

# BRIDGEND COUNTY BOROUGH COUNCIL

## REPORT TO CABINET

7 FEBRUARY 2023

### REPORT OF THE CORPORATE DIRECTOR – SOCIAL SERVICES AND WELLBEING

#### REVIEW OF THE SOCIAL SERVICES AND WELLBEING SUPERVISION POLICY

#### 1. Purpose of report

- 1.1 The purpose of this report is to provide Cabinet with an overview of the review of the Supervision policy and guidance that has been in place since the previous review in March 2018 and seek approval to replace the original policy established in 2010 with 2 new policies.

#### 2. Connection to corporate well-being objectives/other corporate priorities

- 2.1 This report assists in the achievement of the following corporate well-being objectives under the **Well-being of Future Generations (Wales) Act 2015**:

- **Supporting a successful sustainable economy** – taking steps to make the county borough a great place to do business, for people to live, work, study and visit, and to ensure that our schools are focussed on raising the skills, qualifications and ambitions for all people in the county borough.
- **Helping people and communities to be more healthy and resilient** – taking steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services. Supporting individuals and communities to build resilience, and enable them to develop solutions to have active, healthy and independent lives.
- **Smarter use of resources** – ensure that all resources (financial, physical, ecological, human and technological) are used as effectively and efficiently as possible and support the creation of resources throughout the community that can help to deliver the Council's well-being objectives.

#### 3. Background

- 3.1 Regulatory requirements for supervisions are set out in the following legislations and Codes of Practice:

- Social Care Wales Codes of Practice for social workers, residential child care workers, social care managers, domiciliary care workers, and adult care home workers
- Regulation and Inspection of Social Care (Wales) Act 2016 (regulations 35, 36, 38,39, 47, and 66)

- 3.2 This review has been completed following an audit of supervision activity that was completed in 2021 which established inconsistencies in practice, completion and recording.

- 3.3 The previous review in 2018 was prompted by the implementation of Social Services & Well-being (Wales) Act 2014 to support the main aim of having a focus and understanding of identifying and supporting outcomes of individuals we support. There is a link between the quality of supervision and the quality of service people receive and by ensuring that supervision is focused on outcomes this assists us to become a more outcome focused organisation
- 3.4 This review has been led by colleagues in the Social Care Workforce Development Team (SCWDP) but has engaged and consulted with senior managers across the directorate, team managers, and draft documents were submitted for feedback ahead of finalising the policies. The consultation also involved focus groups of front line supervisors and supervisees.

#### **4. Current situation/proposal**

- 4.1 As part of the review process, regular consultations were organised with senior management staff across the directorate. A major outcome of these consultations was the suggestion to separate the policy into two documents given the wide ranging nature of the roles covered in the directorate. It was realised that the previous version of the policy was heavily focused on social work roles, which could lead that policy to be less accessible for direct care services employees. Therefore, the decision was agreed to split the policy and create two versions, one specifically for those working in direct care services, and one for those working across the rest of the Social Services and Wellbeing directorate.
- 4.2 It must be acknowledged that these two policies are extremely similar, however certain language and details are different due to the different nature of the roles and responsibilities. For example, there is no recording on the Welsh Community Care Information System (WCCIS) for direct care services which is why these references have been removed for this policy.
- 4.3 During the initial consultation process the following areas were highlighted as requiring additional attention and became aims of this work:
- To retain focus on outcomes but incorporate a focus on reflective practice to promote staff to be more independent in their analysis and thinking and it is recognised now that this is enhanced by the insights provided by reflective practices.
  - To strengthen the policy regarding supporting staff well-being during supervision which was highlighted by the needs raised during the covid-19 pandemic.
  - To increase the quality of supervision as the resulting support can contribute to increased retention of the workforce.
  - To provide greater clarity to staff by separating two policies for direct care and assessment and case management teams.
  - To separate out policy content from guidance content.
  - Provide greater clarity in terms of expectations in terms of frequency, recording, confidentiality.
  - To increase awareness of the accountability and responsibilities of staff.
  - To increase understanding of supervision as a managerial requirement.

- To increase understanding of supervision as a vehicle for staff to discuss and identify their learning and development needs.
- To increase understanding of the link between supervisions and appraisals

4.4 Following the feedback received at the consultation meetings, the policy was separated into two, to increase the focus on both direct care services and assessment and case holding teams. Three subsequent focus groups were set up with staff to review the new policy documents. The drafts were also circulated to senior management, with a request for wider circulation for feedback should staff be unable to attend the focus groups.

4.5 Following the feedback received from these focus groups, further revisions and alterations were made to the draft policies which were then submitted to the Social Services and Wellbeing Directorate Senior Management Team meeting on 5 December 2022 for final review and approval, prior to being submitted to Cabinet for approval.

4.6 Both policies have been included in the appendices for review. Appendix 1 contains the “Staff supervision policy and practice guidelines: Social Services and Wellbeing workforce” and Appendix 2 contains the “Staff supervision policy and practice guidelines: Social Services and Wellbeing Workforce Direct Care Services”

4.7 The main differences between these policies and the previous one are summarised as:

1. Separation of policy so as to be more relevant for different groups of staff.
2. Separation of practice guidance from policy content – making the document more accessible, digestible, and navigable.
3. Inclusion of greater focus on reflective style of supervision, as well as upon outcomes.
4. Provides greater clarity in terms of:
  - Frequency, confidentiality, recording responsibilities, disagreements, audit expectations
  - Provides better definition of methods of supervision
  - Morrisons 4x4x4 model of supervision retained – four functions managerial, supportive, educative, mediation
5. Overall presentation visually improved – less blocks of text.
6. Supervision Agreement – review stepped down to annually or change of supervisor, rather than after three supervisions then annually.
7. Templates improved.
8. Shared supervision template across direct care services for 1:1 supervision.

4.8 As part of the review process, following revisions made after the focus group sessions, trade unions have also been updated regarding this process. This review was met favourably by the Trade Unions.

## **5. Effect upon policy framework and procedure rules**

5.1 These two new policies replace the original Social Services and Wellbeing Supervision policy dated 2018.

- 5.2 This is a variation to previous policy and guidance. Training requirements will be met by a programme of training to ensure that this policy is implemented to its fullest potential.
- 5.3 It will also have a positive impact upon appraisals as this new structure will link and lead directly into the annual appraisal process. Supervision will be structured and booked into calendars which will allow for ease of appraisal completion.
- 5.4 There may be an impact upon Capability, Disciplinary and Resolution policies which are corporate policies. This is because supervision records can be relevant and may be called upon where these procedures are activated.

**6. Equality Act 2010 implications**

- 6.1 An initial Equality Impact Assessment (EIA) screening has identified that there would be no negative impact on those with one or more of the protected characteristics, on socio-economic disadvantage or the use of the Welsh language. It is therefore not necessary to carry out a full EIA on this policy or proposal.

**7. Well-being of Future Generations (Wales) Act 2015 implications**

- 7.1 The review of the policy supports the five ways of working under the Well-being of Future Generations (Wales) Act 2015 as follows:-

Involvement	Representatives from varying levels of the directorate, along with colleagues from Human Resources (HR), SCWDP and Finance have fed into this report.
Long term	There will be a positive long-term impact of this policy review given the link between quality of supervision and quality of performance.
Prevention	To prevent high turnover of directorate staff by providing higher quality supervision practice.
Integration	This policy will be implemented and used directorate wide. Training for supervisors commenced in January 2023.
Collaboration	Work has taken place with HR, SCWDP, Service managers Team managers, and updates provided to trade unions.

**8. Financial implications**

- 8.1 For 2022-23, associated training costs are expected to be £10,199 – this comprises of 7 x 2 day training courses for supervisors with 12 places available per course.
- 8.2 For 2023-24, associated training costs are expected to be £4,380 – this comprises of 8 x half day workshops for supervisees with 25 places available per course, plus 2 x 2 day ‘mop-up’ courses for supervisors - depending on attendance of the 2022-23 sessions.

8.3 All costs will be met by the Social Services and Wellbeing Directorate from existing SCWDP budgets.

## **9. Recommendation**

9.1 It is recommended that Cabinet grant approval of the two policies; Staff supervision policy and practice guidelines: Social Services and Wellbeing workforce (**appendix 1**) and Staff supervision policy and practice guidelines: Social Services and Wellbeing Workforce Direct Care Services (**appendix 2**) as replacement for the 2018 Social Services and Wellbeing Supervision policy.

**Claire Marchant**  
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### **Background documents:**

None