

Coventry Children & Families Supervision Survey – October 2014

Report 1: Overall results and comparison by Service Teams

This report sets out how the results compare for the service areas / teams with the overall norms

Contents

| | |
|--------------|---|
| Demographics | 4 |
|--------------|---|

Results

| Q No. | Question | Page No. |
|---|--|----------|
| Key basics for effective supervision ... | | |
| 1. | Are people aware of the Children and Families' Staff Supervision Policy & Guidance Notes, and have you read through it | 7 |
| 2. | Do you have regular supervision sessions at least every four weeks / month? | 7 |
| 3. | How long do your supervision sessions typically last? | 8 |
| 4a. | Do you have a personalised supervision agreement with your supervisor? | 9 |
| 4b. | If you have been in your job less than 12 months, did you agree the supervision contract with your supervisor and both sign it within 4 weeks of starting your new role? | 9 |
| 5. | Do you have at least three dates booked ahead in your diary for your supervision sessions? | 10 |
| 6. | Are your supervision sessions ever cancelled or postponed ... by you ... by your supervisor ... and is an alternative date arranged for the session to take place quickly? | 11 |
| 7. | Are your supervision sessions ever interrupted or cut short ... by you ... by your supervisor ... and is an alternative date arranged for the session to take place quickly? | 13 |
| 8. | Do you believe you prepare well for each supervision session in terms of what you want to cover? | 15 |
| 9. | Do you believe your manager / supervisor comes well prepared for each supervision session? | 15 |
| 10. | Are you always made aware of when new cases and / or work has been allocated to you? | 16 |
| NQSWs | Do you believe you have been given a case load which is appropriate to your newly qualified status and the stage you are now at in your assessed and supported year of employment? | 16 |

| Q No. | Question | Page No. |
|-------|---|-----------|
| | Task assistance and management ... | 17 |
| 11. | This question focuses on people benefiting from support and assistance in managing workload, cases, tasks etc. In your supervision sessions with your supervisor ... | |
| | Professional development ... | 24 |
| 12. | This question focuses on how professional development is supported as an important part of supervision outcomes. Do you believe your supervision ... | |
| | Staff well-being ... | 28 |
| 13. | This question explores how much you feel personally supported to have a sense of well-being related to your work - this can be to do with your health, safety and welfare. During your supervision sessions ... | |
| | Reflective supervision ... | 31 |
| 14. | Reflective supervision promotes understanding of what the worker brings to the situation that can help or hinder the change process To what extent do you believe 'reflective supervision' is a characteristic of your supervision sessions with your manager? | |
| | Use of the Integrated Children's System how it supports it your supervision ... | 32 |
| 15. | Does the use of the Integrated Children's System support your supervision sessions? | |
| | Outputs from your supervision sessions ... | 33 |
| 16. | Does your supervisor ... a. record case discussions and place decisions on the child's file? b. agree the record of supervision, with both signing it? c. give a record of your supervision, which includes case discussions? | |
| | Additional support ... | 35 |
| 17. | Having sufficient opportunities for other forms of supervision ... e.g. Observations by and co-working with your supervisor, Group supervision, Consultations with experienced colleagues / experts, Access to research and good practice guidance? | |
| | Questions for supervisors / managers only | |
| | In terms of carrying out responsibilities for providing effective supervision ... | 37 |
| 18. | This question looks at different factors – from both parties preparing well, spending sufficient time, being confident of having skills / knowledge, achieving outcomes | |

| Q No. | Question | Page No. |
|-------|--|-----------|
| | Questions for supervisors / managers only, about their supervision with their manager / service manager / head of service | 40 |
| 20. | In addition to their personal supervision, are key aspects of their management responsibilities effectively covered | |

Demographics

Response profiles

Here is the breakdown of responses for the different parts of service and roles

Please note that when comparing results across the different parts of service with the overall norms it is important to take into account the percentage that one person represents – this is [particularly important for teams with low numbers of staff – This is shown for each part of service in the table.

| Service Areas / Teams | Total Responses | Total Headcount | %age Response Rates |
|---|-----------------|-----------------|---------------------|
| Children & Families First Service | 70 | 100 | 70% |
| Children's Disabilities Team | 18 | 19 | 95% |
| Court Based Assessment Service | 17 | 23 | 74% |
| Crisis Intervention – Emergency Duty Team | 9 | 13 | 69% |
| Family Placement Service – Assessments Team | 16 | 20 | 80% |
| Family Placement Service – Permanency Team | 11 | 19 | 58% |
| Family Placement Service – Placement Support Team | 12 | 20 | 60% |
| Looked After Children Team (Logan Road) | 9 | 13 | 69% |
| MASH – Referral & Assessment Service | 39 | 53 | 74% |
| Residential – Broadpark House | 11 | 21 | 52% |
| Residential – Gravel Hill | 15 | 24 | 63% |
| Residential – The Grange | 20 | 30 | 67% |
| Route 21 Team | 14 | 17 | 82% |
| Safeguarding (IROs) | 12 | 19 | 63% |
| Social Care Neighbourhoods | 89 | 108 | 82% |
| Youth Offending Service | 8 | 10 | 80% |
| Totals | 370 | 509 | 73% |

| Role Groupings | Total Responses | 1 person = %age |
|--|-----------------|-----------------|
| Role Grouping A | 20 | 5% |
| Role Grouping B | 16 | 6% |
| Role Grouping C | 13 | 8% |
| Social Worker | 112 | 1% |
| Senior Case Worker | 11 | 9% |
| C&F Team Leader | 12 | 8% |
| CAF Co-ordinator | 8 | 13% |
| Children & Family Worker (Schools) & Senior C&F Work | 12 | 8% |
| Children & Family Worker (includes C&F Workers in C& | 46 | 2% |
| Family Assistant | 10 | 10% |
| Family Support Worker | 9 | 11% |
| Independent Reviewing Officer | 7 | 14% |
| Personal Adviser (Route 21) | 6 | 17% |
| Residential Worker (including Night-shift workers) | 24 | 4% |
| Senior Practitioner | 20 | 5% |
| Youth Offending Service Officer | 7 | 14% |
| Team Manager incl. CAF Team Leader - and Deputy Ma | 27 | 4% |
| Head of Service – Service Manager | 10 | 10% |
| Totals | 370 | 0.3% |

NB: Question 4b was only for people that have been in their role for less than 12 months, and is conditional on answering 'Yes' to Question 4a. – so when reviewing and comparing the results take into account the percentage that one person represents.

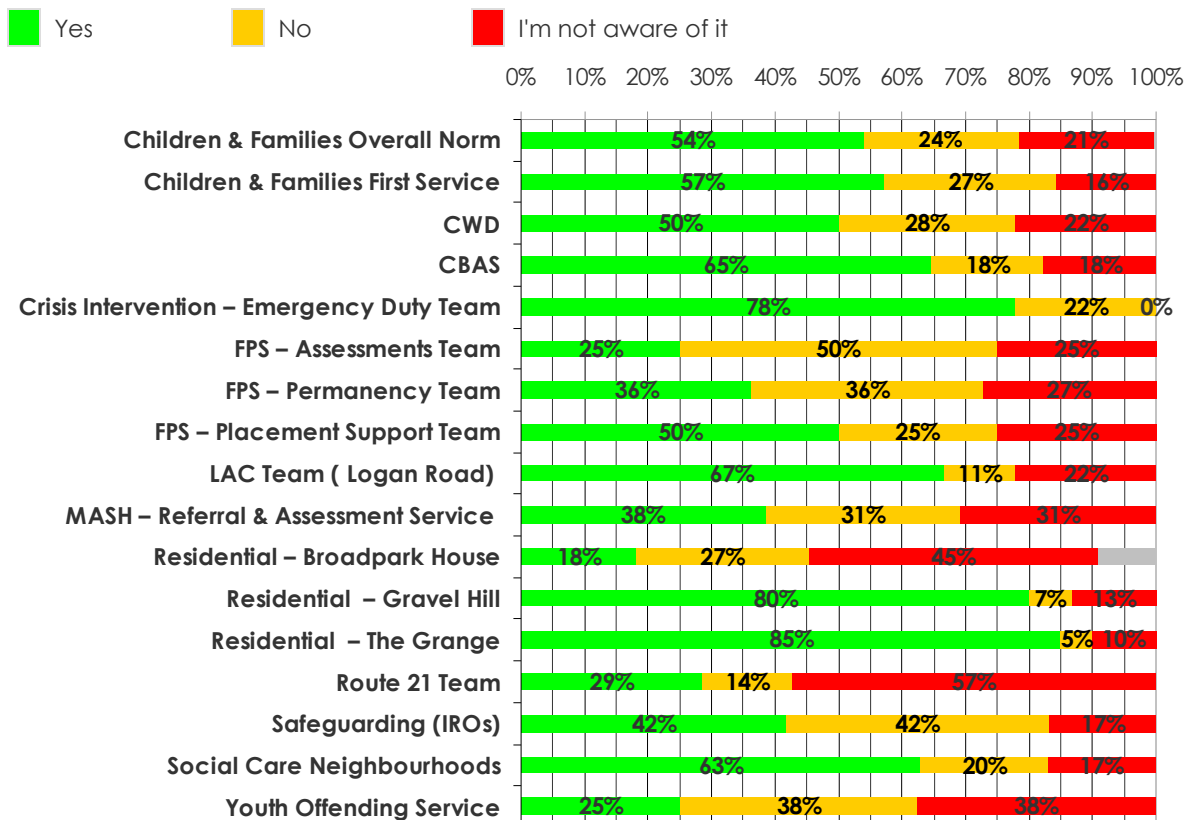
| Service Areas / Teams | Total Responses | 1 person = %age |
|---|-----------------|-----------------|
| Children & Families First Service | 10 | 10% |
| Children's Disabilities Team | 3 | 33% |
| Court Based Assessment Service | 2 | 50% |
| Crisis Intervention – Emergency Duty Team | 1 | 100% |
| Family Placement Service – Assessments Team | 3 | 33% |
| Family Placement Service – Permanency Team | 2 | 50% |
| Family Placement Service – Placement Support Team | 0 | n/a |
| Looked After Children Team (Logan Road) | 3 | 33% |
| MASH – Referral & Assessment Service | 5 | 20% |
| Residential – Broadpark House | 0 | n/a |
| Residential – Gravel Hill | 1 | 100% |
| Residential – The Grange | 2 | 50% |
| Route 21 Team | 1 | 100% |
| Safeguarding (IROs) | 0 | n/a |
| Social Care Neighbourhoods | 26 | 4% |
| Youth Offending Service | 0 | n/a |
| Totals | 59 | 2% |

NB: Questions 18 and 20 were only for supervisors / managers giving formal supervision – again, when reviewing and comparing the results take into account the percentage that one person represents.

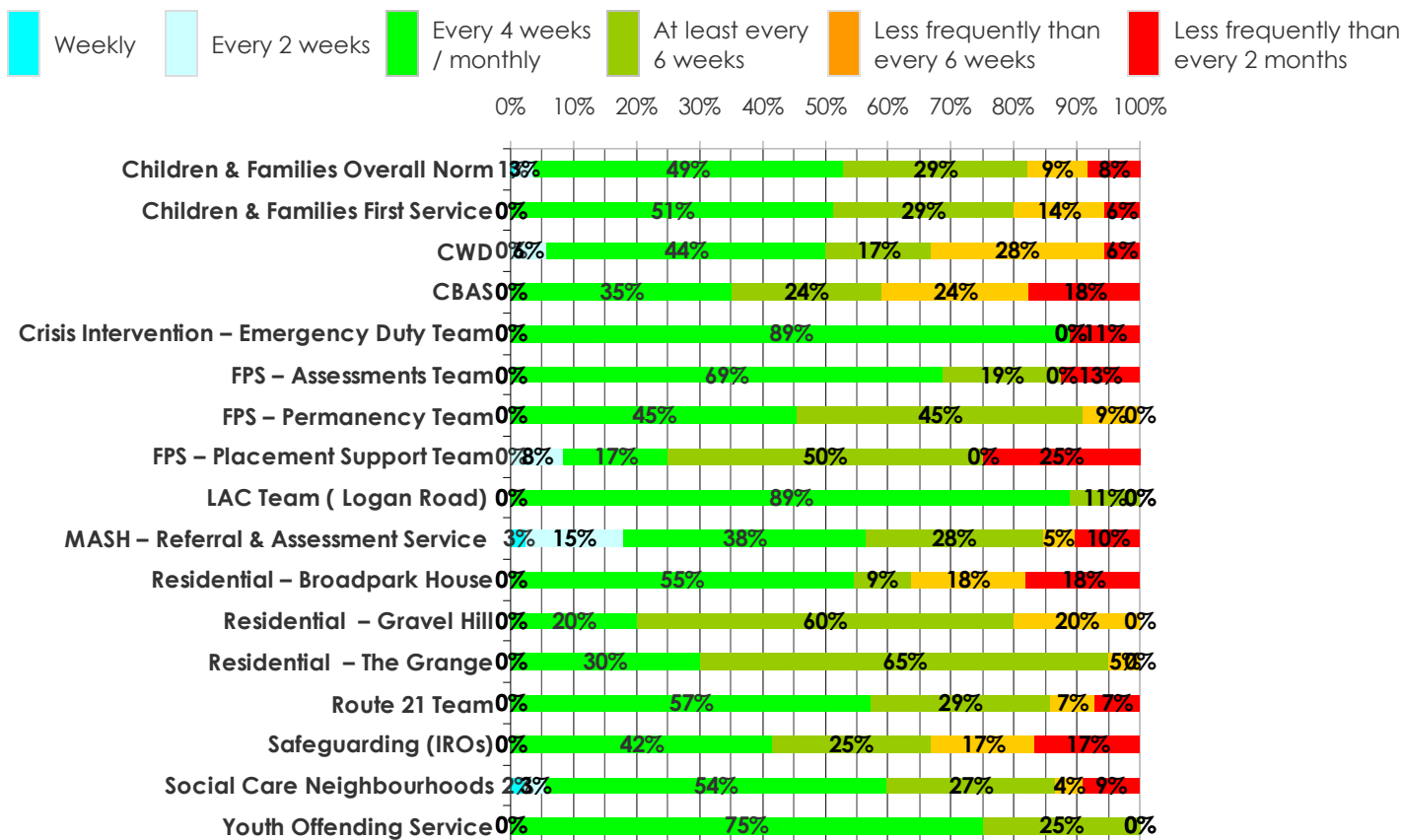
| Service Areas / Teams | Total Responses | 1 person = %age |
|---|-----------------|-----------------|
| Children & Families First Service | 10 | 10% |
| Children's Disabilities Team | 3 | 33% |
| Court Based Assessment Service | 2 | 50% |
| Crisis Intervention – Emergency Duty Team | 1 | 100% |
| Family Placement Service – Assessments Team | 3 | 33% |
| Family Placement Service – Permanency Team | 2 | 50% |
| Family Placement Service – Placement Support Team | 4 | 25% |
| Looked After Children Team (Logan Road) | 2 | 50% |
| MASH – Referral & Assessment Service | 8 | 13% |
| Residential – Broadpark House | 3 | 33% |
| Residential – Gravel Hill | 5 | 20% |
| Residential – The Grange | 5 | 20% |
| Route 21 Team | 2 | 50% |
| Safeguarding (IROs) | 1 | 100% |
| Social Care Neighbourhoods | 24 | 4% |
| Youth Offending Service | 1 | 100% |
| Totals | 76 | 1.3% |

Key basics for effective supervision ...

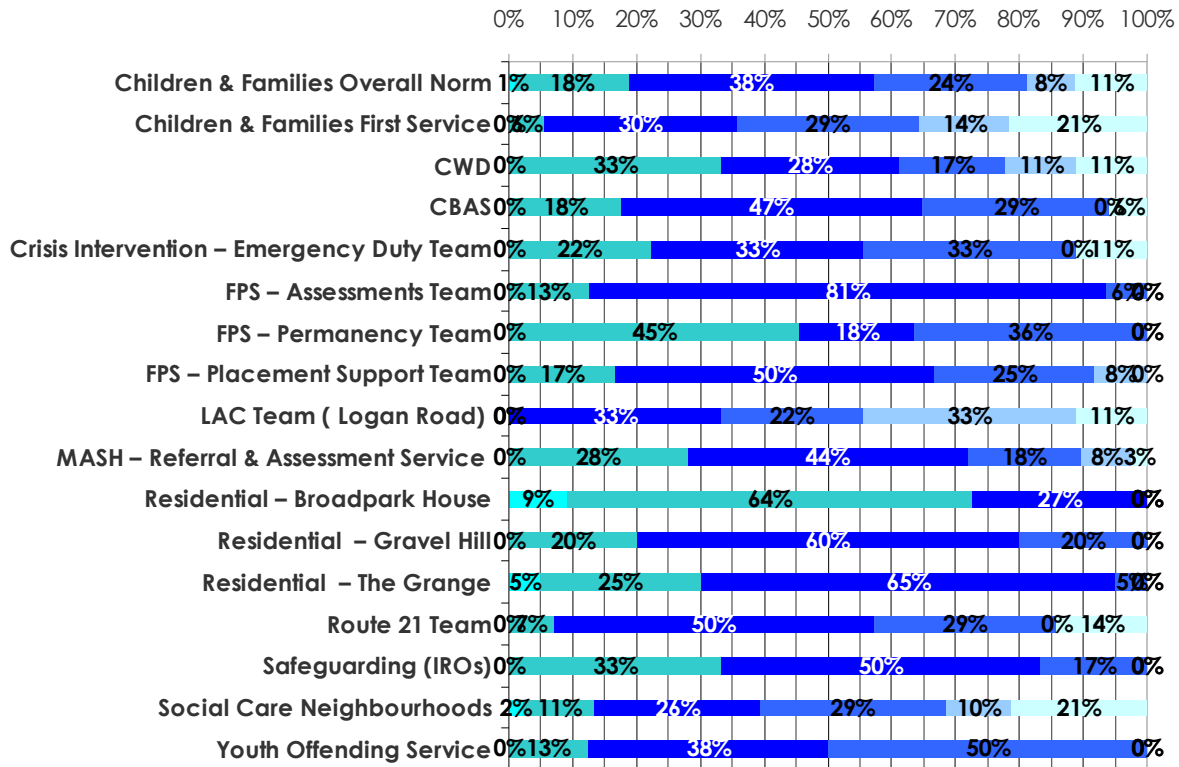
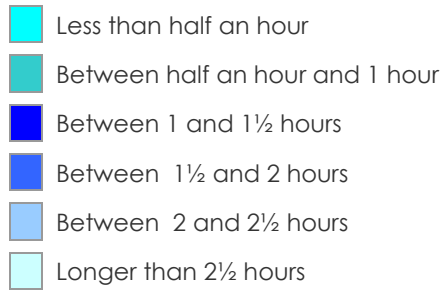
1. Have you read through the current Supervision Policy and Guidance (Version updated October 2013)?



2. How often do you currently have supervision sessions with your manager?

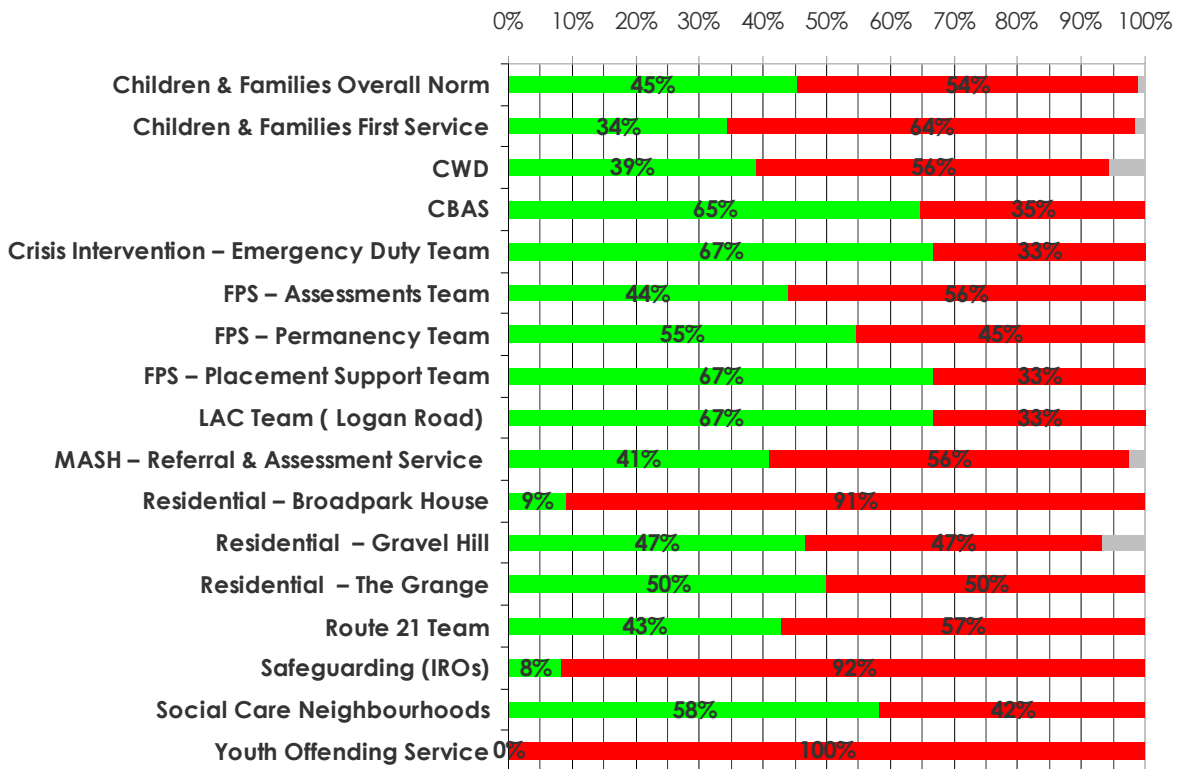


3. How long do your supervision sessions typically last?



4. a. Do you have an individual supervision agreement with your supervisor?

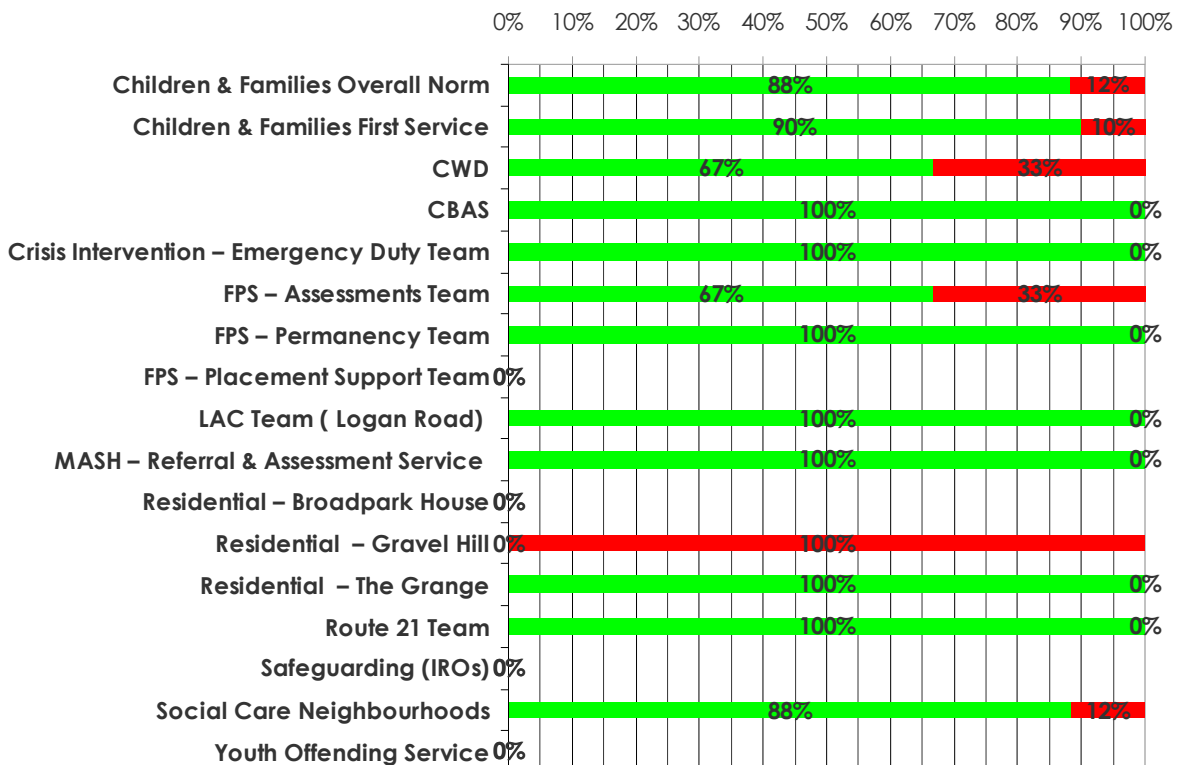
Yes No



b. If you have been in your job less than 12 months, did you create the Supervision Agreement with your supervisor and both sign it within 4 weeks of starting your new role?

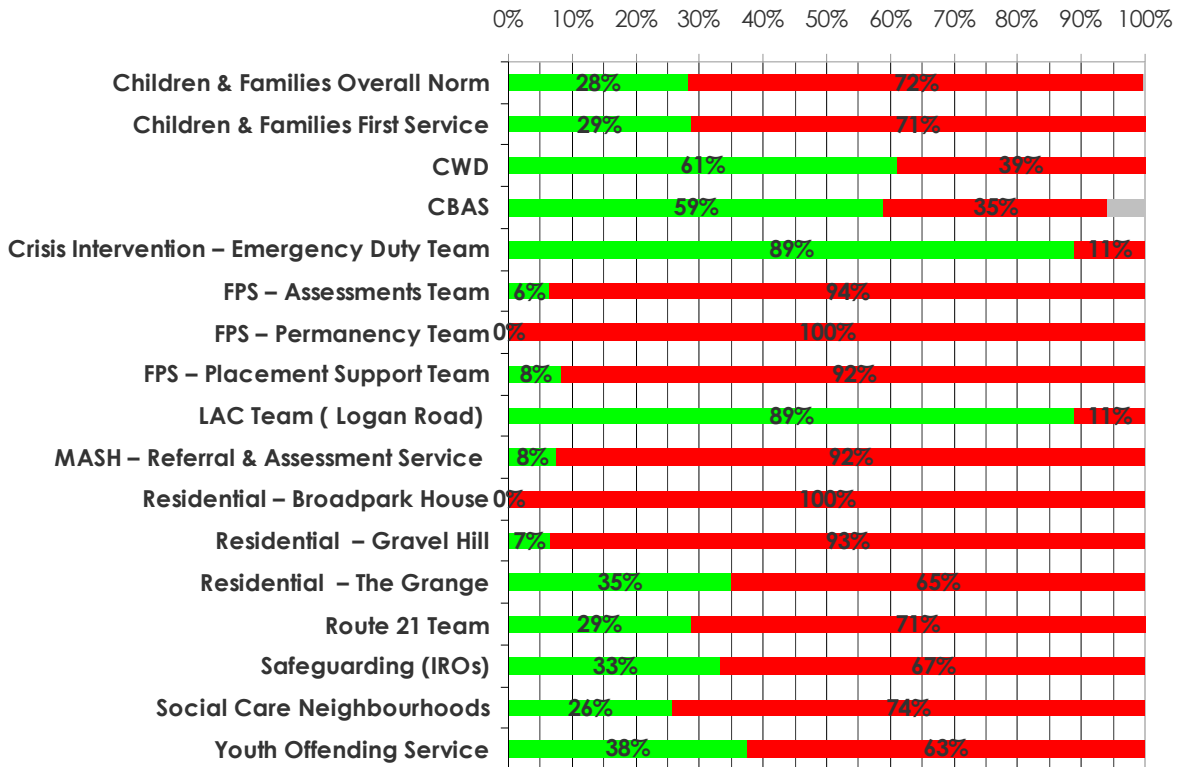
Yes No

NB: A total of 59 people answered this sub-question

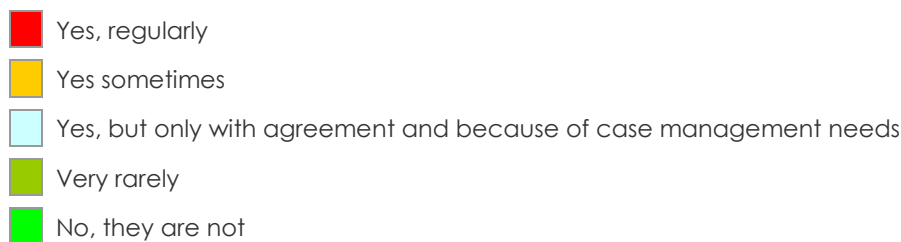


5. Do you have at least three dates booked ahead in your diary for your next supervision sessions?

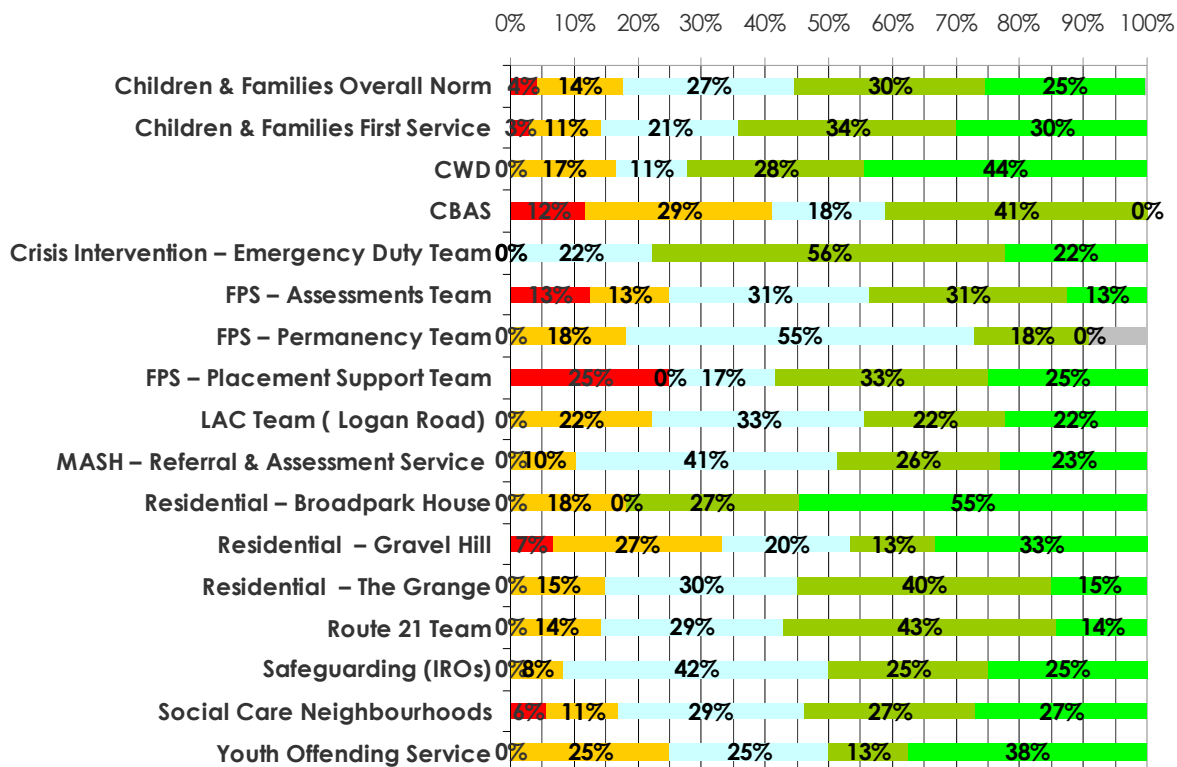
Yes No



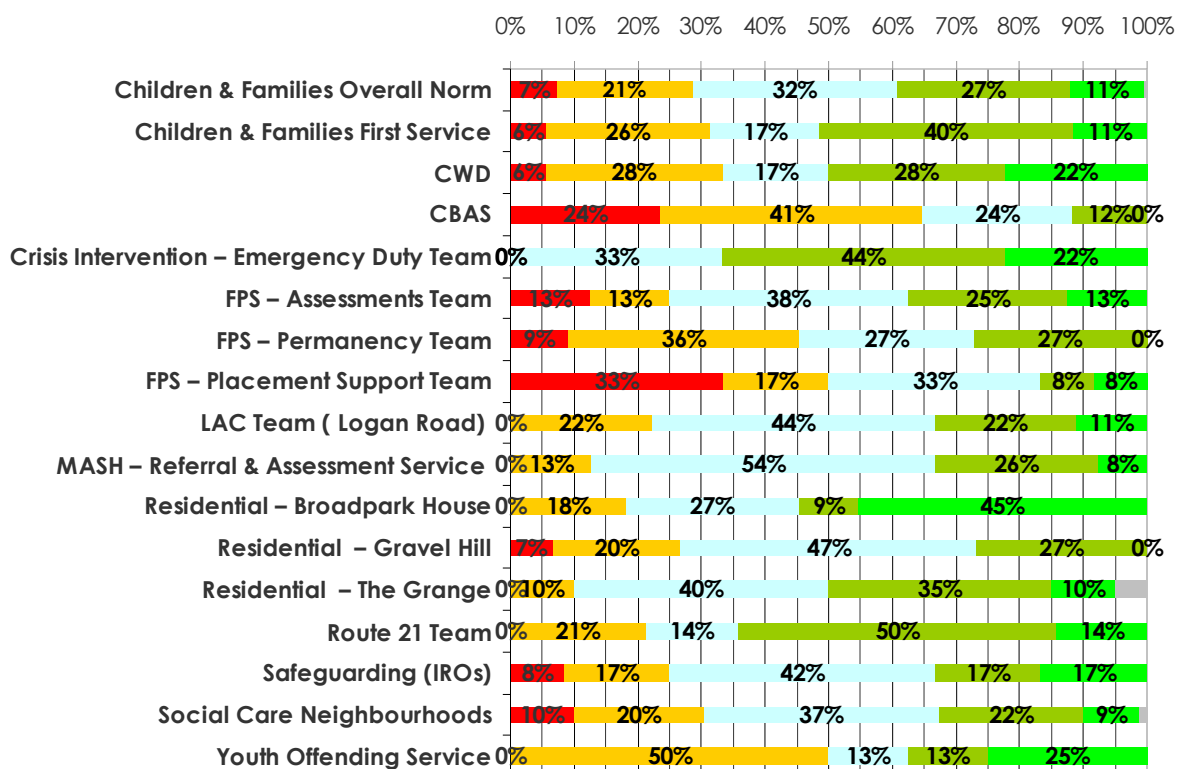
6. Is your supervision session ever cancelled or postponed ...



a. ... by you?

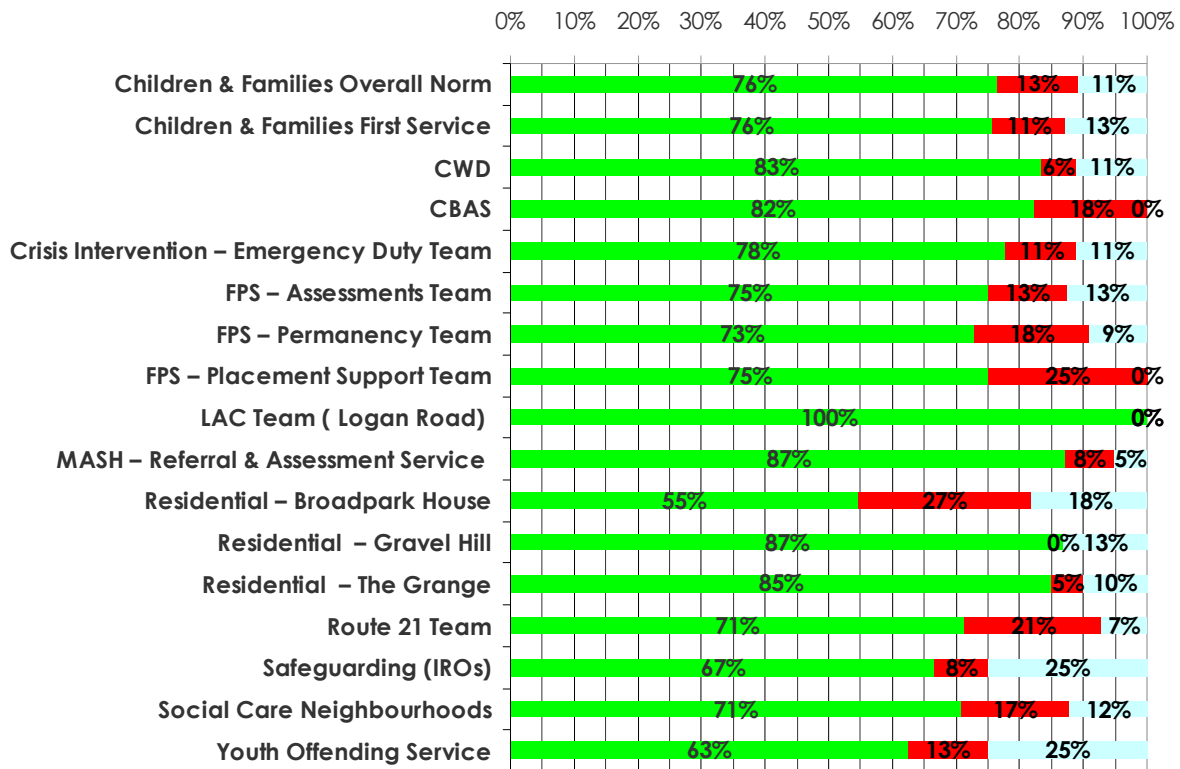


b. ... by your supervisor?

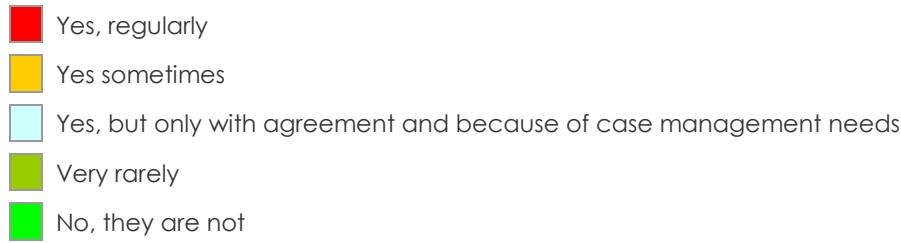


6. c. If yes to either, is the time made up before your next planned supervision session?

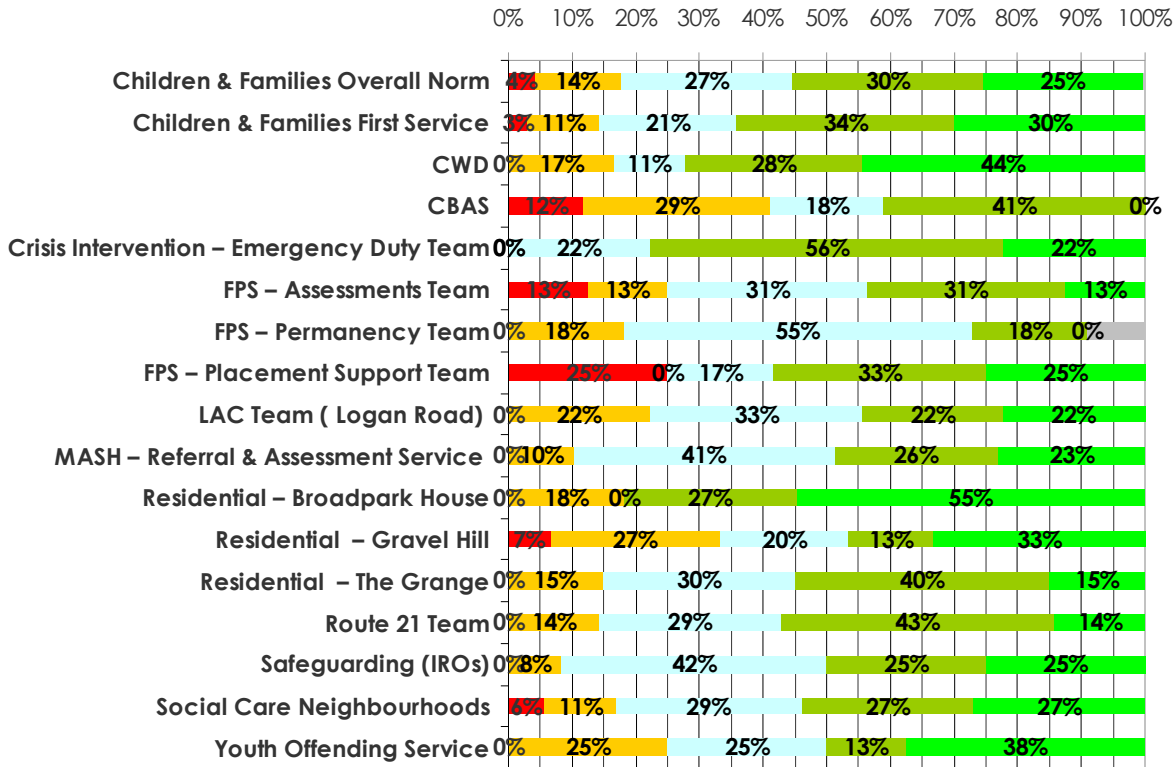
Yes No



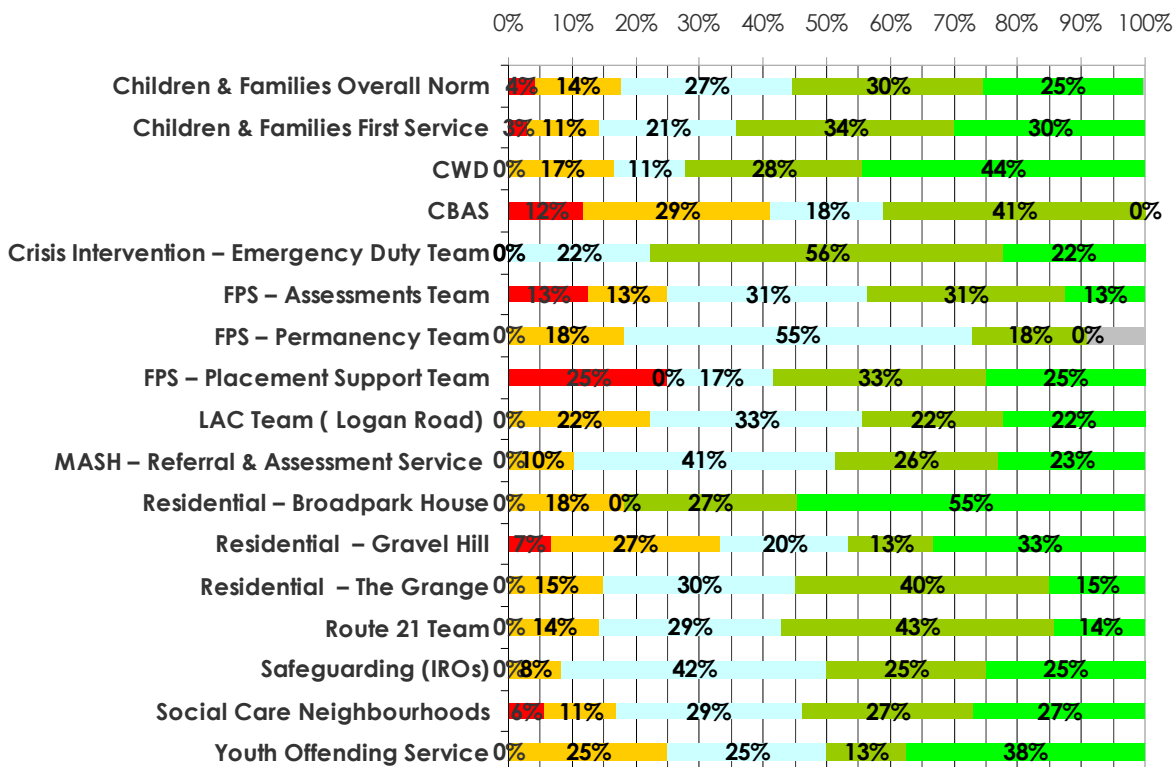
7. Is your supervision session ever interrupted or cut short ...



a. ... by you?

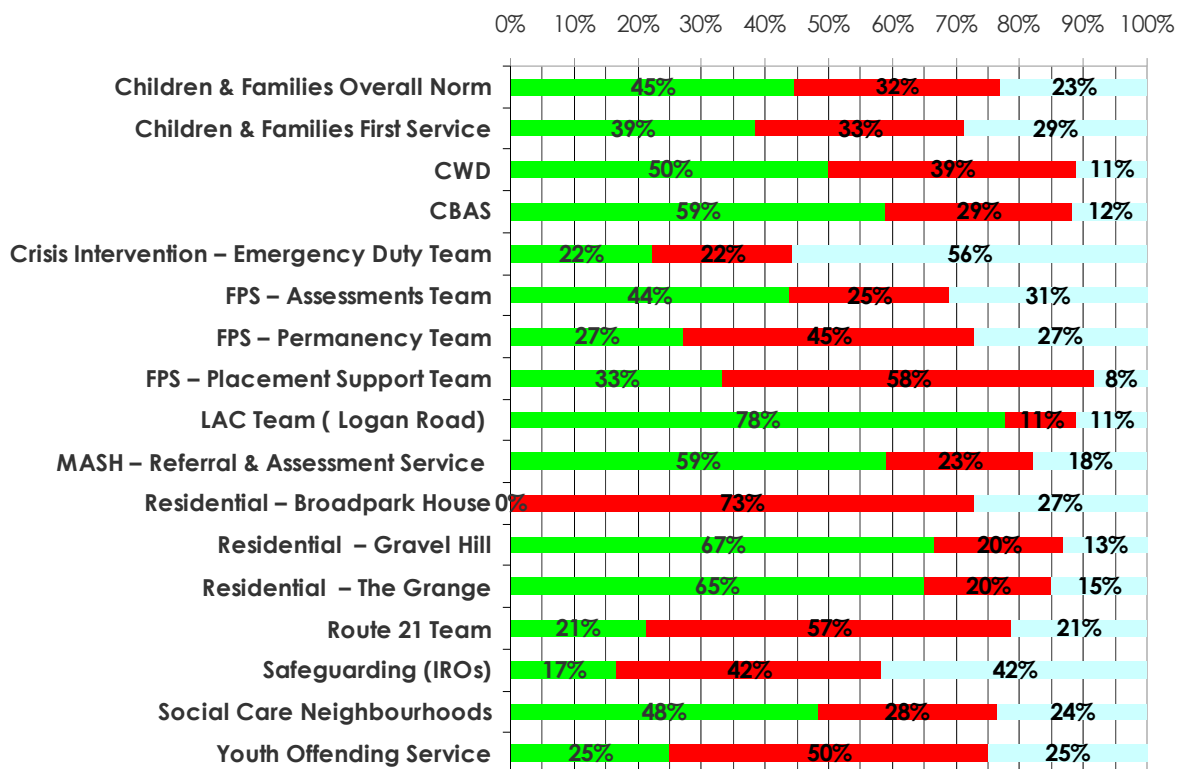


b. ... by your supervisor?

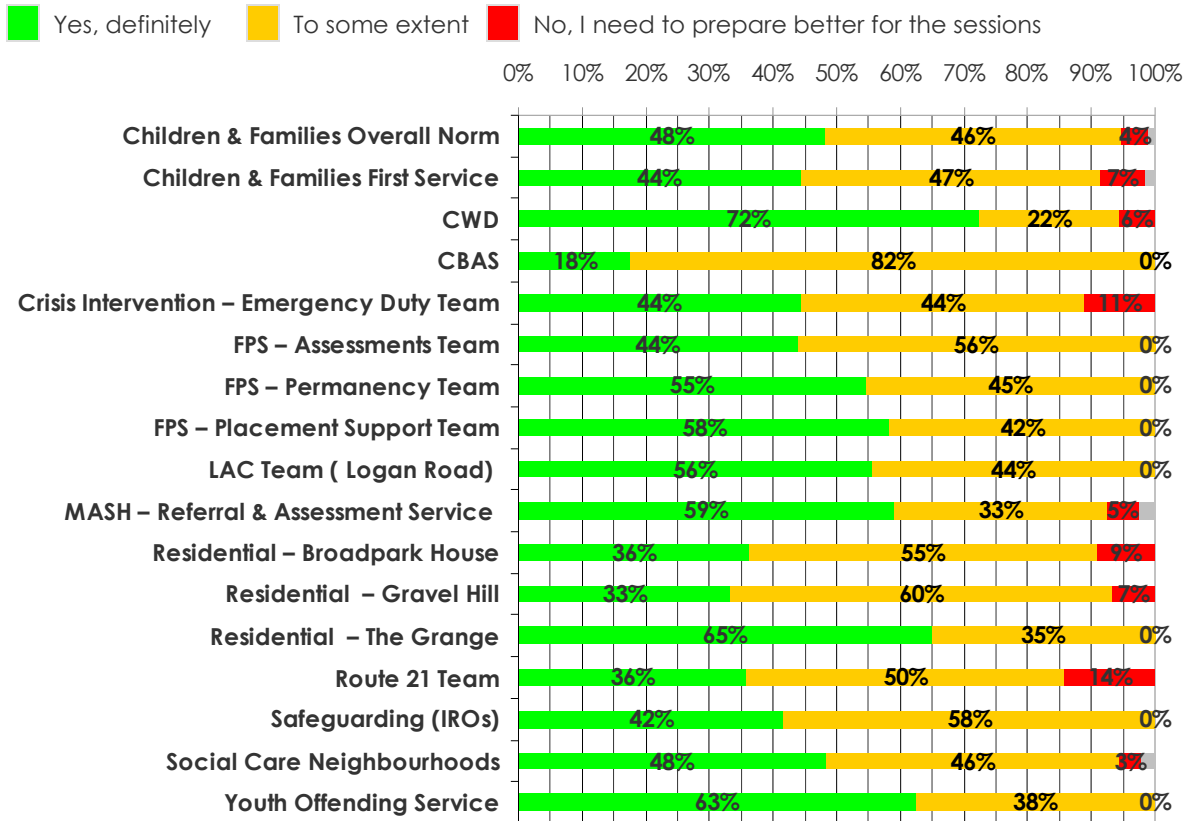


7. c. If yes to either, is the time made up before your next planned supervision session?

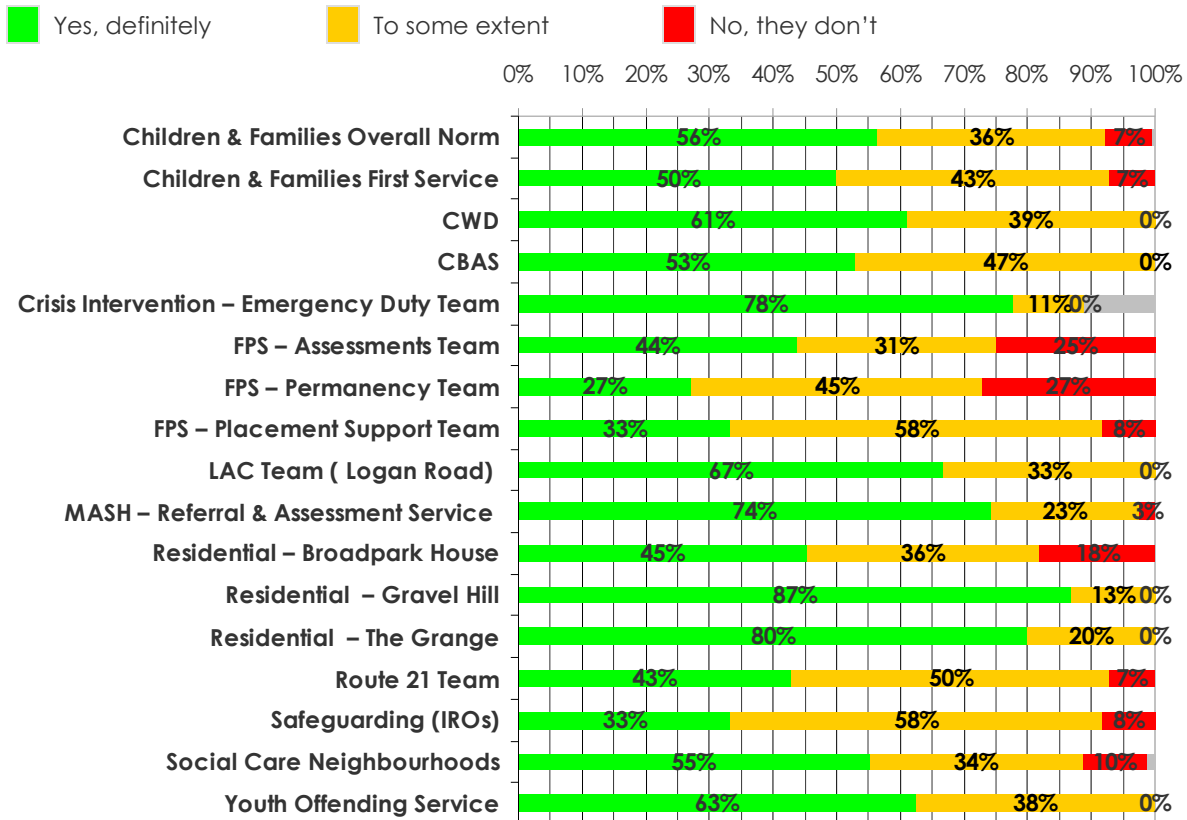
Yes No



8. Do you believe you are well prepared for each supervision session in terms of what you want to cover?

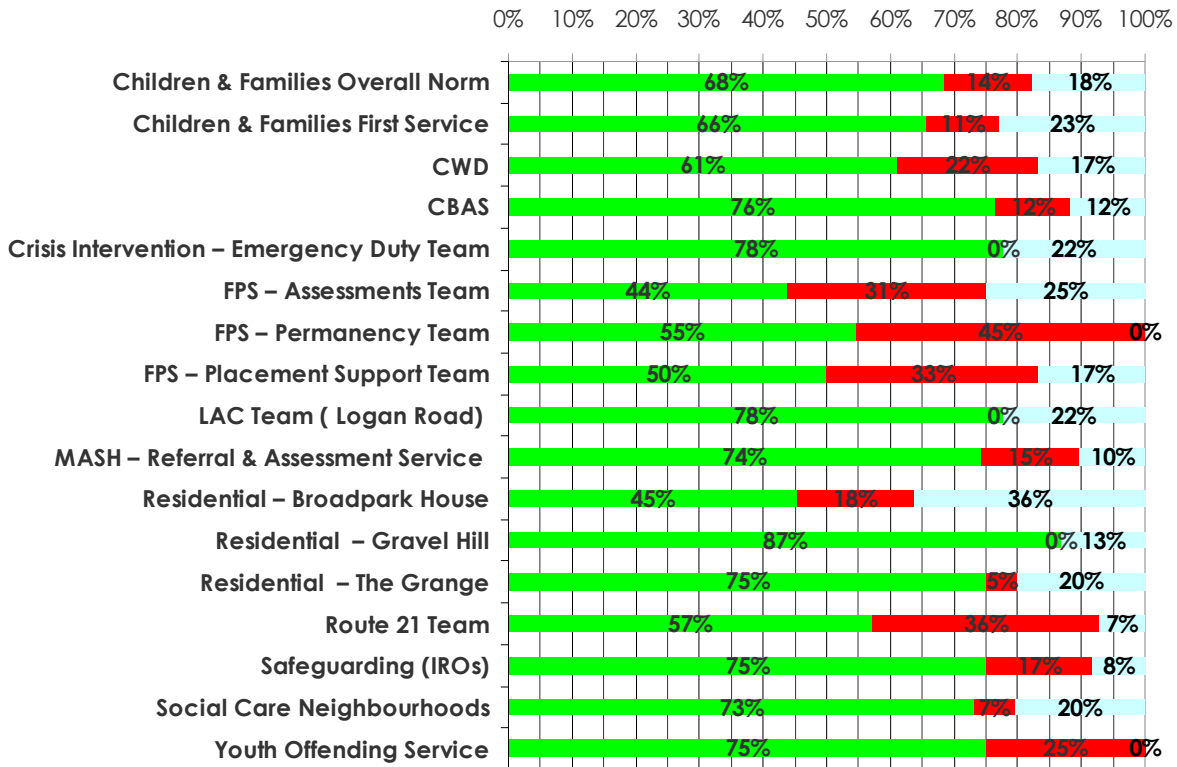


9. Does your supervisor come well prepared for each supervision session?



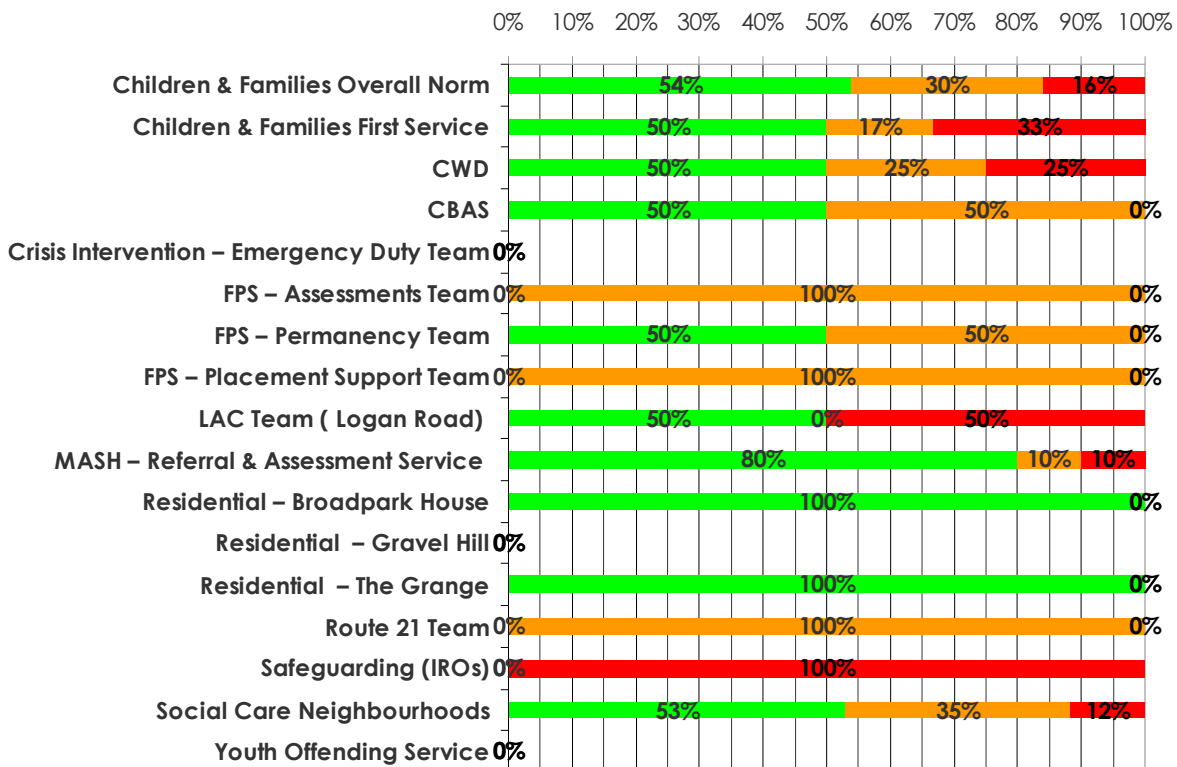
10. Are you always made aware of when new cases and / or work has been allocated to you?

Yes No Not applicable to my role



NQSW Question. Do you believe you have been given a case load which is appropriate to your newly qualified status and the stage you are now at in your assessed and supported year of employment?

Yes, definitely No, it's been too high at times No, my case load has been too high since I started



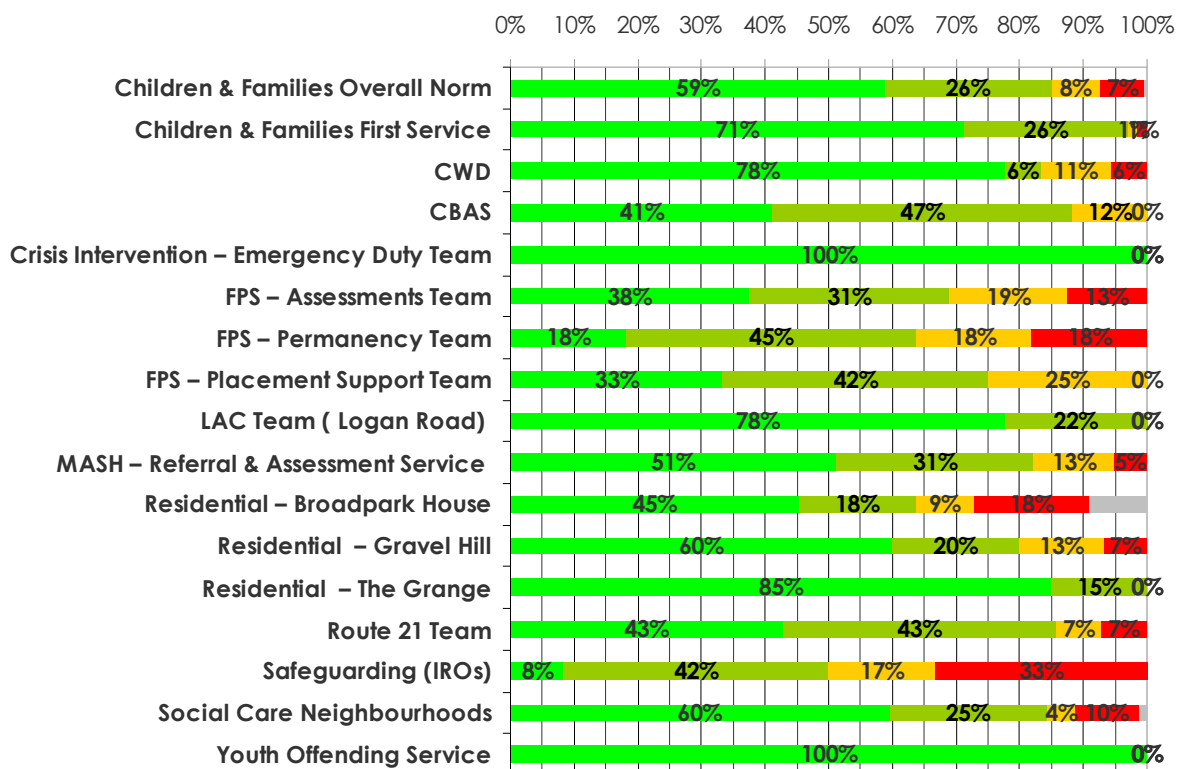
Task Assistance / Management

This question focuses on you benefiting from assistance/ support in managing your workload, cases, tasks etc.

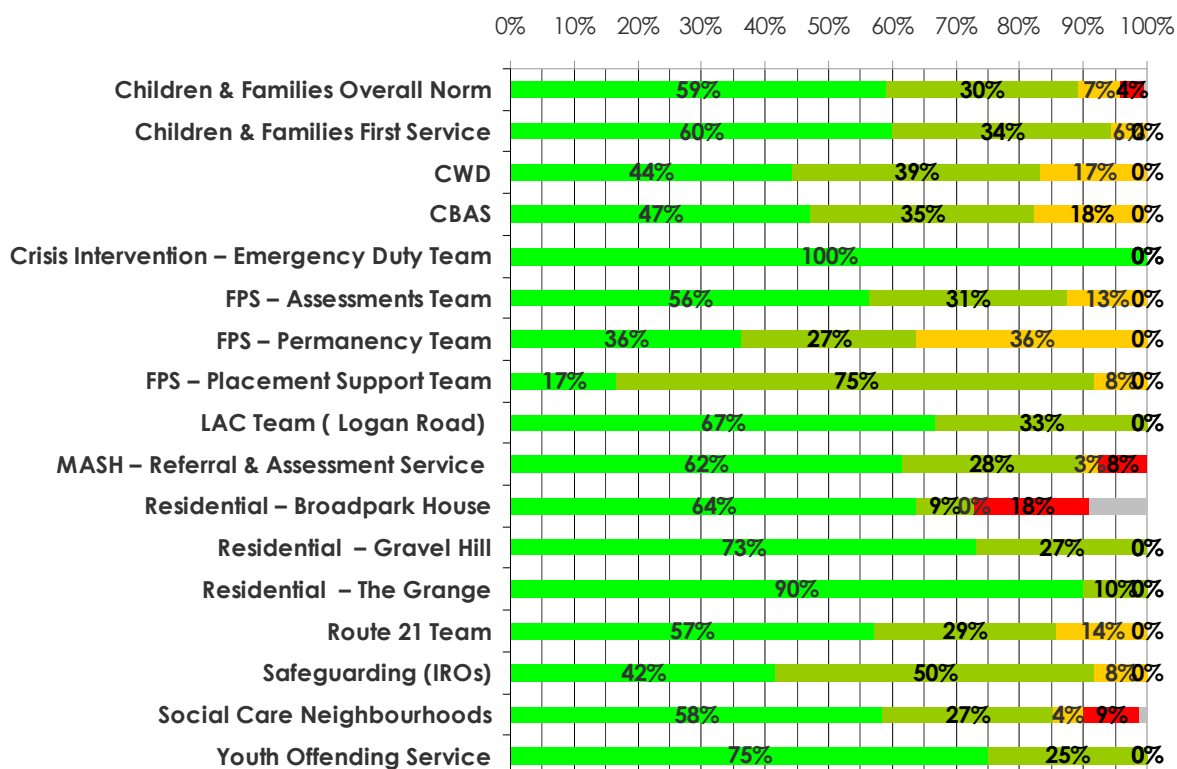
11. Do you and your supervisor ...



a. use a standard agenda?



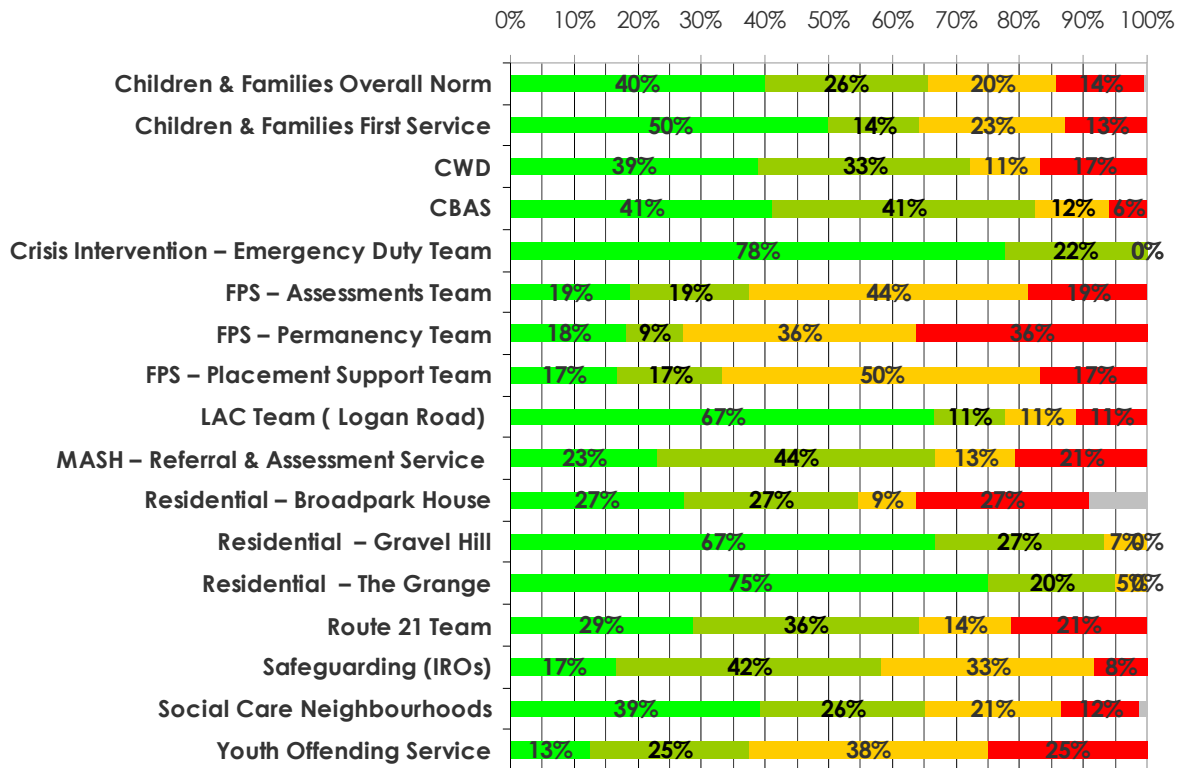
b. ensure your agenda items are discussed?



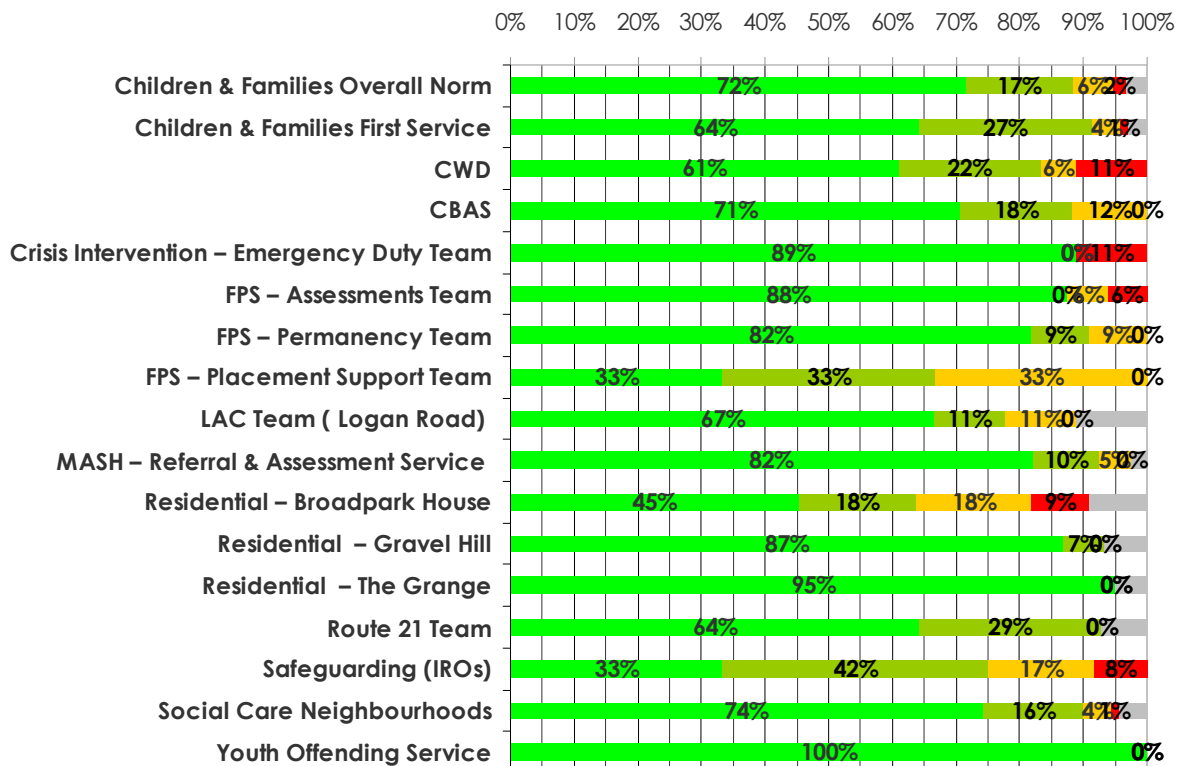
11. Do you and your supervisor ...



c. refer to the notes from your last session and discuss whether follow up work or actions have been completed within timescales?



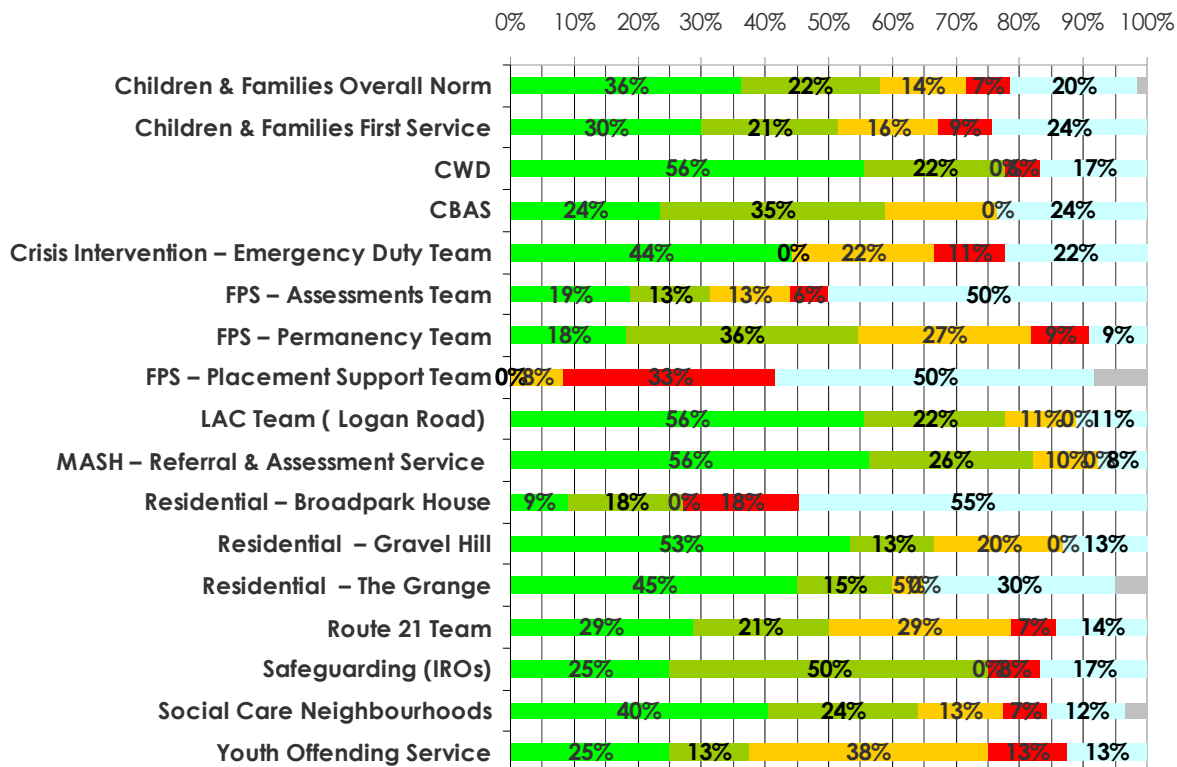
d. always discuss your active and new cases (if applicable) and / or current work?



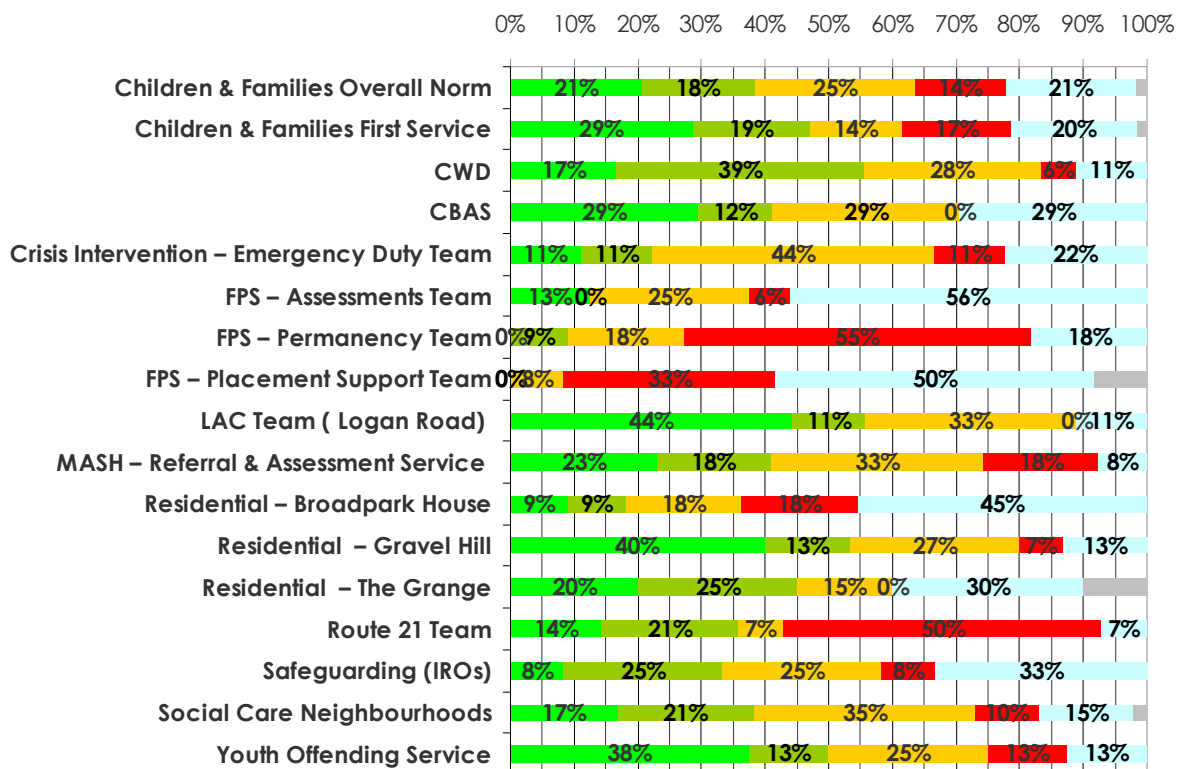
11. Do you and your supervisor ...

■ Yes, always
 ■ Most times
 ■ Sometimes
 ■ Hardly ever / never
 ■ Not applicable to my role

e. always include evidence of the child's current views and wishes in case discussions?



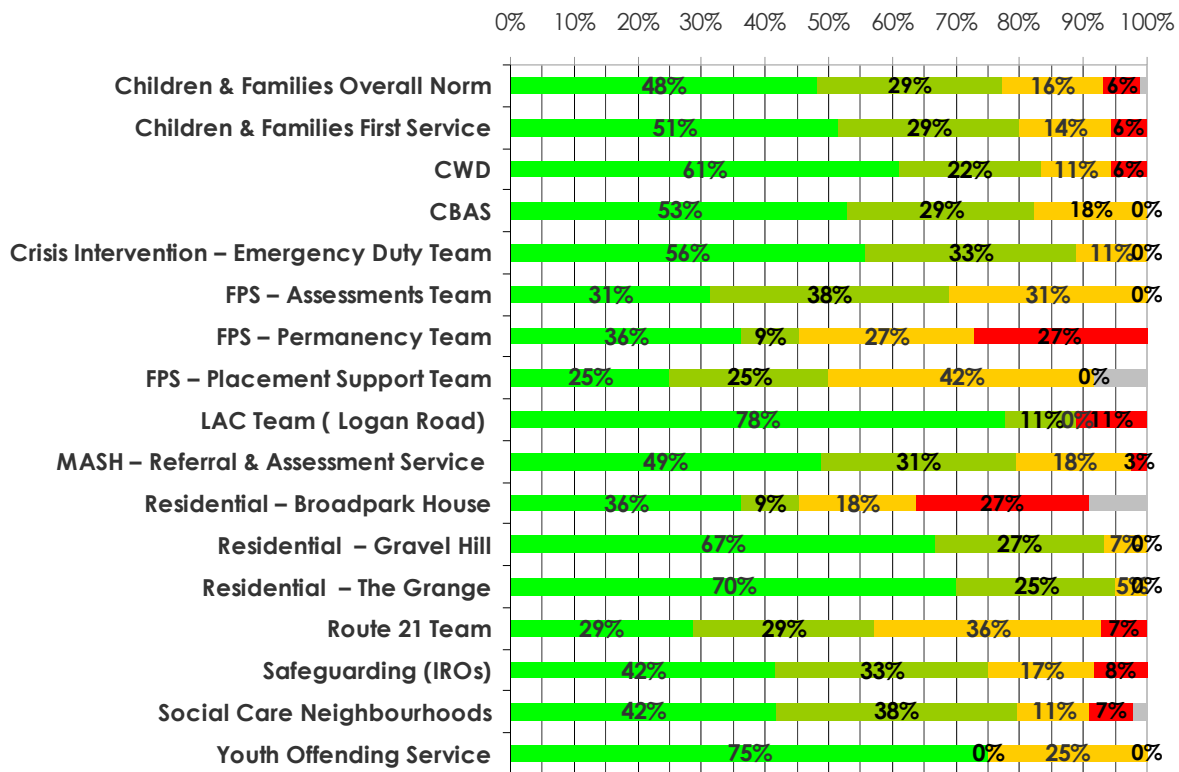
f. refer to case notes on children's files?



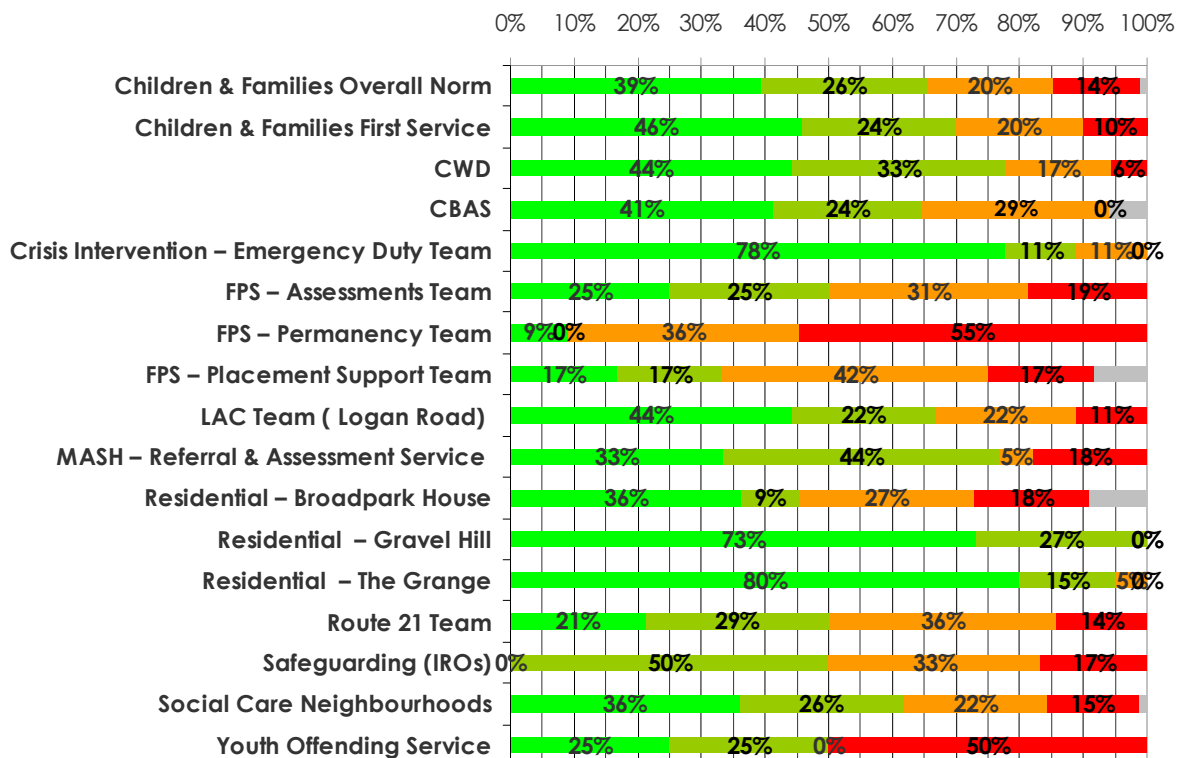
11. Do you and your supervisor ...

■ Yes, always
 ■ Most times
 ■ Sometimes
 ■ Hardly ever / never

g. discuss how you can work effectively and any help you need e.g. by clarifying your role, understanding the task in hand, problem-solving etc.?



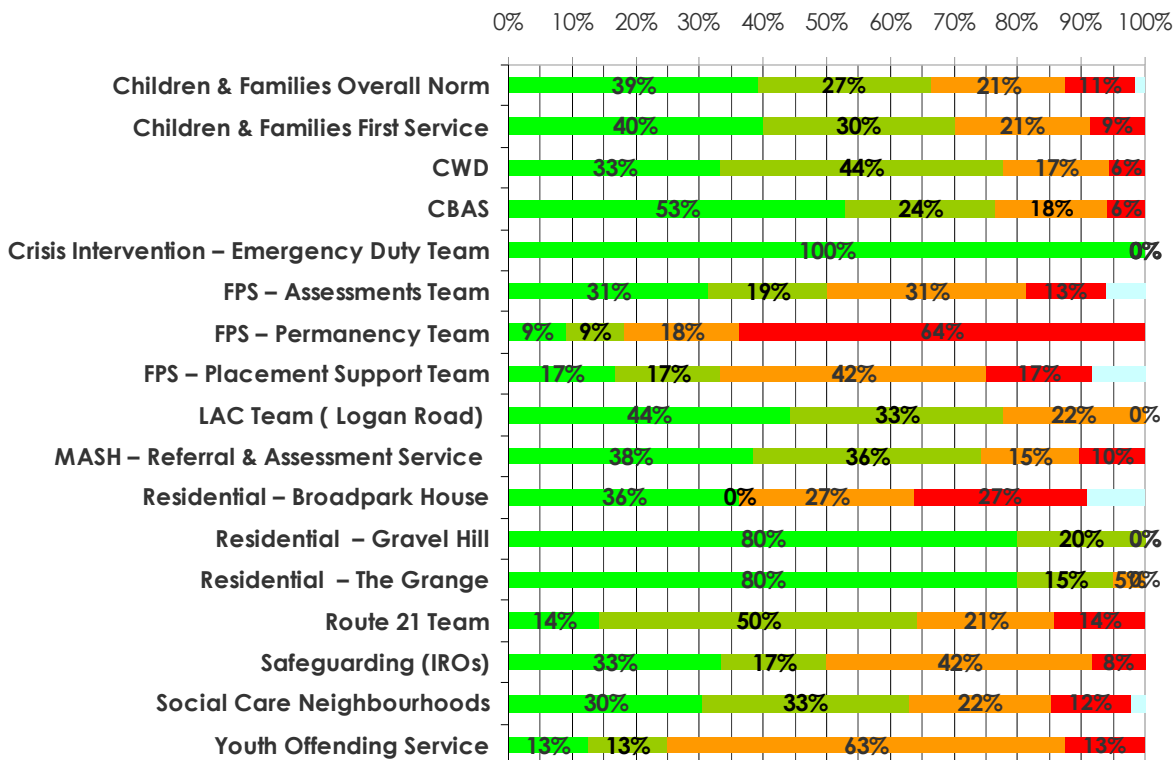
h. make time to discuss, identify and agree any learning and development priorities / opportunities?



11. Do you and your supervisor ...

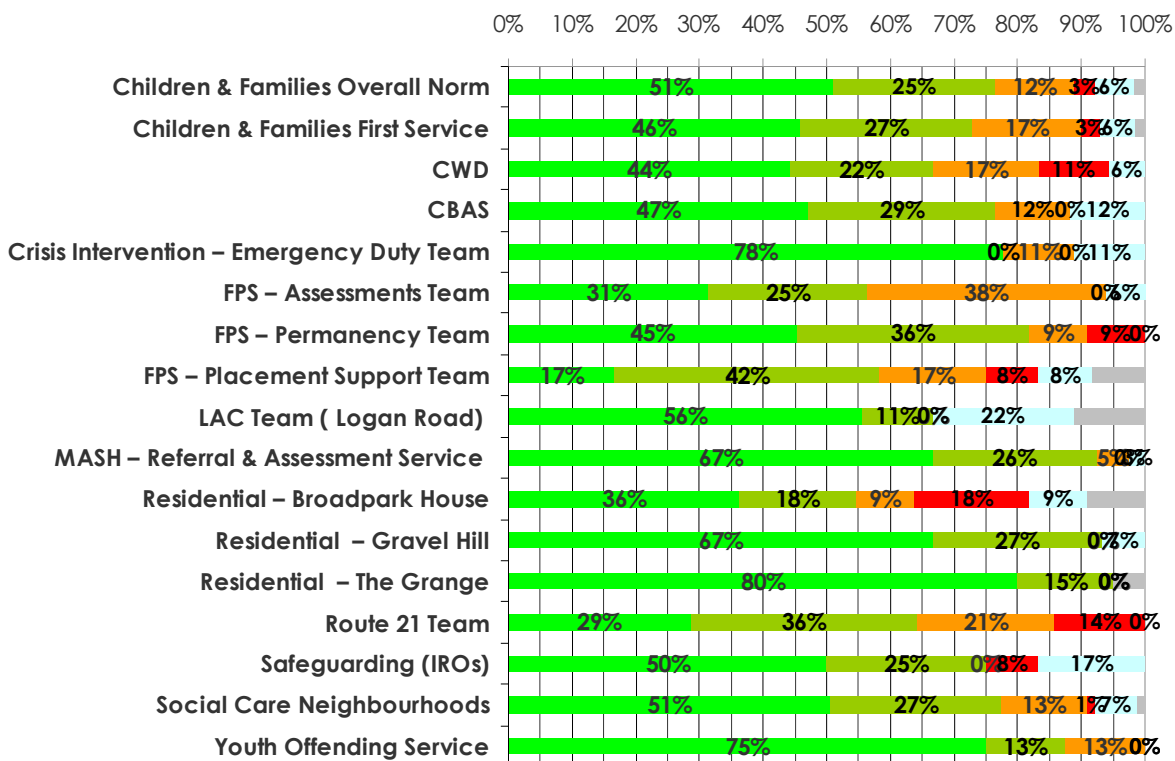
■ Yes, always
 ■ Most times
 ■ Sometimes
 ■ Hardly ever / never

i. use the opportunity to critically reflect on your current practice?



j. end by leaving you clear about case and other decisions taken in the session?

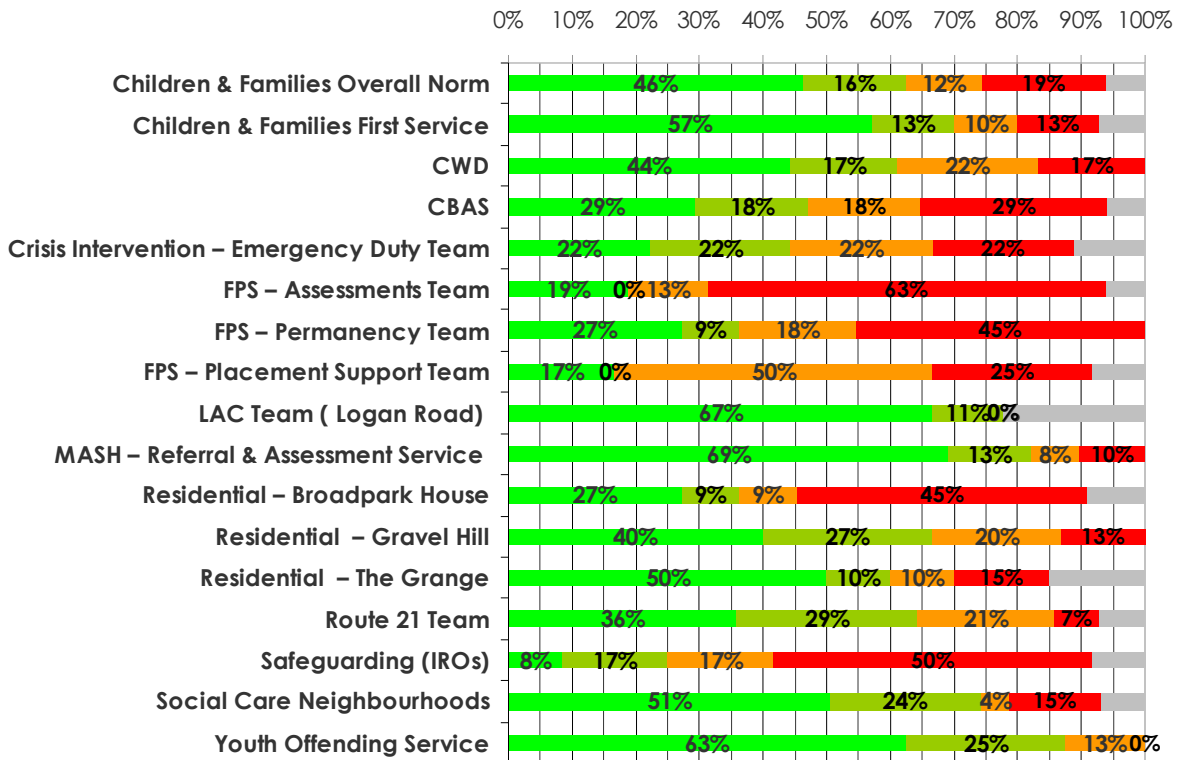
■ Yes, always
 ■ Most times
 ■ Sometimes
 ■ Hardly ever / never
 ■ Not applicable to my role



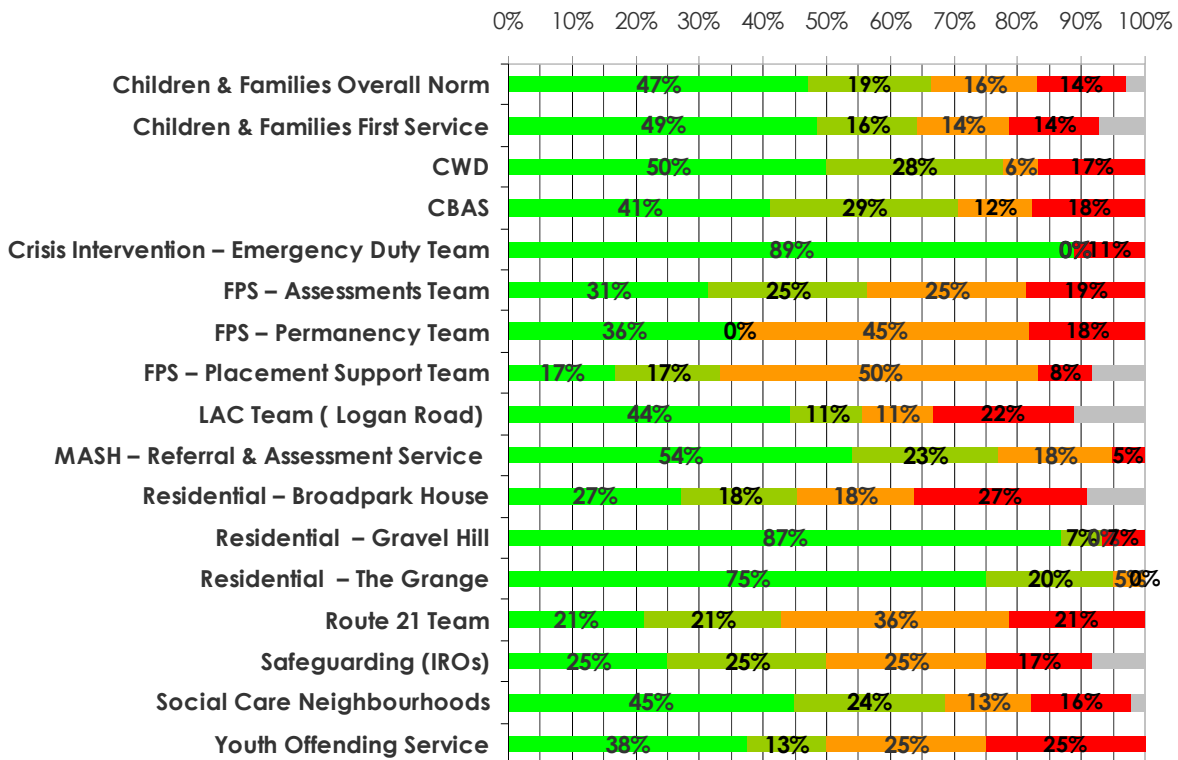
11. Do you and your supervisor ...

■ Yes, always
 ■ Most times
 ■ Sometimes
 ■ Hardly ever / never

k. record discussions and decisions on the child's file?



l. ensure any areas of disagreement are openly explored and recorded on the supervision record?

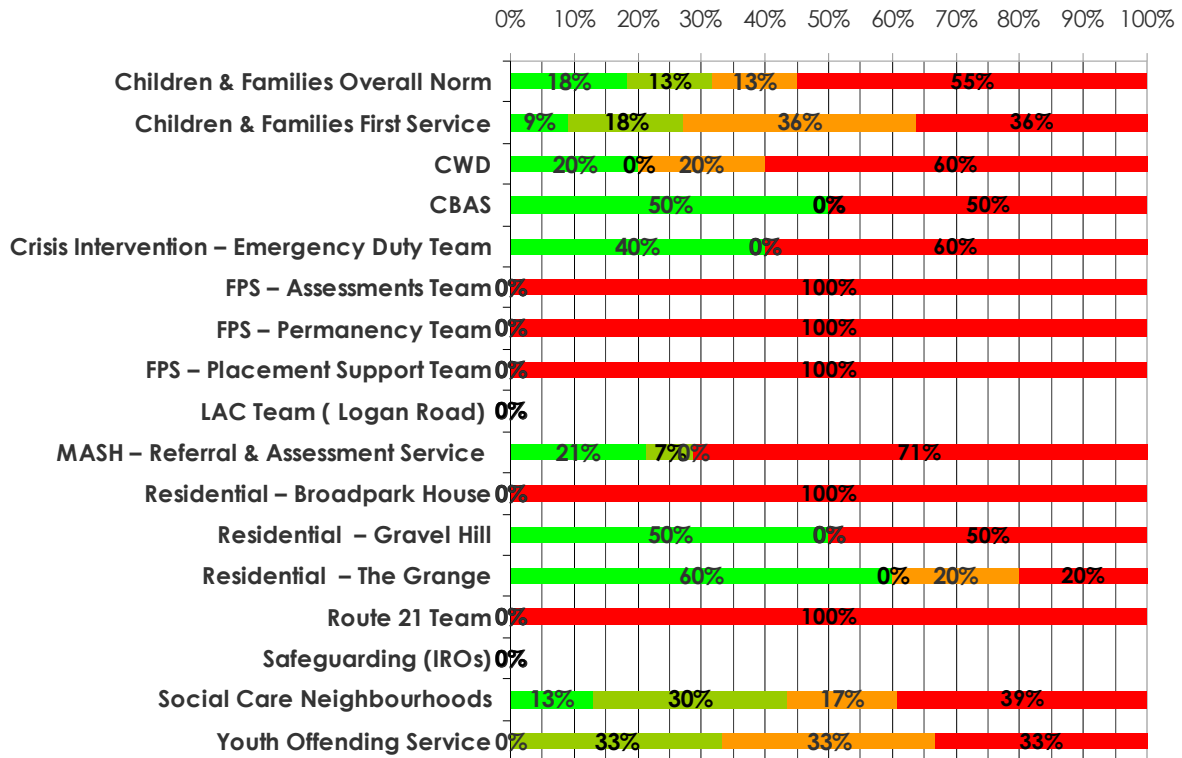


11. Do you and your supervisor ...

■ Yes, always
 ■ Most times
 ■ Sometimes
 ■ Hardly ever / never

m. involve a 3rd party if there have been any occasions when you and your supervisor have disagreed about the management of a case?

NB: A total of 82 people answered this sub-question – the rest of respondents selected the option 'Not applicable as no areas of disagreement yet/'



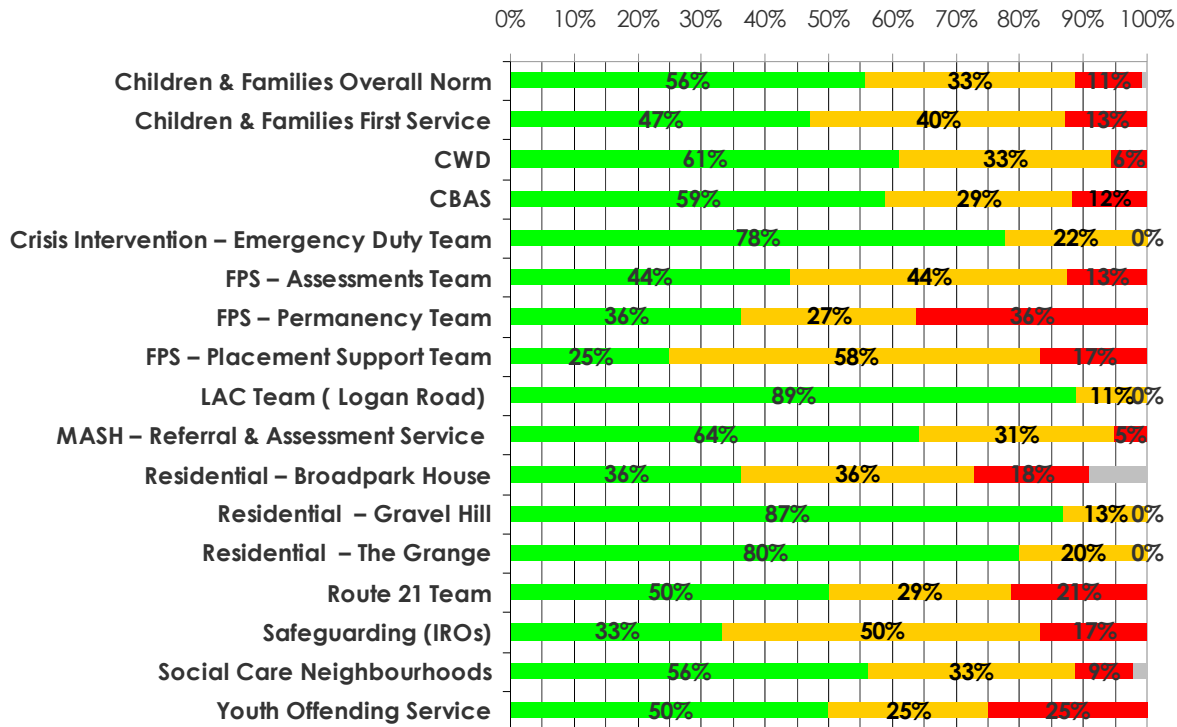
Professional development

This question focuses on how your professional development is supported as an important part of your supervision outcomes ...

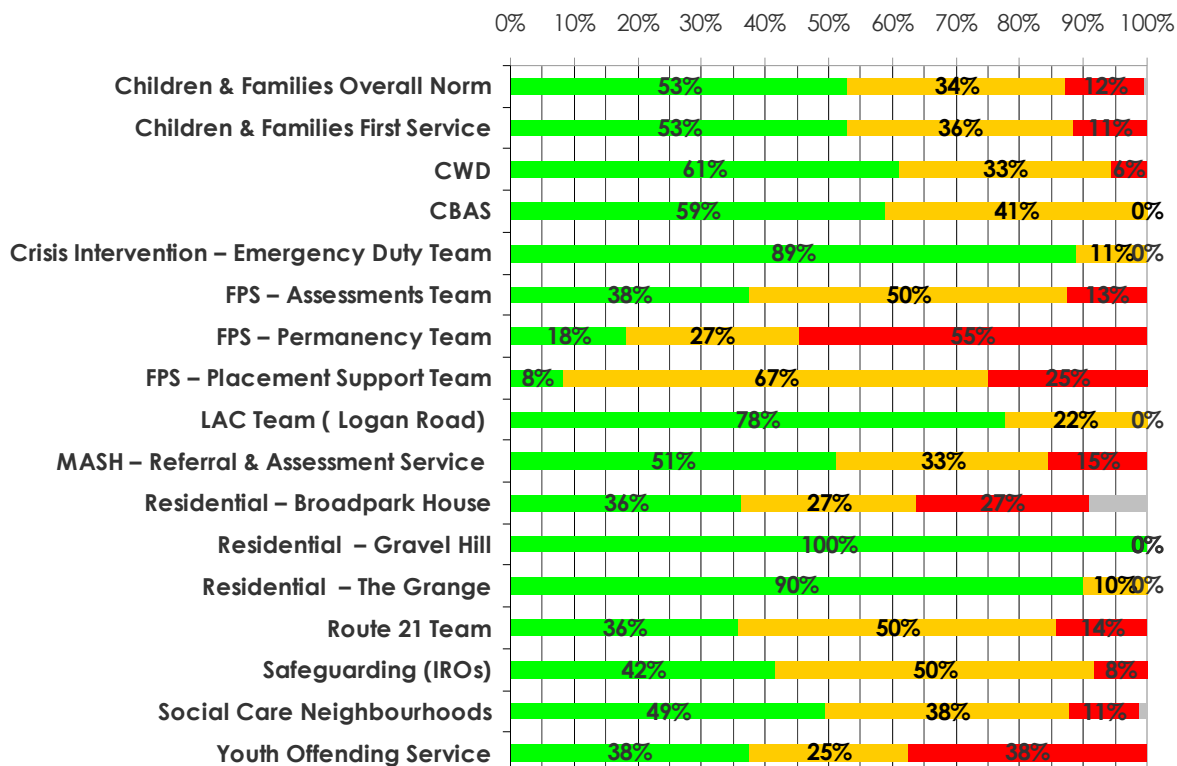
12. Do you believe that your supervision ...

■ Yes, I do
 ■ To some extent
 ■ No, I don't

a. is grounded in a secure knowledge of your strengths and weaknesses by you and your supervisor?



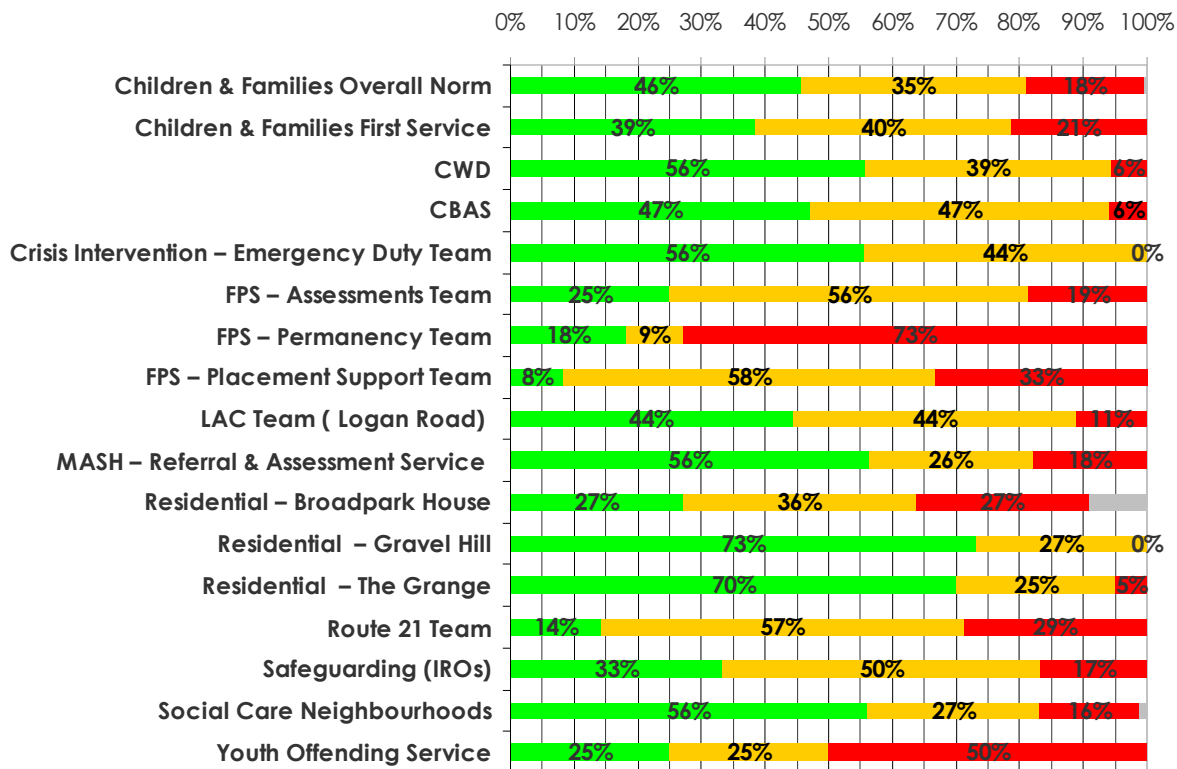
b. gives you the opportunity to critically reflect on your current practice?



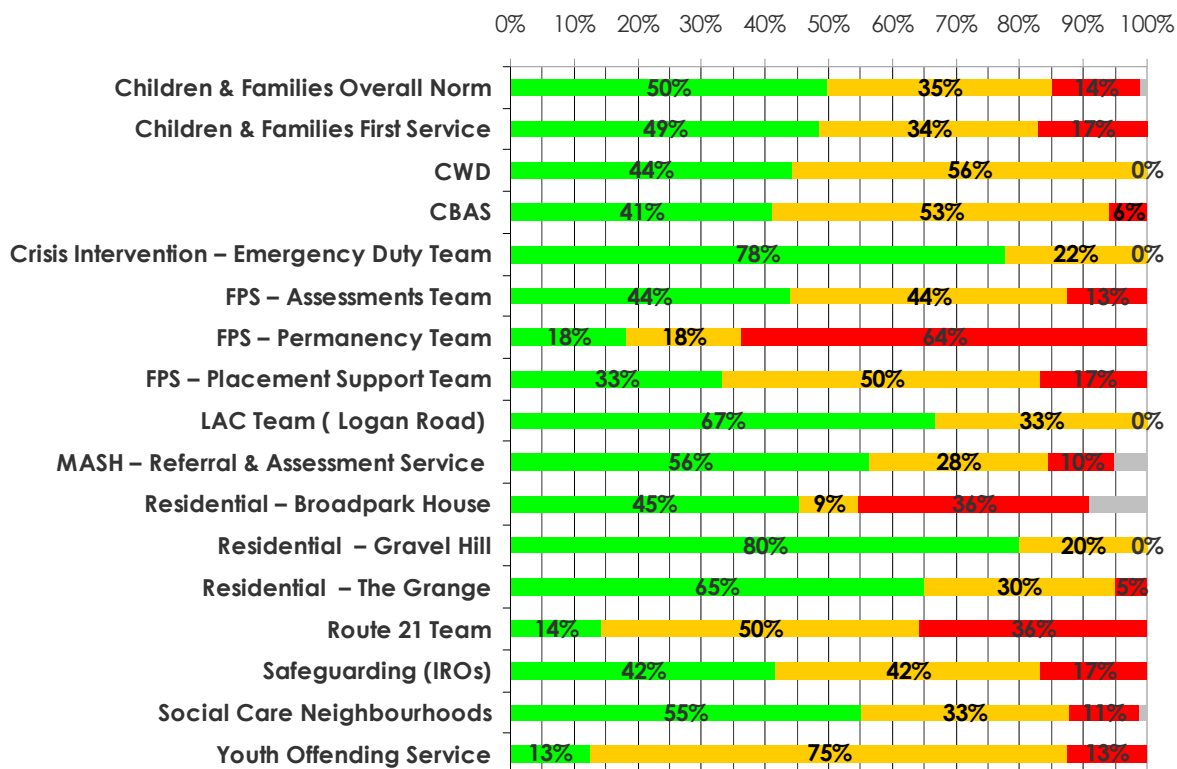
12. Do you believe that your supervision ...

■ Yes, I do
 ■ To some extent
 ■ No, I don't

c. directly helps develop your professional practice? e.g. through coaching, setting up joint visits etc.



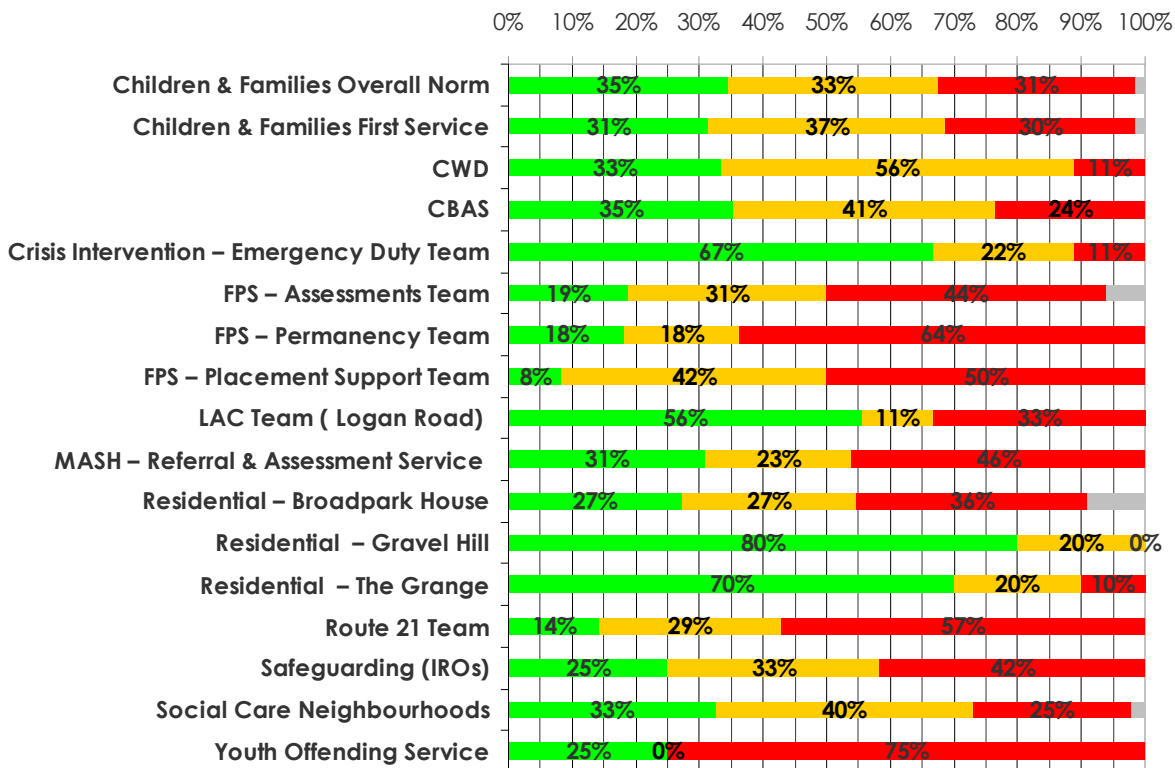
d. supports you in improving your performance and achieving your agreed performance objectives?



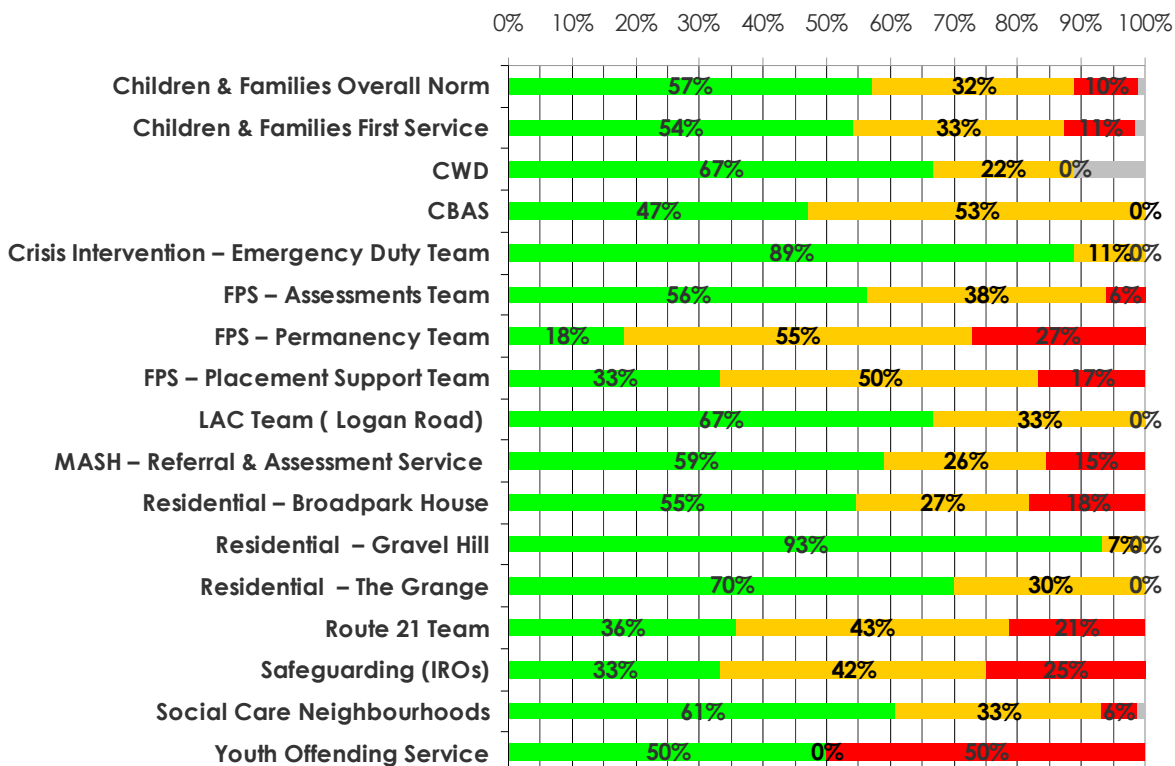
12. Do you believe that your supervision ...

■ Yes, I do
 ■ To some extent
 ■ No, I don't

e. Where relevant makes links between supervision and your annual appraisal / Personal Development Plan?



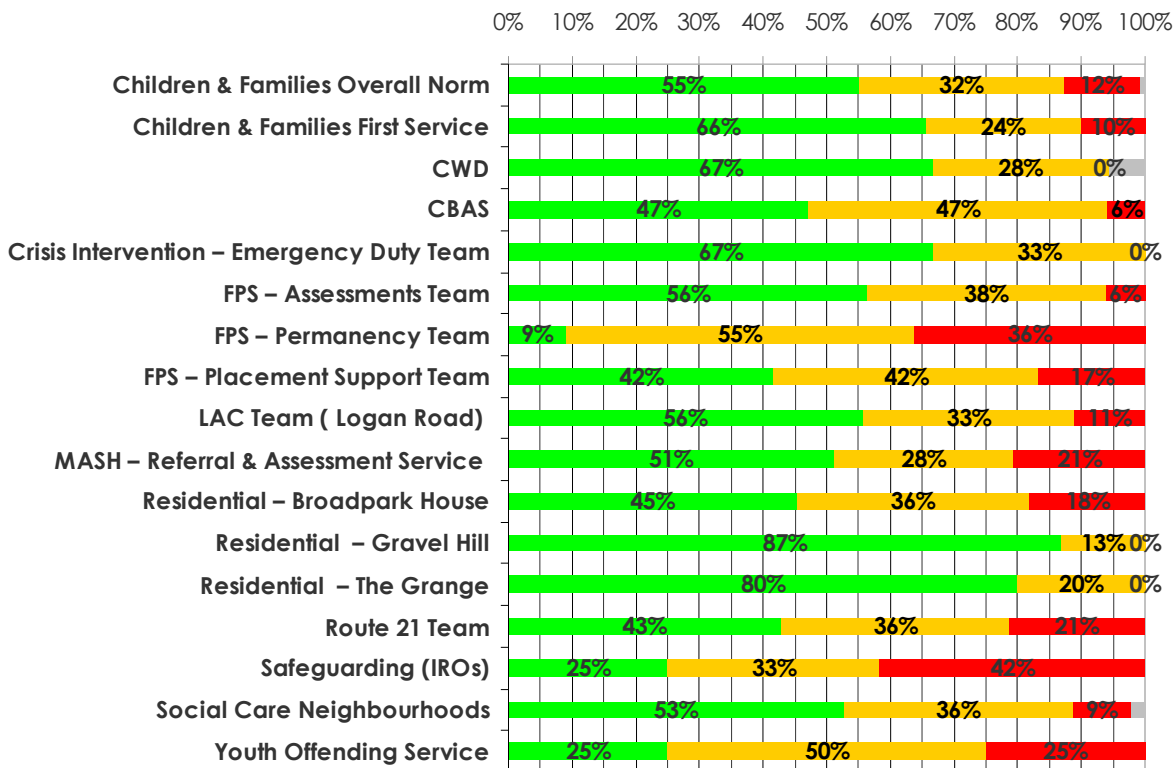
f. includes encouragement from your supervisor to take up any learning and development that has been identified and agreed?



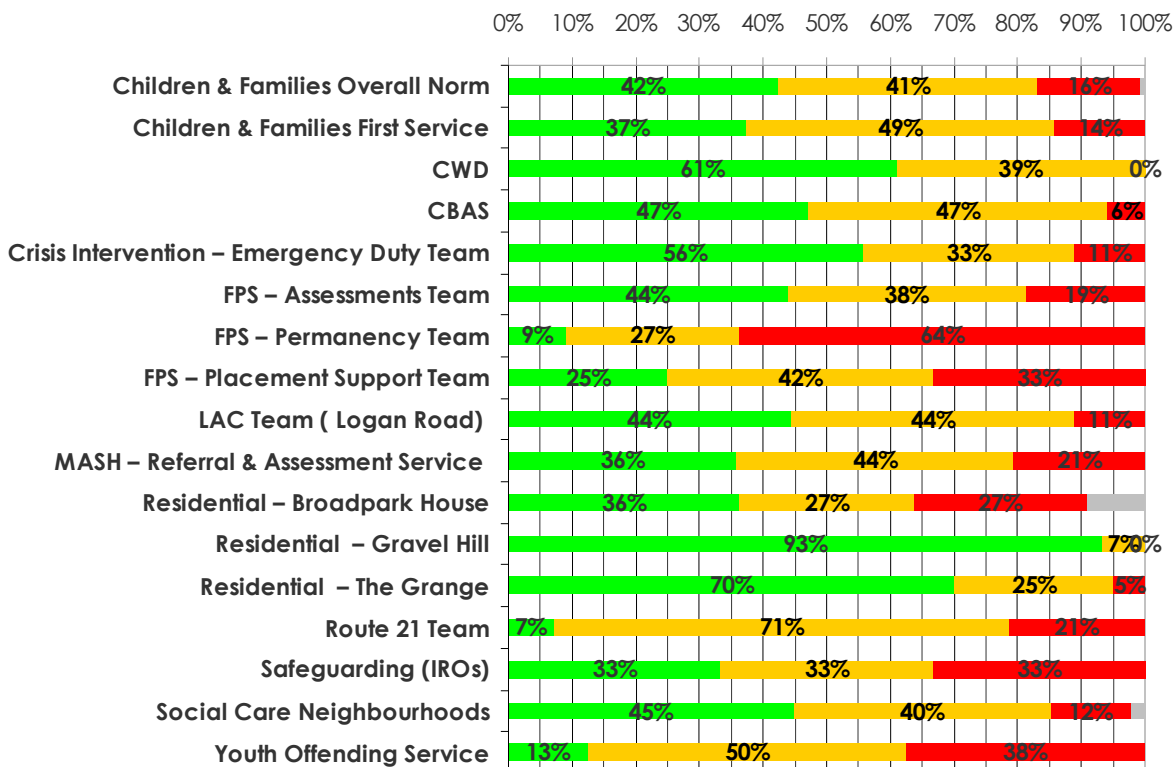
12. Do you believe that your supervision ...

■ Yes, I do
 ■ To some extent
 ■ No, I don't

g. includes discussing any learning, training and development you have attended / undertaken?



h. supports you on how you will integrate any learning and development into your practice?



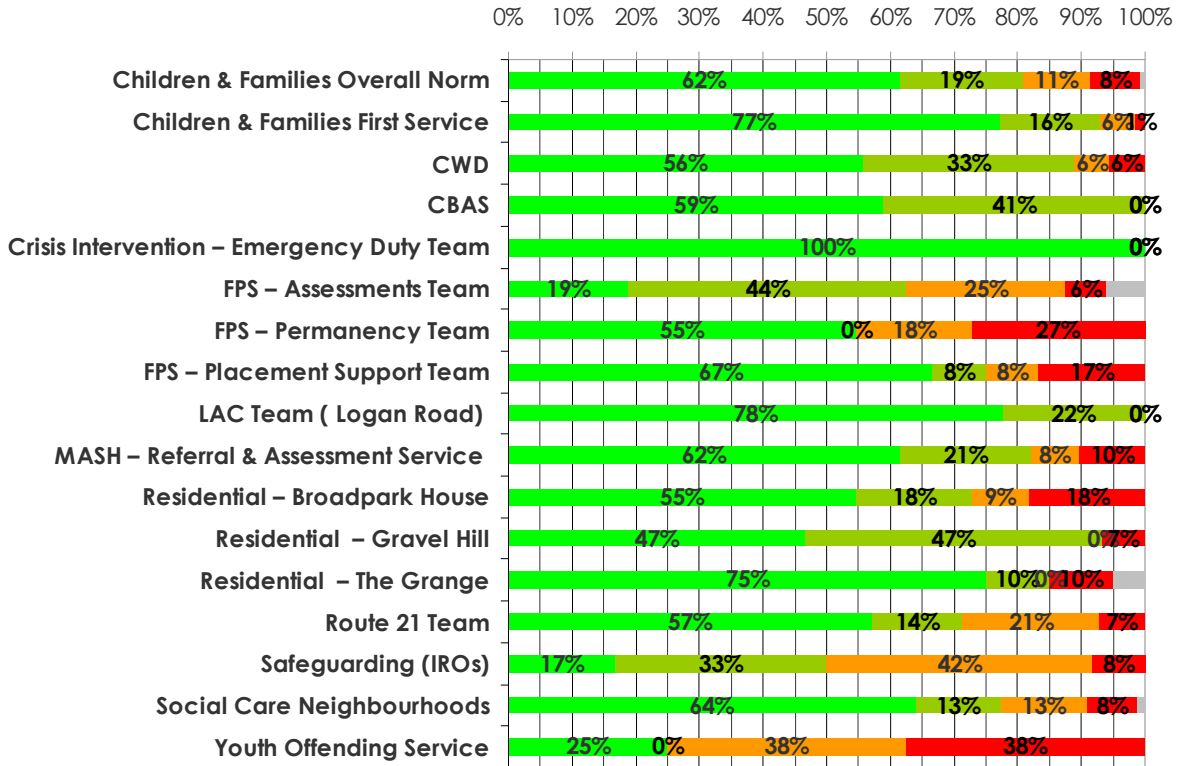
Staff well-being ...

This question explores how much you feel personally supported to have a sense of well-being related to your work - this can be to do with your health, safety and welfare.

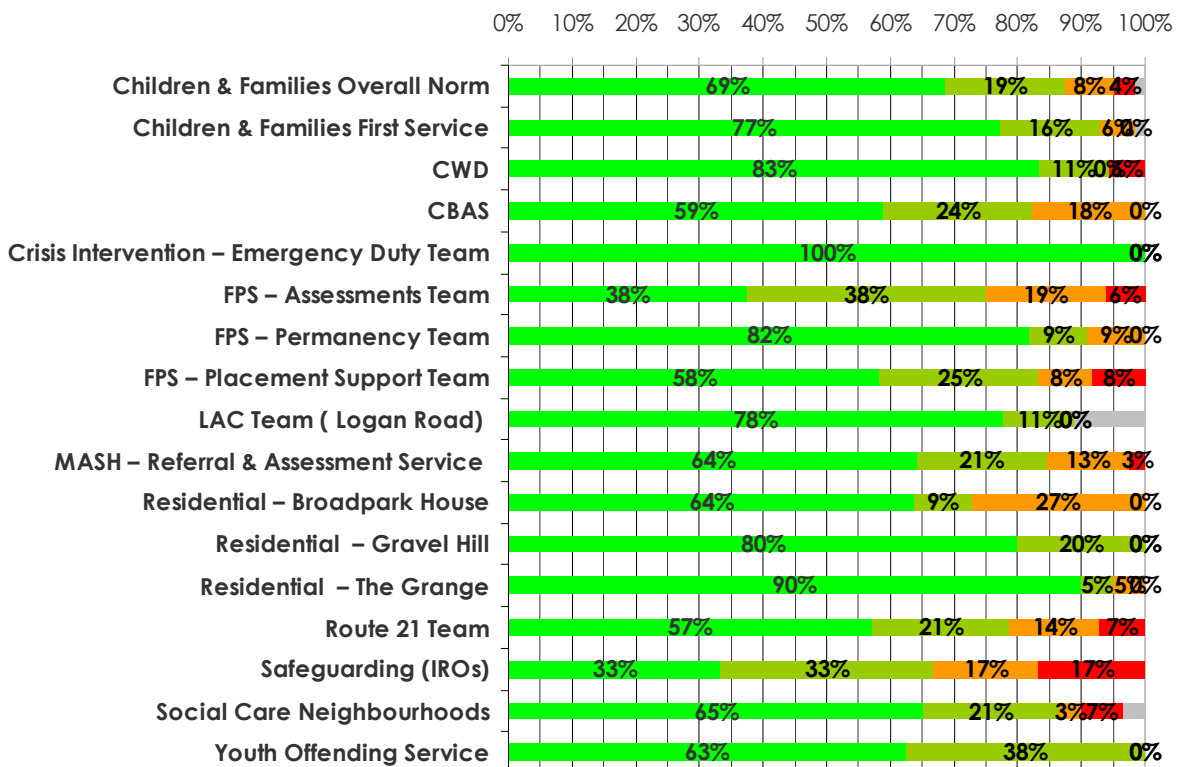
13. During your supervision sessions ...



a. Is the topic of staff wellbeing an early item on the agenda?



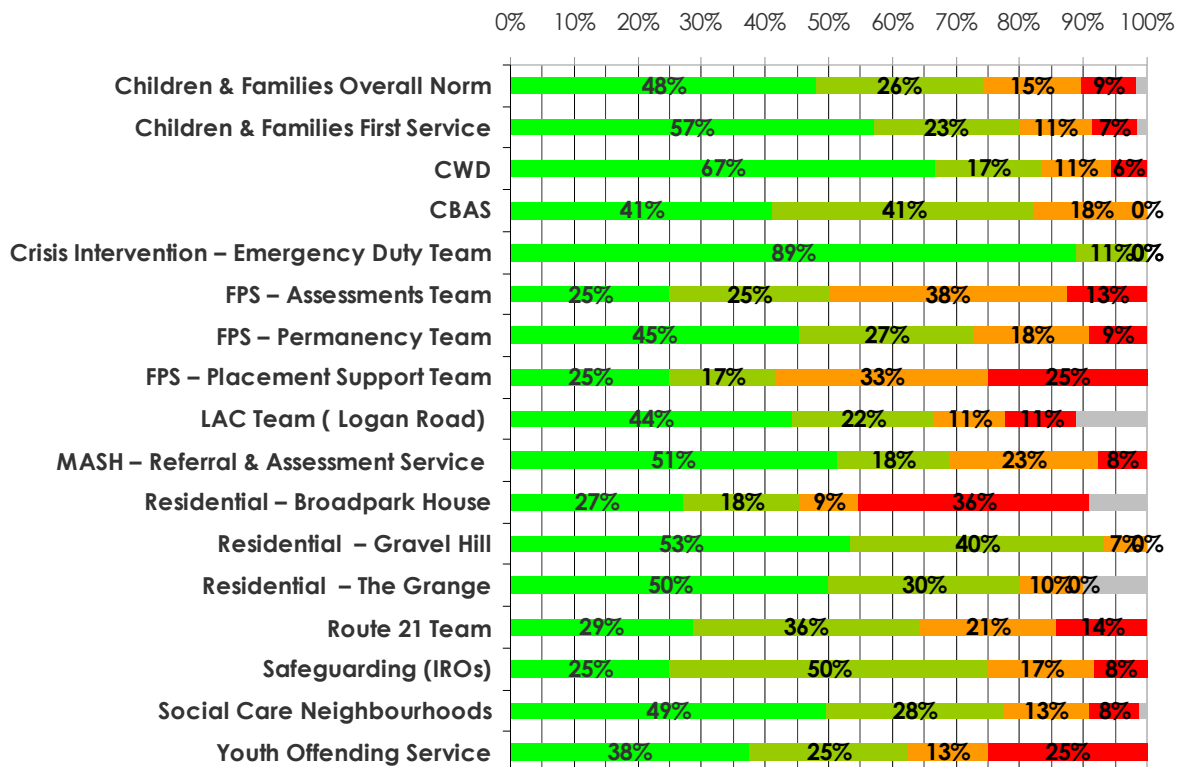
b. Are you able to raise issues to do with your safety at work or health or welfare?



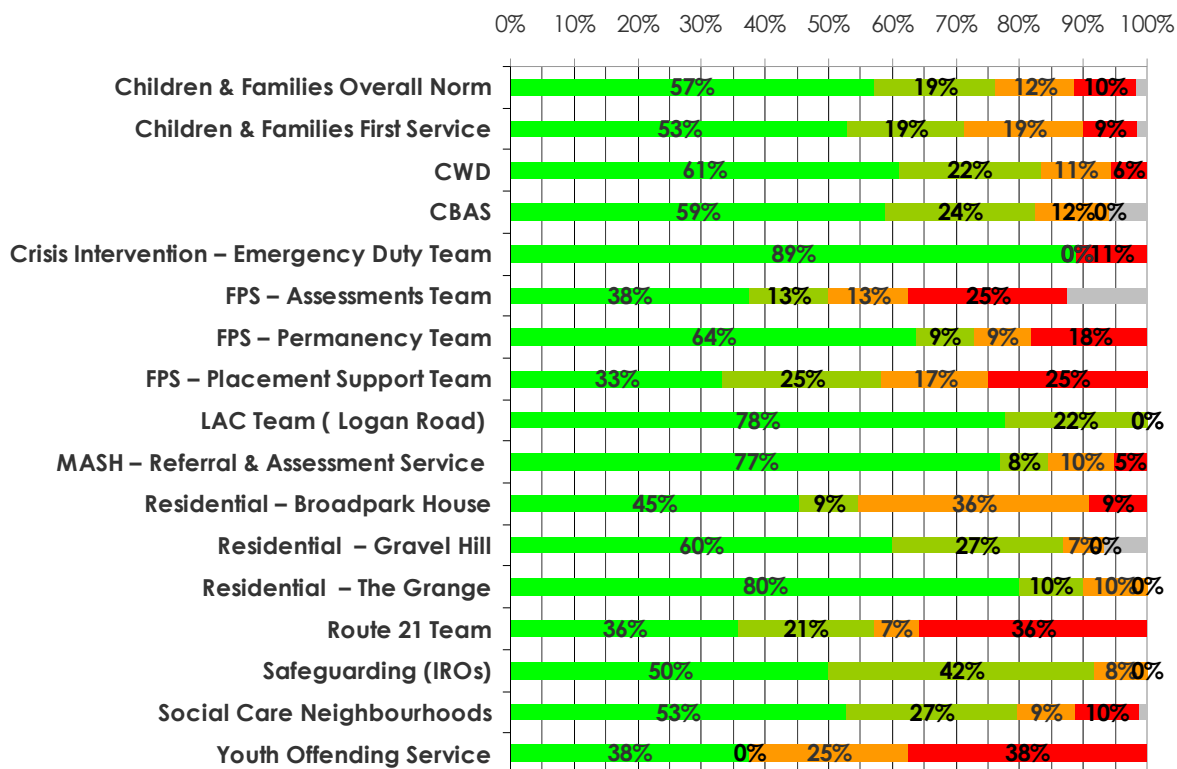
13. During your supervision sessions ...



c. Do you discuss time and workload management?



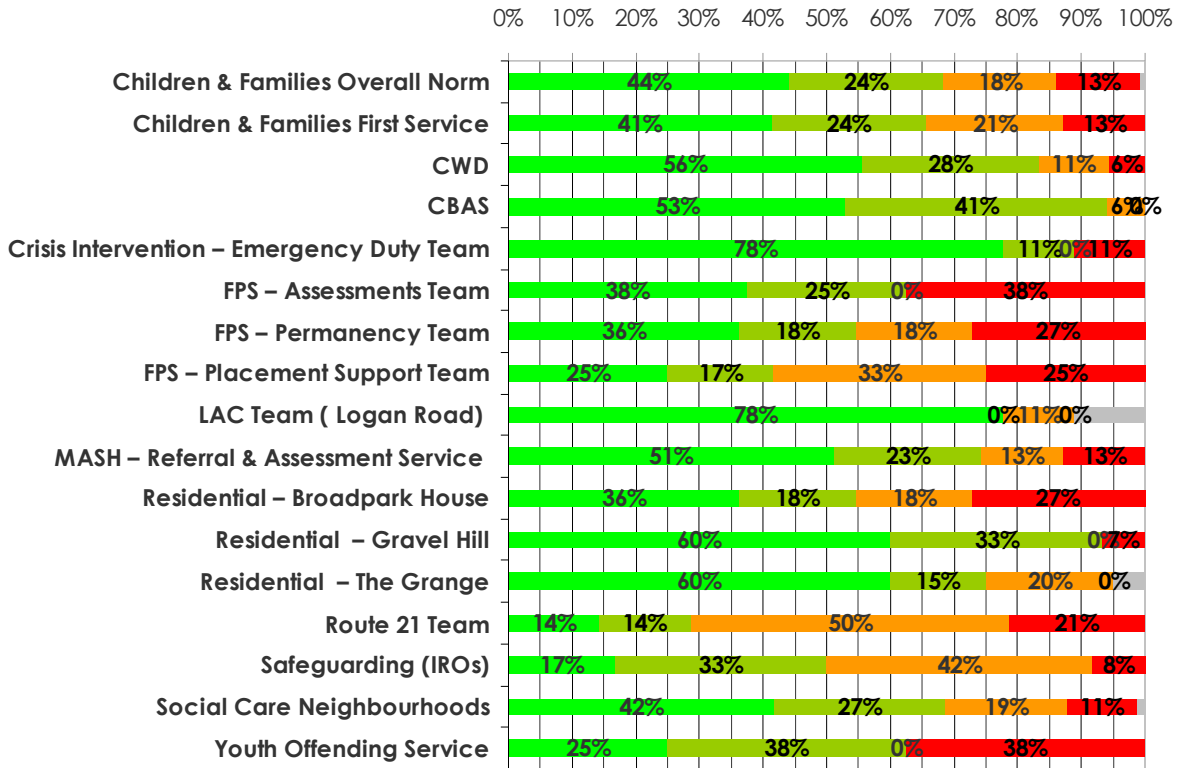
d. Do you feel you have a relationship of trust and openness, giving you the confidence to seek the emotional support you need to do your job?



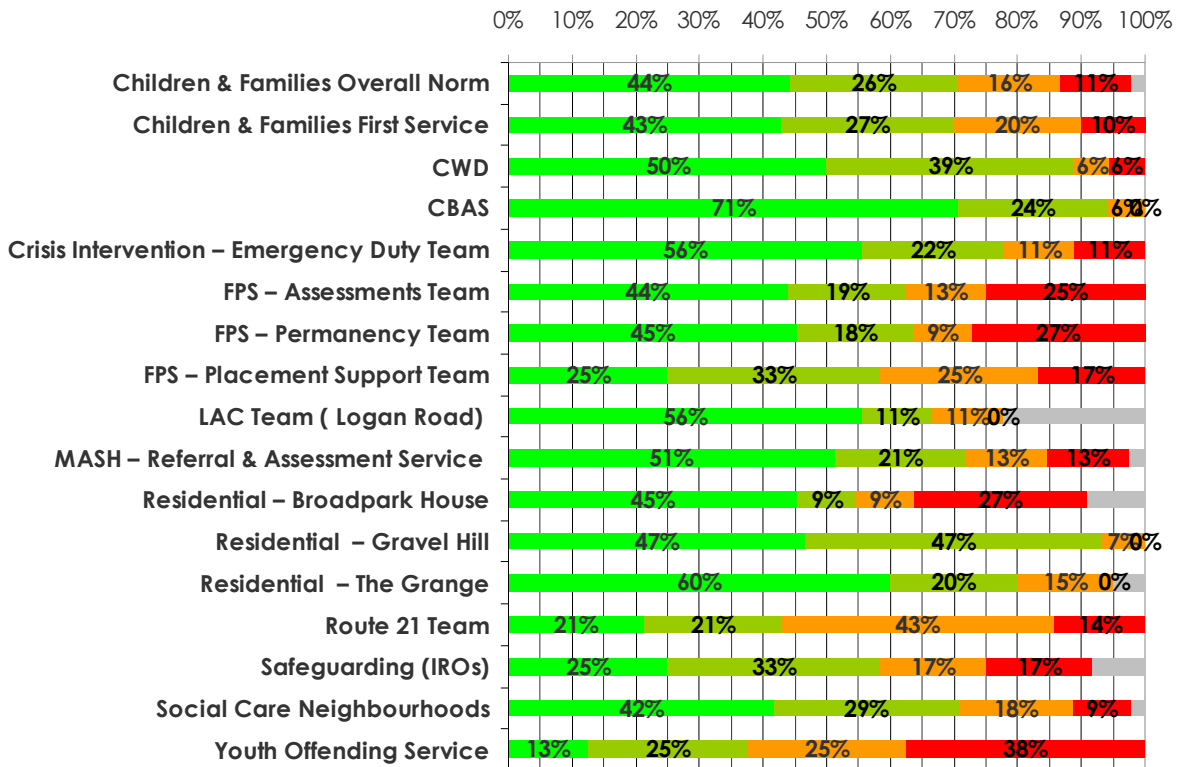
13. During your supervision sessions ...

■ Yes, always
 ■ Most times
 ■ Sometimes
 ■ Hardly ever / never

e. Do you feel supported in recognising when you may be suffering work-related stress and agreeing remedies within an appropriate timescale?



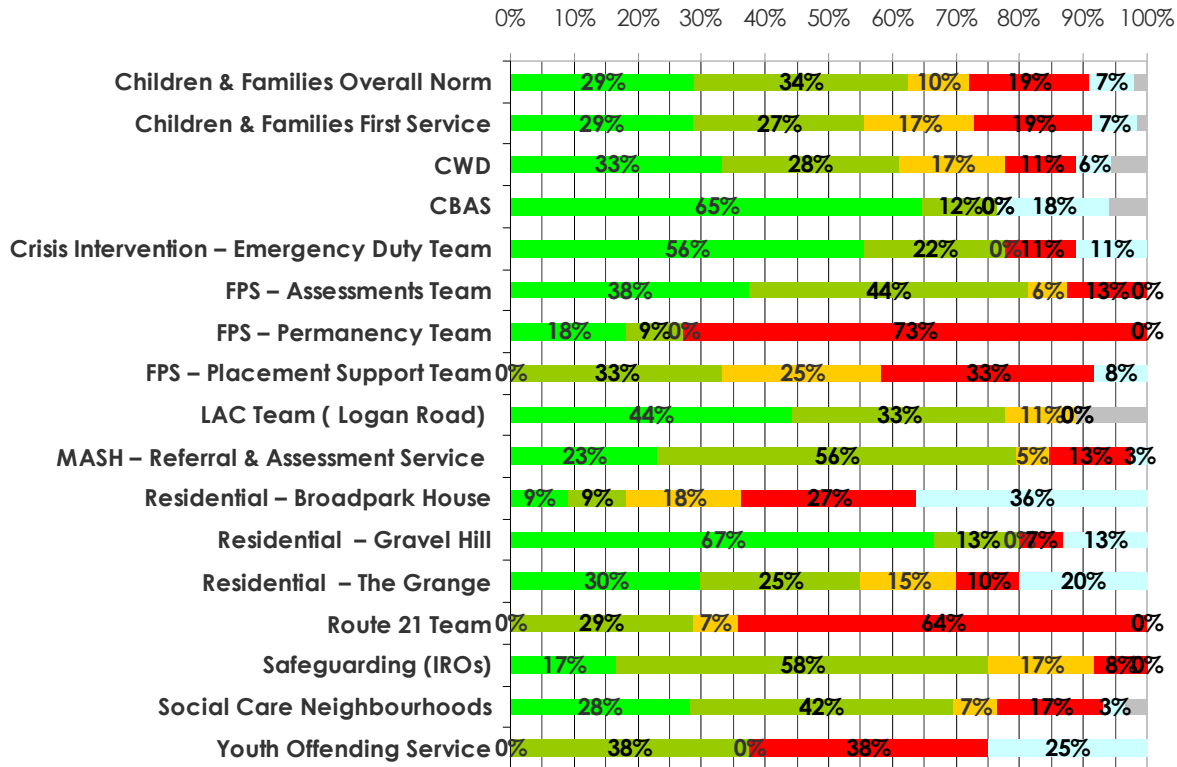
f. Do you feel you are given the emotional support you need to deal with your cases?



Reflective supervision

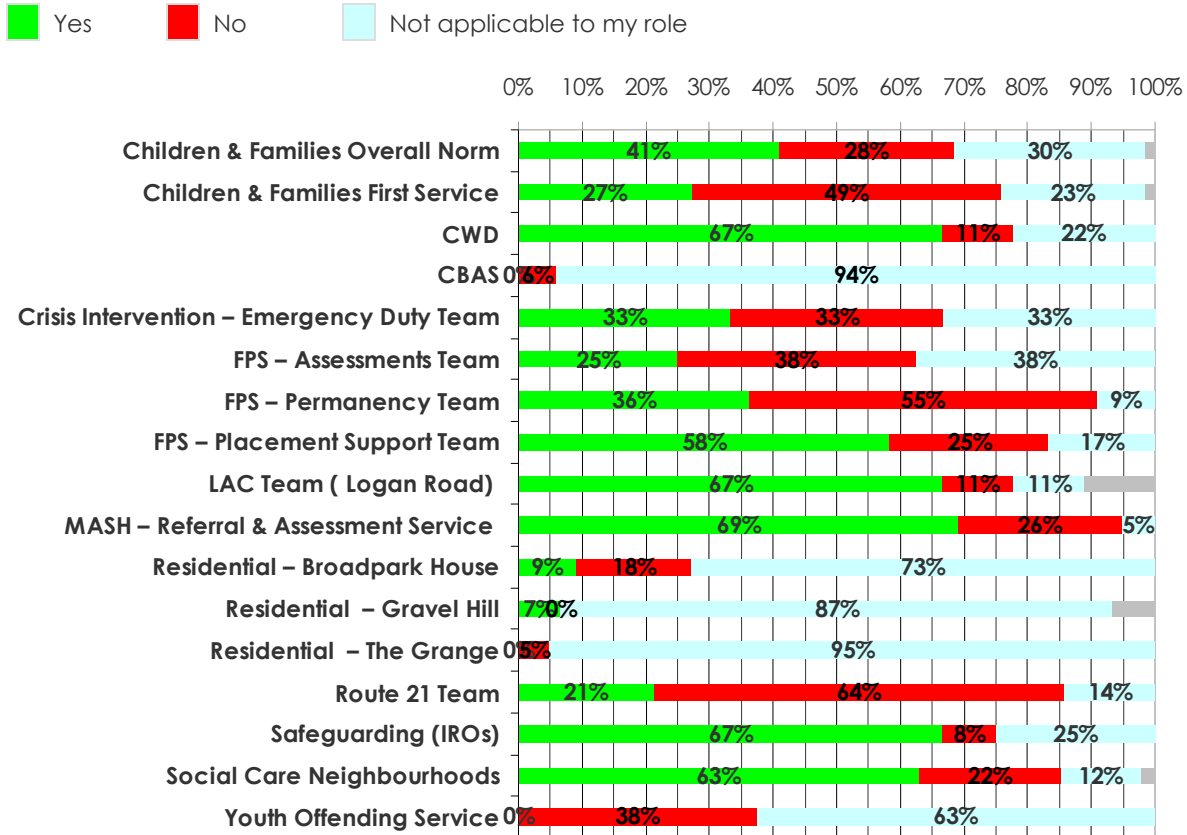
14. To what extent do you believe 'reflective supervision' is a characteristic of your supervision sessions with your manager?

- This has always been a strong feature of my supervision sessions
- It has always been a feature to some extent but could be improved
- It has recently been something we are trying to develop as a feature of my supervision, previously it wasn't
- It does not feature at all
- I don't really understand what reflective supervision means

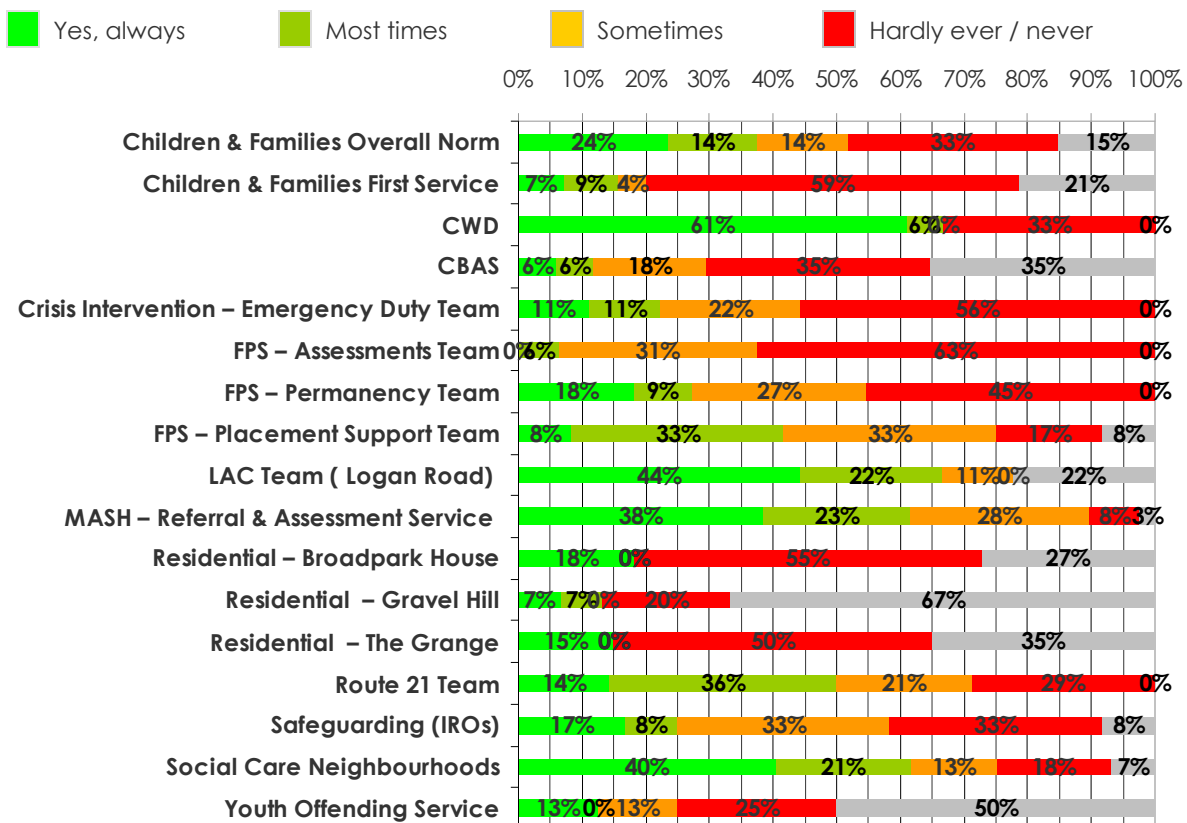


Use of the Protocol and eCAF IT systems and how they support your supervision ...

15. Does the use of the Protocol and / or eCAF IT systems support your supervision sessions?



b. Are all decisions / actions concerning service users recorded onto the Protocol system within 24 hours of the supervision meeting?

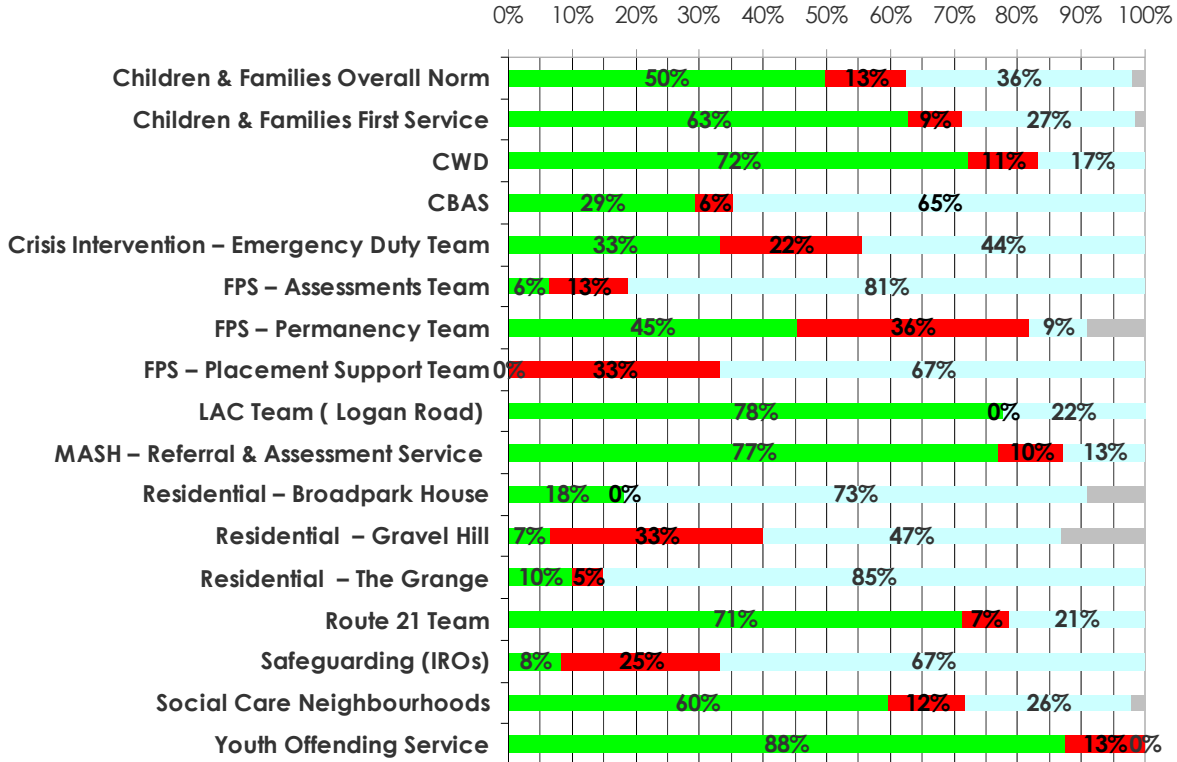


Outputs from your supervision sessions ...

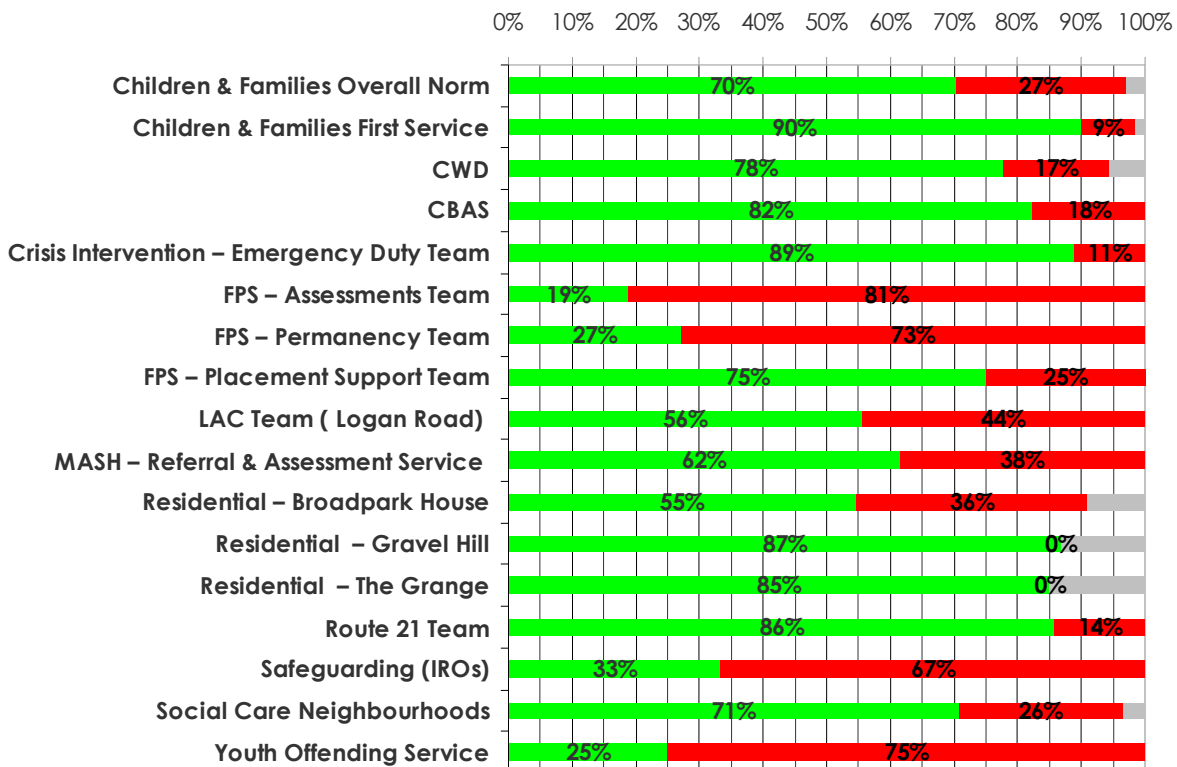
16. Does your supervisor ...

■ Yes
 ■ No
 ■ Not applicable to my role

a. write-up notes about case discussions and place decisions about cases on the child's file?



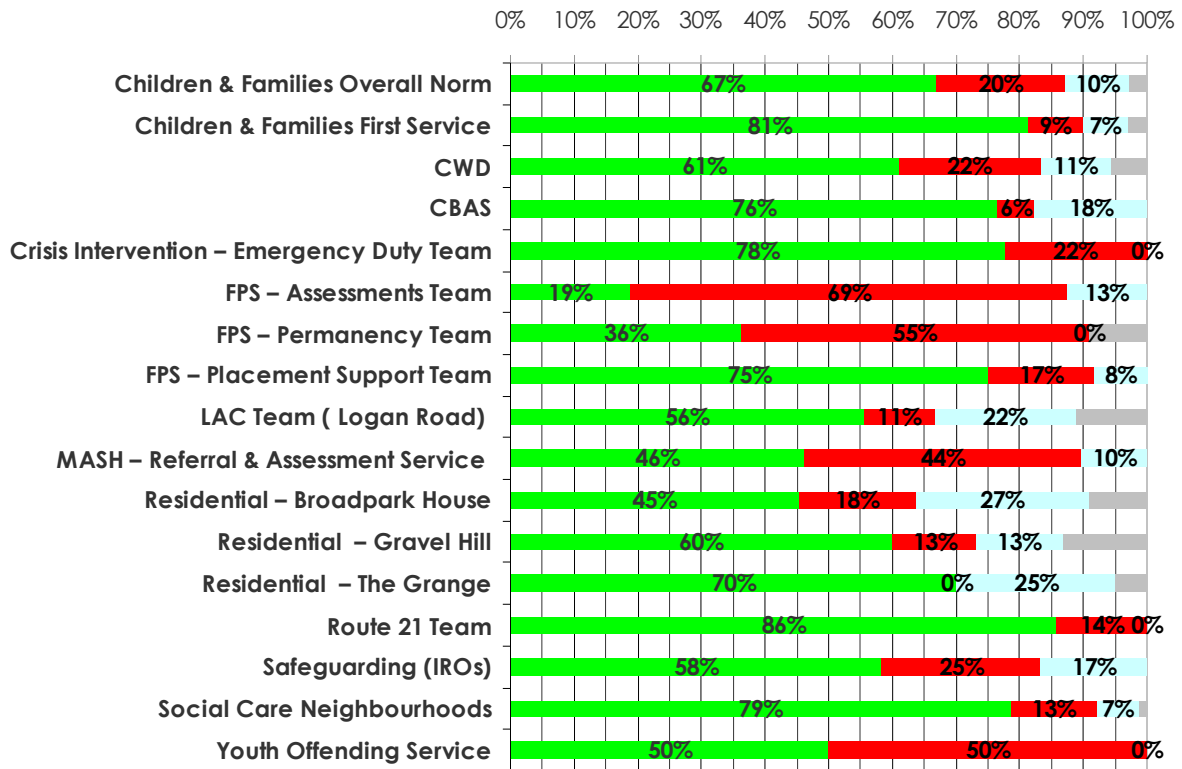
b. agree the record of supervision with you, with you both signing it?



16. Does your supervisor ...

■ Yes
 ■ No
 ■ Not applicable to my role

c. give you a written record of your supervision, which includes case discussions if applicable?

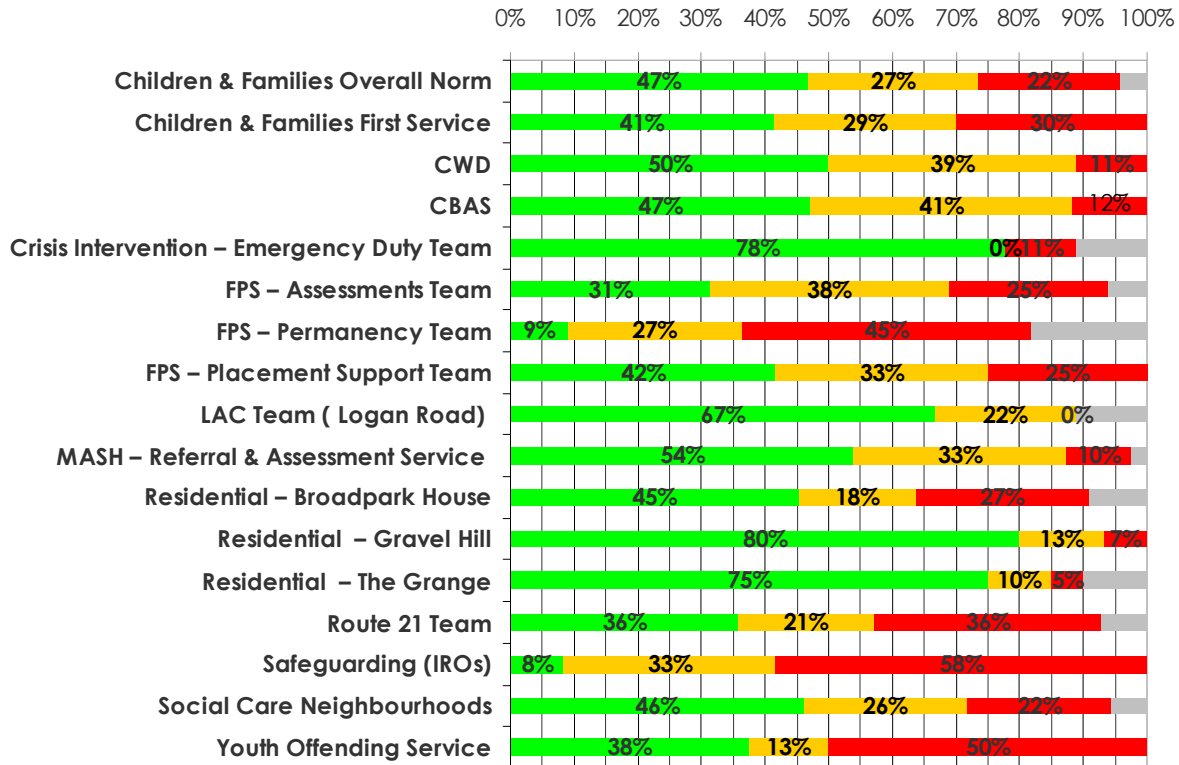


Additional types of supervision and informal support....

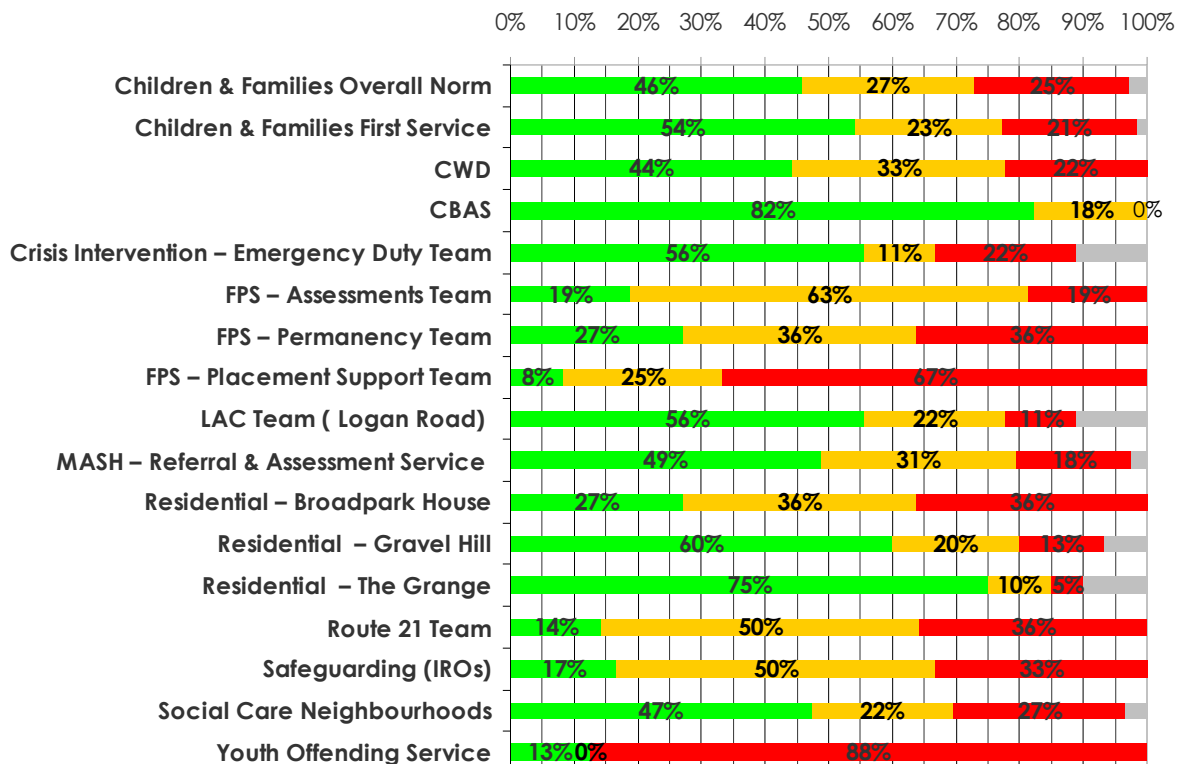
17. Do you have sufficient opportunities for other forms of 'informal' supervision including ...

■ Yes
 ■ Not enough, I'd value more of this
 ■ Not at all, I'd value this

a. Observations by and / or co-working with your supervisor?



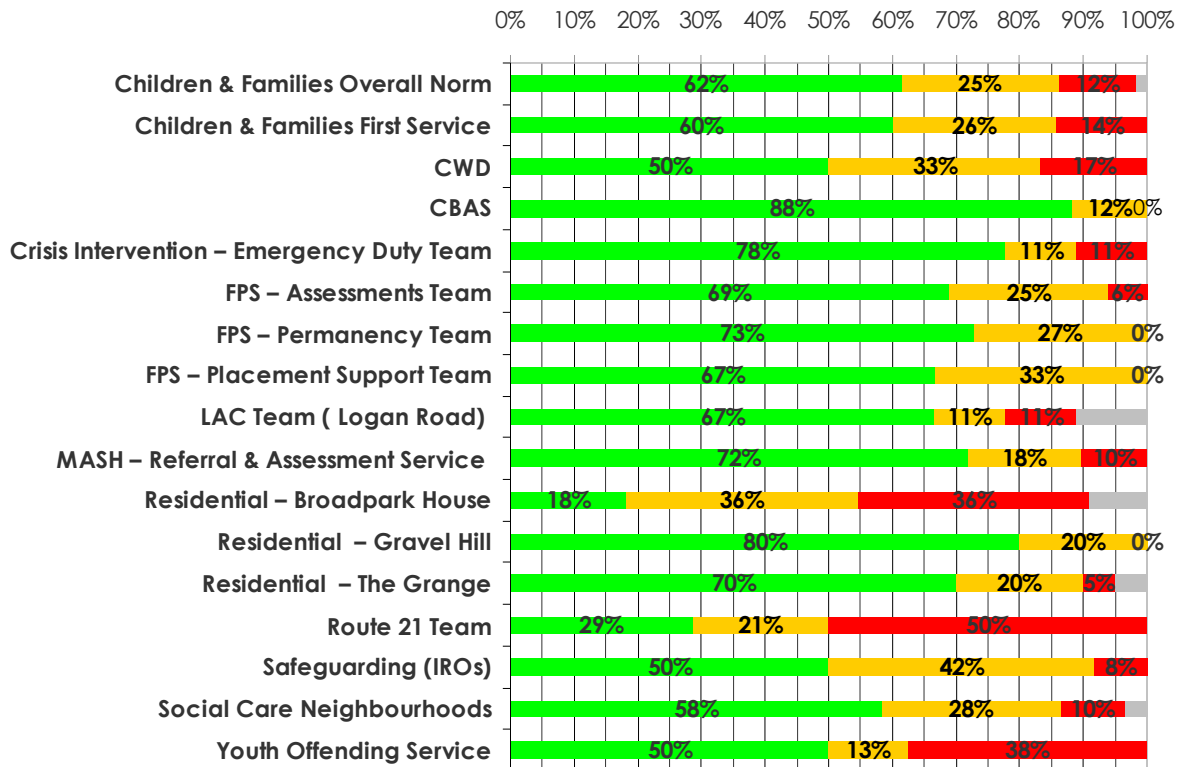
b. Group supervision?



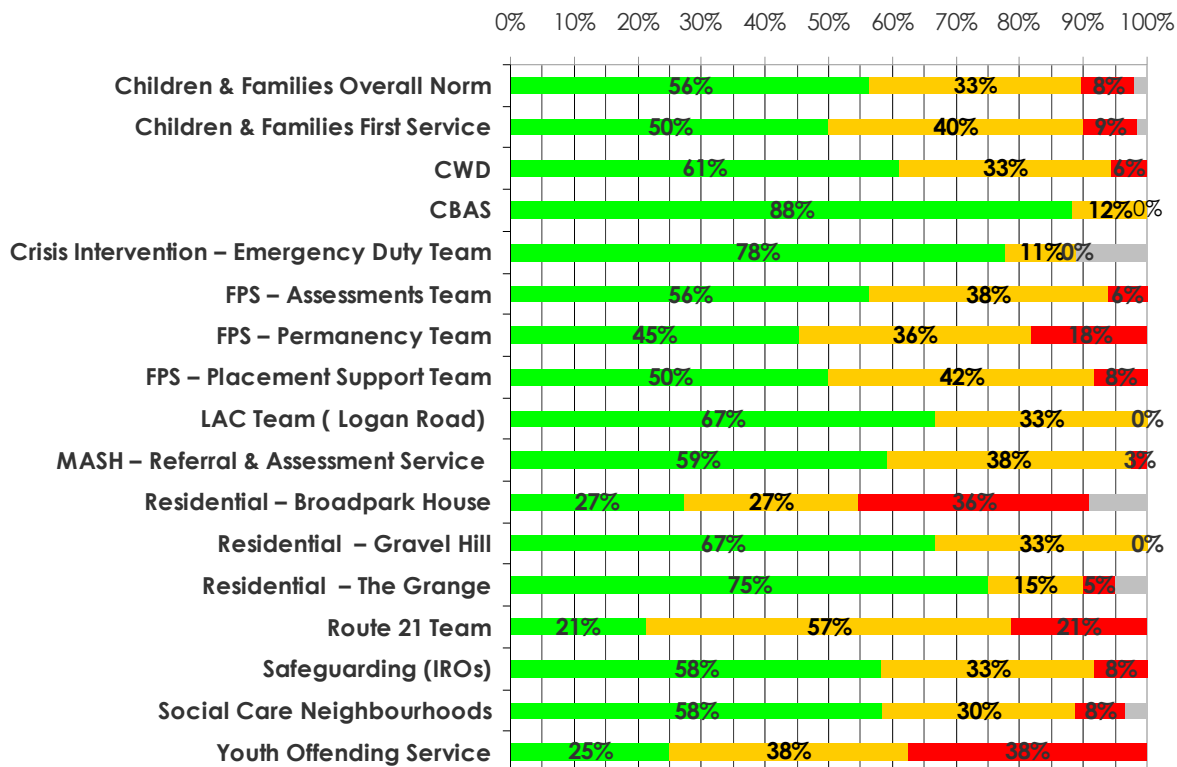
17. Do you have sufficient opportunities for other forms of 'informal' supervision including ...

■ Yes
 ■ Not enough, I'd value more of this
 ■ Not at all, I'd value this

c. Consultation with experienced colleagues, experts?



d. Access to research and good practice guidance?

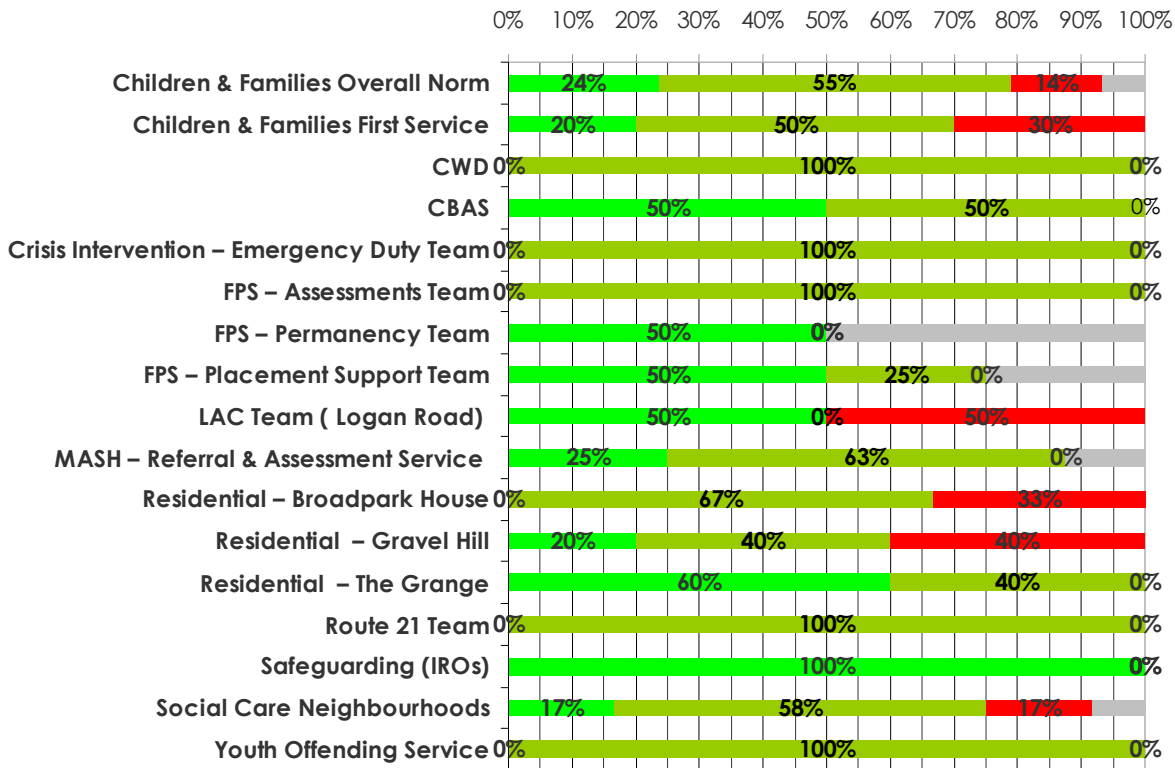


QUESTIONS FOR SUPERVISORS / MANAGERS in giving formal supervision ...

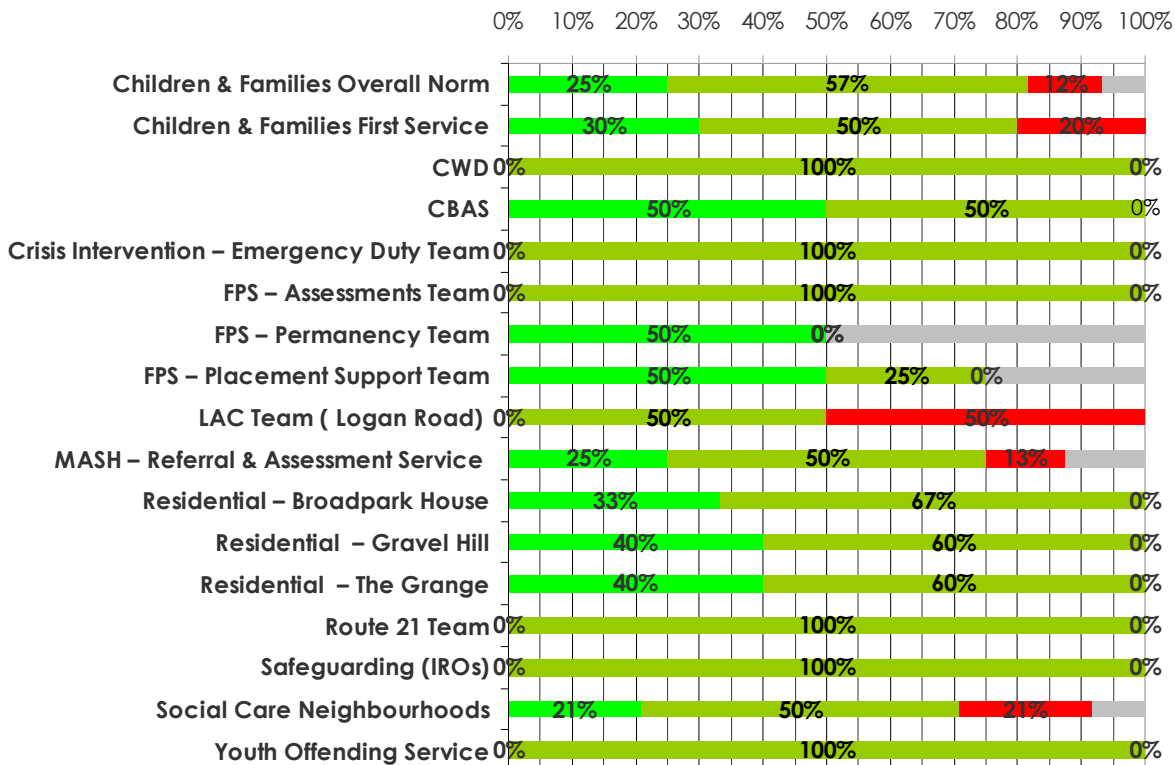
18. In terms of carrying out your responsibilities for providing effective supervision ...

■ Yes, always
 ■ Most times
 ■ No, this needs to improve

a. Your staff come well prepared for the meetings?



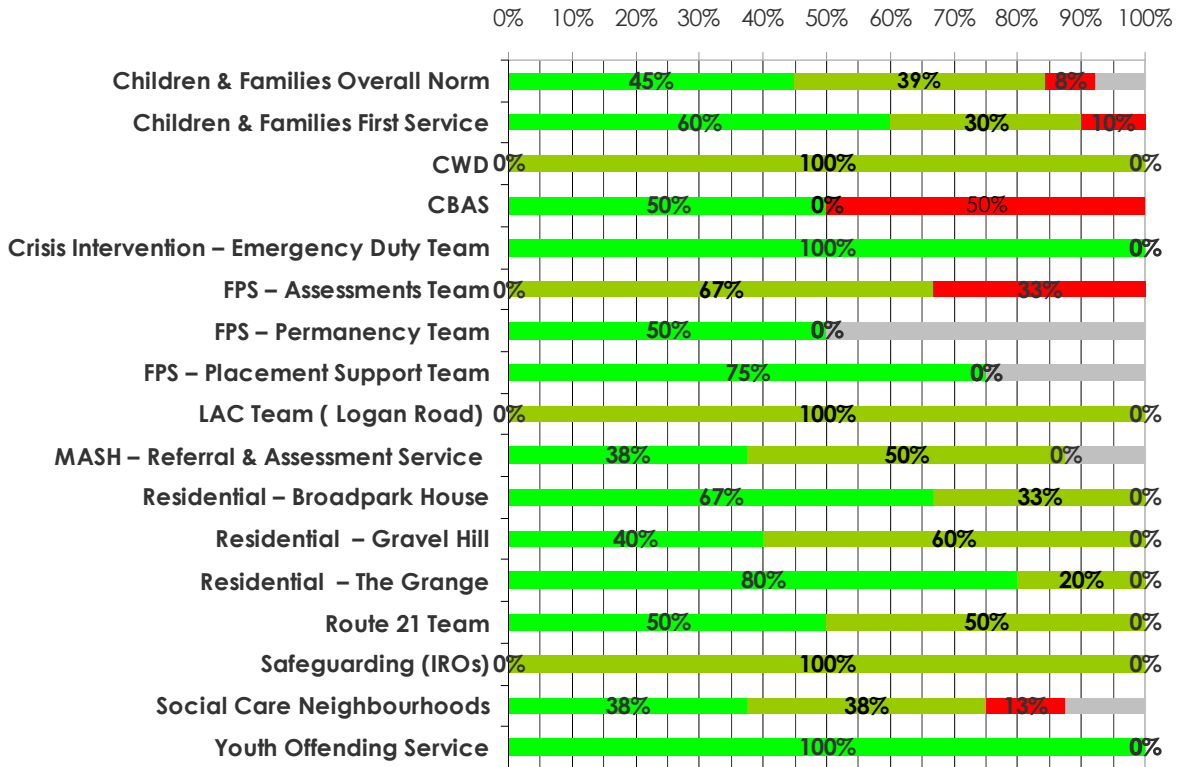
b. You are able to prepare well for the meetings?



18. In terms of carrying out your responsibilities for providing effective supervision ...

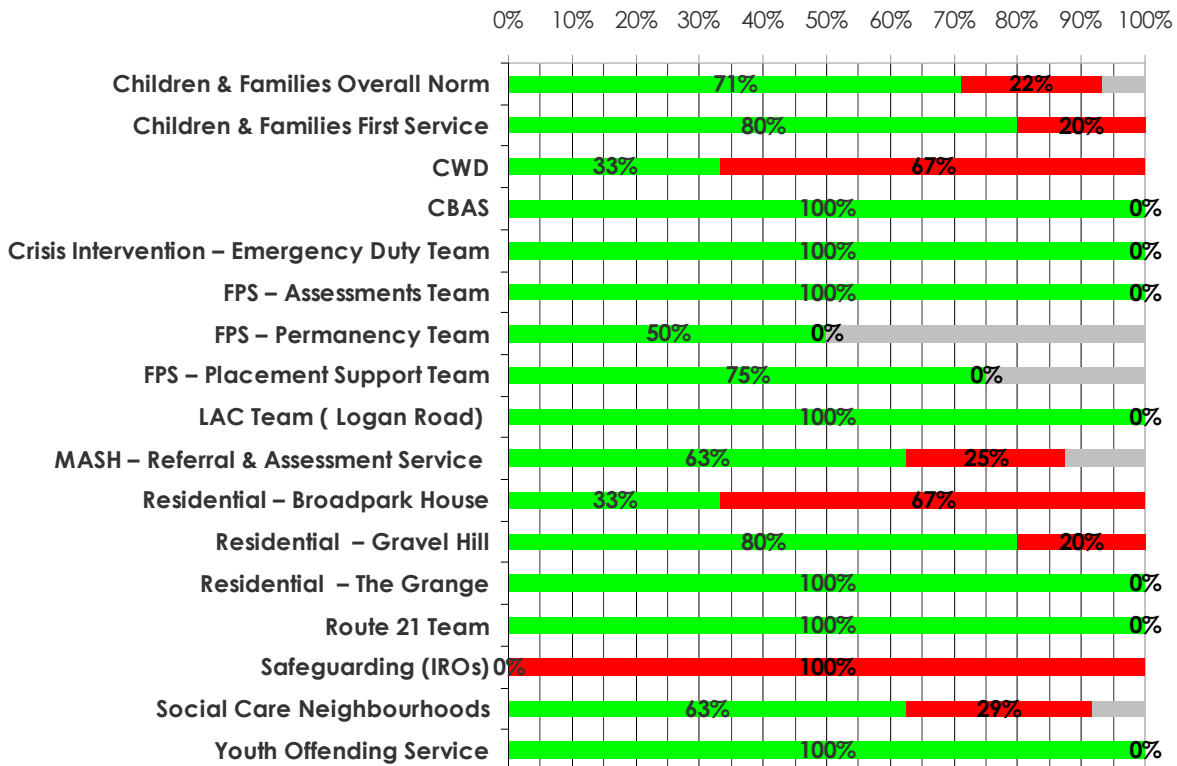
■ Yes, always
 ■ Most times
 ■ No, this needs to improve

c. You devote sufficient time to the supervision meetings?



d. You are confident you have the skills and abilities to carry out supervision?

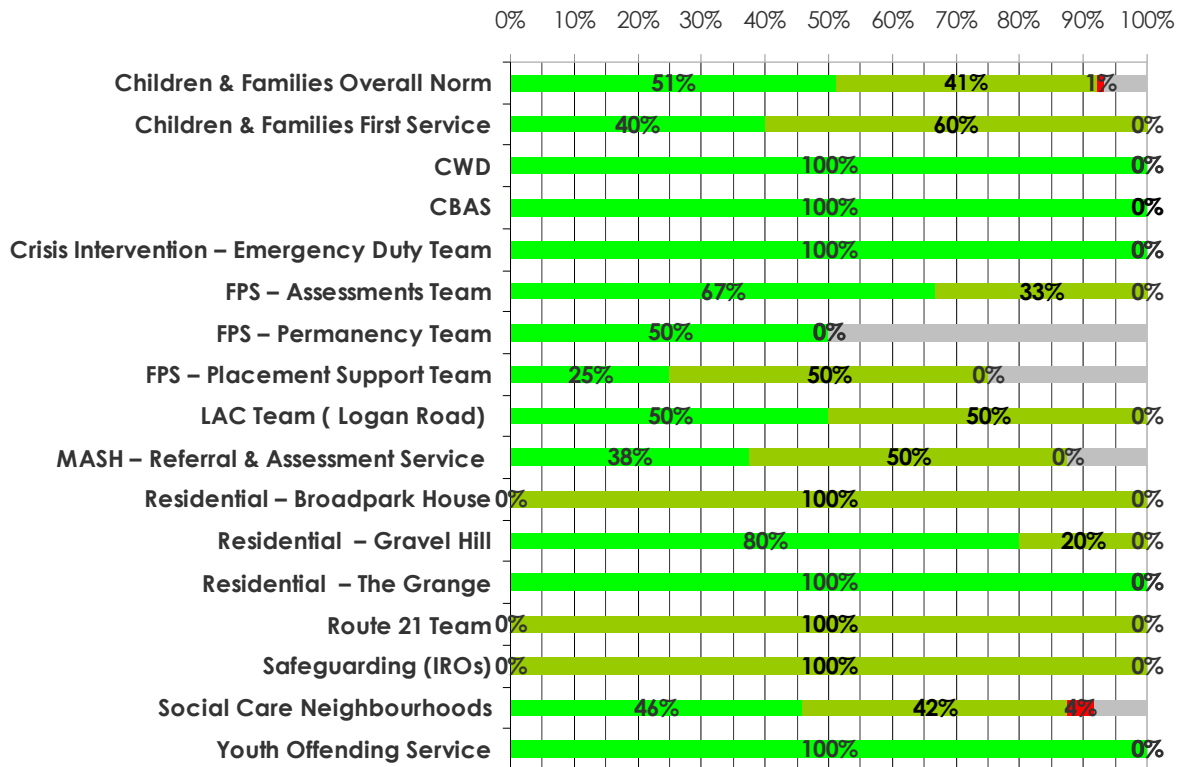
■ Yes, definitely
 ■ No, I recognise I need to further develop my skills



18. In terms of carrying out your responsibilities for providing effective supervision ...

■ Yes, always
 ■ Most times
 ■ No, this needs to improve

e. You are achieving the outcomes of effective supervision for your staff?

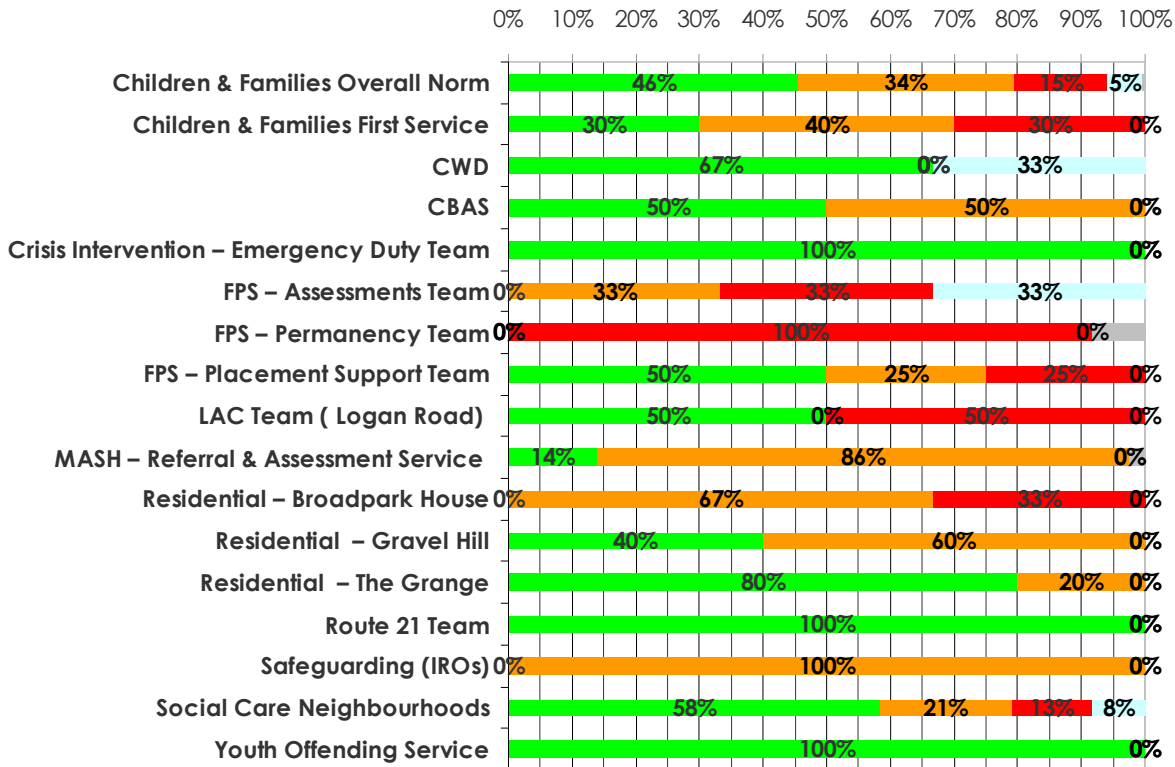


Questions about your supervision with your manager / service manager / head of service ...

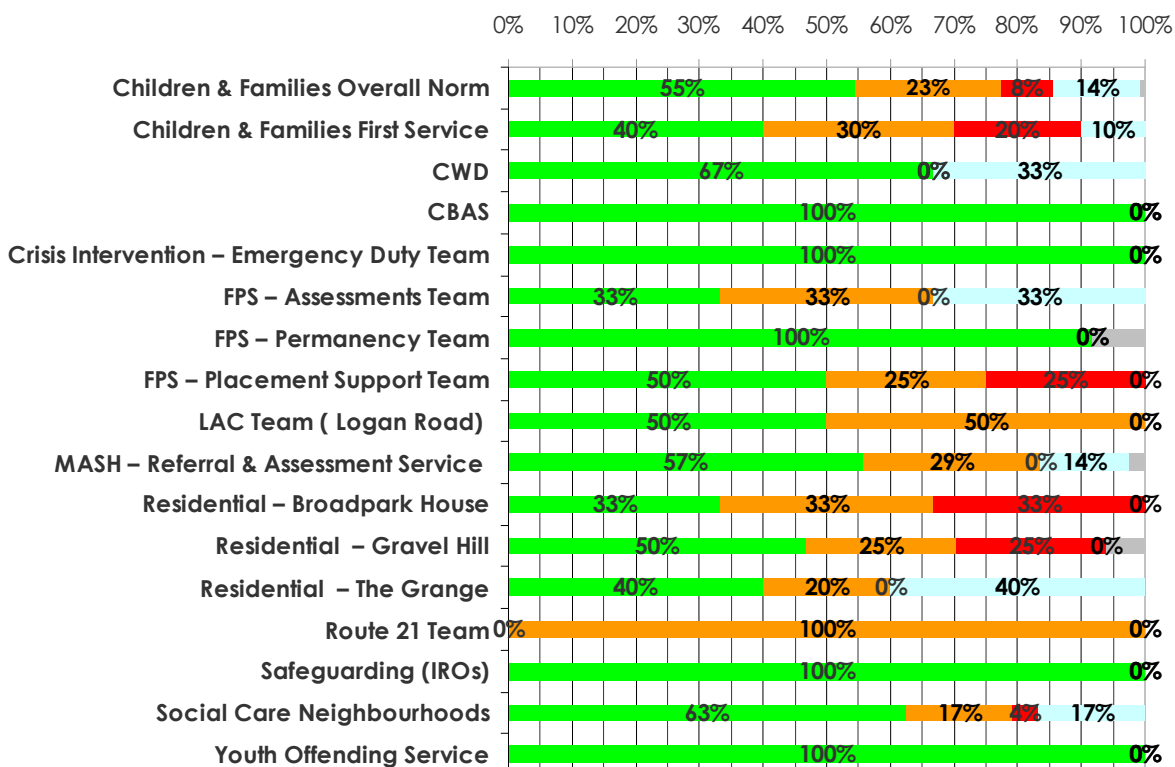
20. In terms of carrying out your responsibilities for ensuring effective supervision you ...



a. Go through notes from last supervision to ensure identified tasks have been progressed?



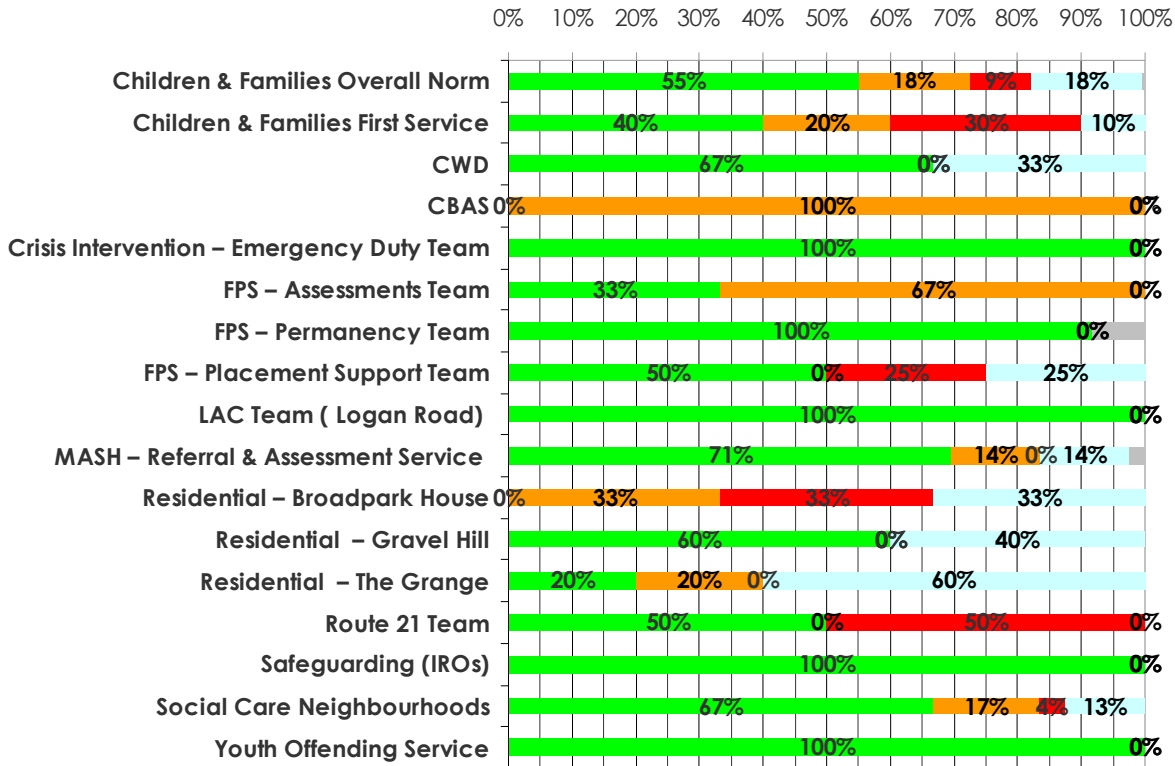
b. Discuss allocation of work, including any difficulties in the allocation and how this is to be managed?



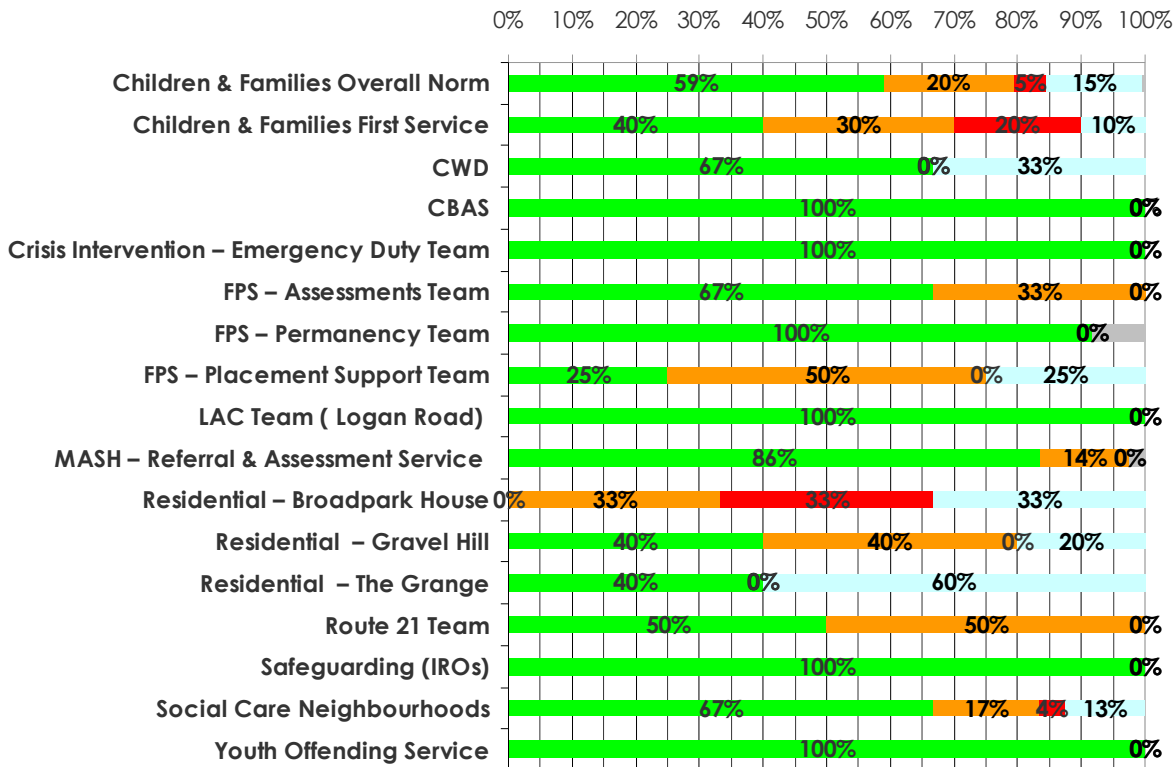
20. In terms of carrying out your responsibilities for ensuring effective supervision you ...



c. Ensure that overall caseloads are being regularly reviewed by managers to establish that cases are being progressed and closed where appropriate?



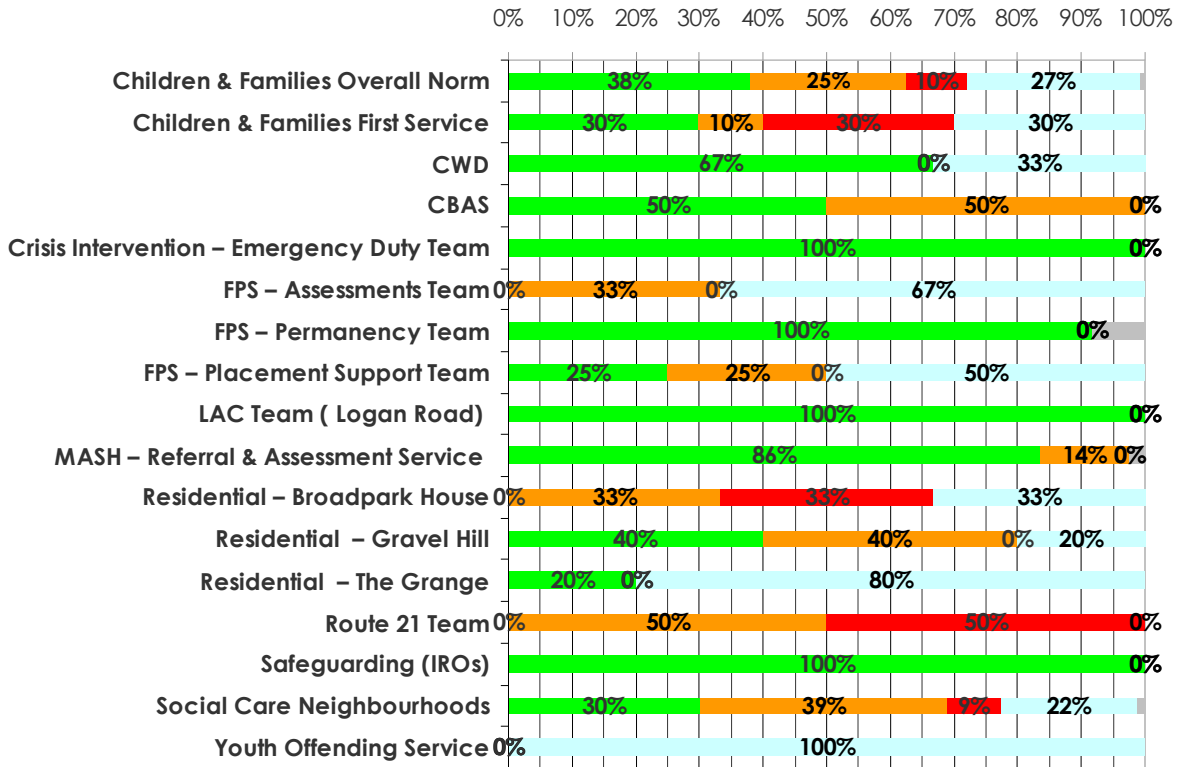
d. Review any specific cases requiring input on decision making?



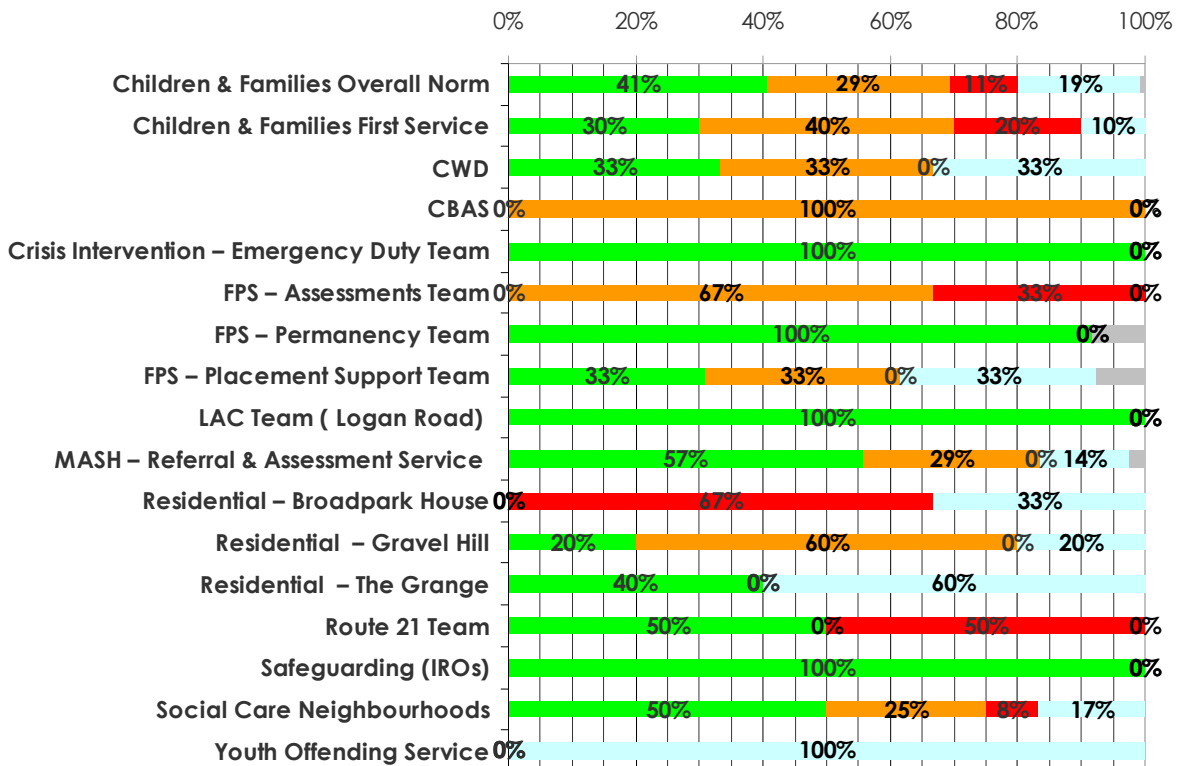
20. In terms of carrying out your responsibilities for ensuring effective supervision you ...



e. Ensure that the voice of the child is evidenced and that children are being seen alone?



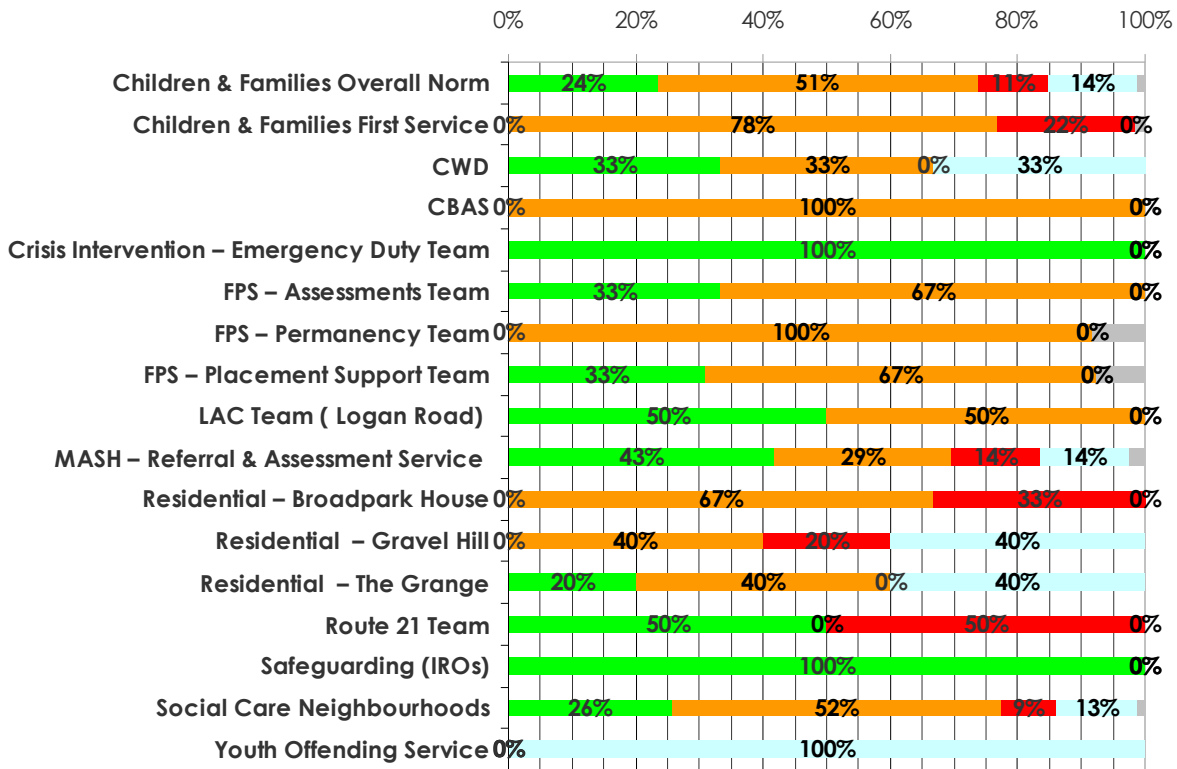
f. Ensure that local and national performance indicators are being adhered to as far as possible?



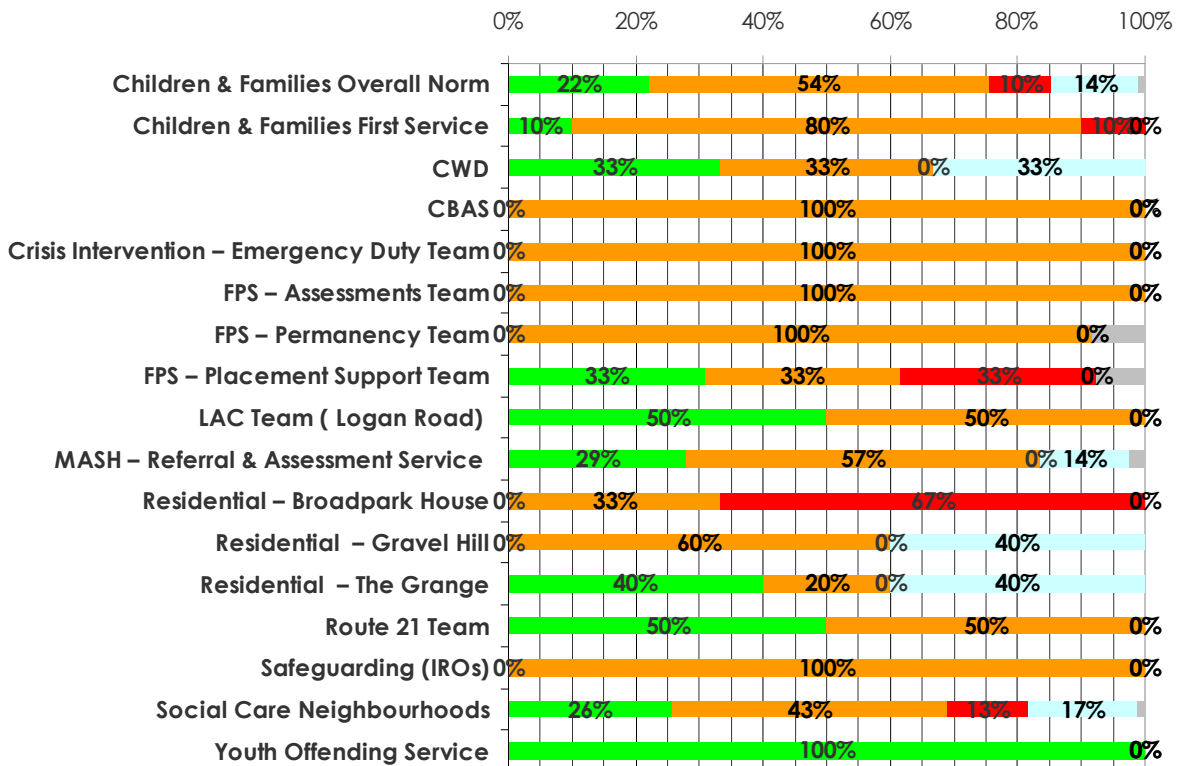
20. In terms of carrying out your responsibilities for ensuring effective supervision you ...



g. Discuss opportunities for improved working arrangements with other parts of service?



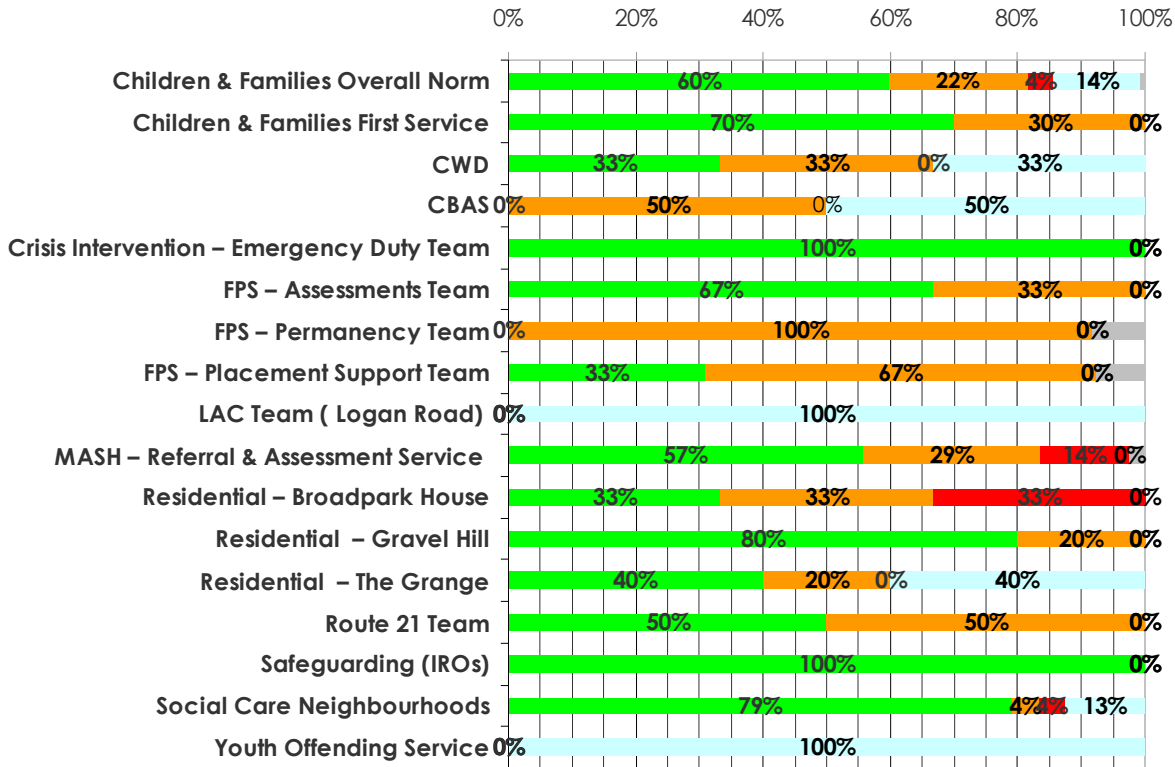
h. Discuss opportunities for improved working arrangements with external partners and agencies?



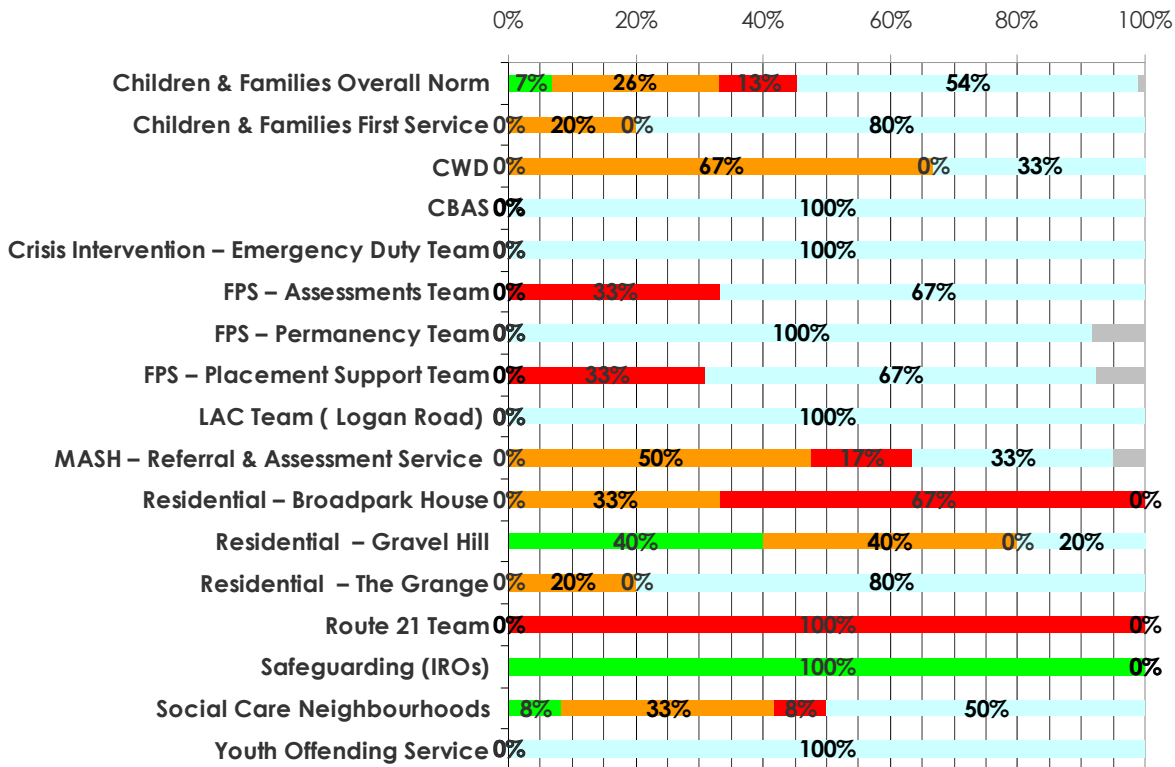
20. In terms of carrying out your responsibilities for ensuring effective supervision you ...



i. Review any staffing issues including performance and capability, and where appropriate agree any actions?



j. Regularly review the budgets held and understand the reasons for any under or over spend, agreeing necessary actions?



20. In terms of carrying out your responsibilities for ensuring effective supervision ...



k. Discussing and agreeing professional development including leadership and management skills?

