a formal supervision meeting. It is

likely to be focused on issues such as quality of work, including issues of accountability and formal decision making.

Group supervision encourages open and professional attitudes to learning; it uses the various abilities within the group; it offers a range of perspectives and skills to individuals; it supports the concept of collective practice and service delivery; it reflects the group approach of residential and day care services; and it focuses on direct work with service users and carers.

3.2 Performance Review and Development (PRD)

PRD is part of the Council's performance management arrangements. It takes the form of an annual meeting, during which an employee and his/her line manager review performance against past objectives. It reviews performance against the Council competencies; agrees work objectives for the year ahead; and agrees an individual personal development plan. A date for the six monthly review should be agreed as part of the PRD process. In addition, the personal development plan arising from PRD should be monitored regularly through supervision.

3.3 SMART

Objectives should be **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-bound.

3.4 Scottish Social Services Council (SSSC)

The SSSC is responsible for registering the social services workforce in Scotland and regulating education and training. The role of the SSSC is to increase the protection of people who use social services, to raise standards of practice and to increase public confidence in the social services sector. The SSSC has produced a Code of Practice for Social Services Employers and Employees. Registered staff and those eligible to register must comply with these codes, as must the Council.

3.5 Health Professions Council (HPC)

The Health Professions Council (HPC) is a regulatory body set up to protect the public. The Council keeps a register of health professionals who meet prescribed standards for their training, professional skills, behaviour and health.

The HPC currently regulates thirteen health professions: art therapists, biomedical scientists, chiropodists / podiatrists, clinical scientists, dietitians, occupational therapists, operating department practitioners, orthoptists, paramedics, physiotherapists, prosthetists / orthotists, radiographers, speech and language therapists.

Policy content

4.1 **Supervision**

This policy incorporates the responsibilities of both the Council and the social services workforce, as set out in the SSSC Code of Practice. Section 2 of the Code of Practice for Employers places an expectation on the Council to have in place written policies and procedures to enable staff to meet the SSSC's Code of Practice for Employees.

Section 2.2 of the Code of Practice states that employers should be:

"Effectively managing and supervising staff to support effective practice and good conduct and supporting staff to address deficiencies in their performance."

This supervision policy and the associated social work and social care supervision and PRD procedures are intended to fulfil that expectation.

4.2 **Objectives for Supervision**

The overall aim of supervision is to ensure that service users receive high quality and effective services from a supported, confident and competent workforce.

Our specific objectives for supervision are to:

- assist staff to understand their role, responsibilities and accountabilities

- support staff in managing the demands of their role

- provide a forum where problems are shared, understood and resolved

- provide opportunities for reflection and facilitate the continuing professional development and post-registration training and learning of staff within the context of their personal development plan; this should include the supervisory skills of managers

- contribute to the management of risk within the organisation and to ensure that decision-making regarding the assessment and management of risk is shared

- ensure and maintain the accountability of each member of staff for their work

- ensure that workload management issues are addressed regularly and that staff are aware of the standards of performance and conduct to which they must adhere

- support the staff member in meeting these standards and in delivering the objectives contained within the service plan, team plans and individual Performance Review and Development

- review performance and provide challenging, constructive and useful feedback

- ensure that staff deliver best value in terms of the allocation of resources and outcomes for service users

- guide staff to deliver best practice, using evidence / research informed practice where possible

- assist in creating an environment in which it is safe and suitable for the staff member to practice in a professional manner

- ensure that staff understand and can contribute to and comment on the organisational and professional context in which they work, including informing the Council of any resource deficiencies or operational difficulties that might impede the delivery of safe care.

4.3 **Principles of Supervision**

Supervision is underpinned by the following stated principles, which reflect the values of our service:

- all social services staff should have access to regular, effective supervision

- supervision is a shared responsibility between the supervisor and the staff member

- supervision should be planned, uninterrupted and recorded

- supervision should promote best practice and best value

- supervision should ensure competency, accountability and empowerment of staff

- supervision agendas should be agreed between the staff member and the supervisor

- supervision should promote anti-discriminatory practice, including exploration of issues such as poverty, gender and race, and how these impact on the lives of the users of our services

- the best interests of service users are paramount, unless there is a significant risk to public safety, in which case any potential conflict will be assessed and decisions made in consultation with senior managers.

4.4 **Frequency of Supervision**

The frequency of supervision should take into account the role, responsibilities, experience and needs of the staff member. In addition, when agreeing supervision, the complexity of the work being carried out or where appropriate, the types of cases being held, should inform the agreed frequency and duration of supervision.

A table outlining the minimum standards of frequency of supervision is included within the social work and social care supervision procedure and as an appendix to the exemplar supervision contract associated with this policy.

Supervision meetings should be scheduled during paid work time.

Implementation

5.1   This policy is implemented.

Roles and responsibilities

6.1   Supervision is one of the core responsibilities of managers within Health and Social Care and Children and Families. However, the responsibility to participate in supervision is a shared one between the supervisor and the staff member. Effective supervision requires the commitment of all staff to work in partnership with each other, to prepare adequately for supervision and to follow through on actions agreed in supervision.

Related documents

7.1   **Legislative Context**

Regulation of Care Scotland Act 2001

7.2   **Associated Documents**

Supervision Procedure (Joint)

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Equalities and impact assessment

8.1   For details of the completed *Record of Equality and Rights Impact Assessment (ERIA)* form, please access the relevant committee report at Appendix 2.

Strategic environmental assessment

9.1   The policy has no adverse impact on the environment.

Risk assessment

10.1   There is a risk that if this policy is not complied with, Council employees included in its scope will not receive the proper support and supervision to which they are entitled. This policy helps the Council to comply with SSSC regulations as an employer of social care staff.

Review

11.1   This policy will be reviewed on an annual basis.

City of Edinburgh Council
Record of Equality and Rights Impact Assessment

Part 1:   Background and Information

(a) Background Details

Please list ERIA background details:

ERIA Title and Summary Description: Suprvision Policy

Service Area	Division	Head of Service	Service Area Reference No.
Health and Social Care and Children and Families	Chief Social Work Officer	Michelle Miller	

(b) What is being impact assessed?

Describe the different policies or services (i.e. decisions, projects, programmes, policies, services, reviews, plans, functions or practices that relate to the Corporate ERIA Title):

Policies and Services	Date ERIA commenced
This assessment relates to the City of Edinburgh Council's Supervision Policy	April 2015
The purpose of the Supervision policy is to articulate the importance placed on effective supervision by the City of Edinburgh Council. The Council recognises that effective supervision is vital in supporting and directing the work of all social services employees. Supervision should ensure that staff are supported in carrying out their work and that all their activities are directed towards the delivery of high quality services for our service users. Supervision forms a key component of the Council's practice governance framework, providing clarity of accountability and support for the development of a confident, dedicated and skilled workforce as envisaged by the Social Services in Scotland Shared Vision and Strategy 2015-2020.	

(c) ERIA Team

Please list all ERIA Team Members:

Name	Organisation / Service Area
Margaret-Ann Love	Quality and Standards Manager
Shenaz Bahadur	Equalities Lead Officer - H&SC The City of Edinburgh Council

Part 2:   Evidence and Impact Assessment

(a) Evidence Base
Please record the evidence used to support the ERIA. Any identified evidence gaps can be recorded at part 3a. Please allocate an abbreviation for each piece of evidence.

Evidence	Abbreviation

(b) Rights Impact Assessment – Summary
Please describe all the identified enhancements and infringements of rights against the following ten areas of rights. Please also consider issues of poverty and health inequality within each area of rights:

☐ Life
☐ Health
☐ Physical security
☐ Legal security
☒ Education and learning
☐ Standard of living
☐ Productive and valued activities
☐ Individual, family and social life
☐ Identity, expression and respect
☒ Participation, influence and voice

Please indicate alongside each identified enhancement or infringement the relevant policy or service (see part 1b) and relevant evidence (see part 2a).

Summary of Enhancements of Rights
Rights to education and learning - the policy ensdorses the importance of education and learning for all social services workers employed by the Council

Summary of Infringement of Rights
Can these infringements be justified? Are they proportional?
No explicit infringements of rights identified.

(c) Equality Impact Assessment – Summary
Please consider all the protected characteristics when answering questions 1, 2 and 3 below. Please also consider the issues of poverty and health inequality within each protected characteristic:

☒ Age
☒ Disability
☒ Gender identity
☒ Marriage / civil partnership
☒ Pregnancy / maternity

☒ Race
☒ Religion / belief
☒ Sex
☒ Sexual orientation

1. Please describe all the positive and negative impacts on the duty to eliminate unlawful discrimination, harassment or victimisation. Please indicate alongside each identified impact the relevant policy or service (see part 1b) and relevant evidence (see part 2a).

Positive Impacts
Equality Impact Assessment suggests that the Supervision policy will impact positively on groups with protected characteristics.
Negative Impacts
None

2. Please describe all the positive and negative impacts on the duty to advance equality of opportunity (i.e. by removing or minimising disadvantage, meeting the needs of particular groups that are different from the needs of others and encouraging participation in public life)? Please indicate alongside each identified impact the relevant policy or service (see part 1b) and relevant evidence (see part 2a).

Positive Impacts
Equality Impact Assessment suggests that the Supervision policy will impact positively on groups with protected characteristics.
Negative Impacts
None

3. Please describe all the positive and negative impacts on the duty to foster good relations (i.e. by tackling prejudice and promoting understanding)? Please indicate alongside each identified impact the relevant policy or service (see part 1b) and relevant evidence (see part 2a).

Positive Impacts
Equality Impact Assessment suggests that the Supervision policy will impact positively on groups with protected characteristics.
Negative Impacts
None

Part 3:   Evidence Gaps, Recommendations, Justifications and Sign Off

(a) Evidence Gaps
Please list all relevant evidence gaps and action to address identified gaps.

Evidence Gaps	Action to address gaps
	.

(b) Recommendations
Please record SMART recommendations to
- (i)   eliminate unlawful practice or infringements of absolute rights;
- (ii)   justify identified infringements of rights; or
- (iii)   mitigate identified negative equality impacts.

Recommendation	Responsibility of (name)	Timescale
.		

(c) Sign Off
I, the undersigned, am content that:
- (i)   the ERIA record represents a thorough and proportionate ERIA analysis based on a sound evidence base;
- (ii)   the ERIA analysis gives no indication of unlawful practice or violation of absolute rights;
- (iii)   the ERIA recommendations are proportionate and will be delivered;
- (iv)   the results of the ERIA process have informed officer or member decision making;
- (v)   that the record of ERIA has been published on the Council's website / intranet, or
- (vi)   that the ERIA record has been reviewed and re-published.

Date	Sign Off (print name and position)	Reason for Sign Off (please indicate which reason/s from list (i) to (vi) above)
	Michelle Miller - Chief Social Work Officer	(i) (ii) (iii)