research in practice

Planning and Business case template
Post Qualifying Standards for Practice Supervisors

Introduction

Implementing the Post Qualifying Standards for Practice Supervisors in Adult Social Care (PQS) will help your organisation to support, develop and retain Practice Supervisors at a time when they are under great pressure (See **Leaders' Briefing** for more information).

The aim of this resource is to support organisations to plan how they will implement the PQS and to put forward a business case for this. It fits with the **Implementation Pathway** as part of the Preparation Step to *Identify priorities for supporting supervision and for PQS implementation.*

The template supports you to:

> Review evidence about supervision in your organisation
> Identify priorities
> Set out actions
> Secure support and resources

This template can also support you with later evaluation by:

> Considering what is currently known about supervision – you can use this to help understand what changes
> Identifying priorities – you can use these to help guide your evaluation of impact
> Linking to an Action plan for implementation – you can use this as part of your evaluation
> Identifying future requirements for and best allocation of support and resources.

Planning template

Why the Post Qualifying Standards matter

Supervision is an essential part of developing and ensuring good practice, supporting practitioners, and aligning practice with the organisation's vision. It influences the outcomes for adults and carers.

The Post Qualifying Standards for Practice Supervisors in Adult Social Care (PQS) sets the standard for good supervision. It describes good supervision by social workers for social workers but is applicable to other roles.

Your organisation can use the PQS to develop, recognise and support your Practice Supervisors. Implementing the PQS will help your organisation to support, develop and retain Practice Supervisors at a time when they are under great pressure. It is both ethical and effective to implement the PQS.

You can also use the PQS to identify how you can more broadly improve supervision across your organisation.

How the PQS can support our organisation

Use the Table below to identify how the PQS can support your organisational priorities.

Table 1: Ways in which the PQS can support our organisational priorities

Area	How the PQS can support this area through improving supervision
Developing Practice Supervisors	
Supporting and retaining Practice Supervisors	
Increasing the equality and diversity of the Practice Supervisor contingent	
Supporting practitioners	
Ensuring good practice	
Implementing the organisation's vision	
Other priorities	
Other priorities	

What is known about supervision in the organisation?

Understanding the current status of supervision enables you to identify priorities for action. Table 2 shows three important questions to ask about supervision in your organisation.

Table 2: Key questions to ask about supervision

	Quantity	Quality
Effort	How much supervision do we do?	How well do we do supervision?
Effect	What difference does supervision make?	

Friedman, M (2005) Trying hard is not good enough: how to produce measurable improvements for customers and communities, Victoria BC, Canada: Trafford Publishing

For each area, there are a number of questions that you can consider and possible methods for answering these. Methods that are underlined relate to tools which can be accessed **here**.

How much did we do?

Suggested questions	Suggested methods
> Is everyone getting regular and appropriate supervision? > Is everyone getting supervision in accordance with the local supervision policy? > Are new supervisees/people in new roles getting more supervision? > Are NQSWs/AMHPs getting the supervision they should? > Are registered professionals getting supervision from someone in their profession? > What king of supervision are people having (one-to-one, group, ad hoc) and is this a range that suits them?	Health check - asks about experience of getting supervision Supervision audit (Tool 33) Supervision self-audit (Tool 32)

How well did we do?

Suggested questions	Suggested methods
> Have supervisees been involved and influenced how they receive supervision? > Does supervision have a clear purpose? > Are we using a model? – based on reflection and including practice, support, learning, relationships. > Do the supervisor and supervisee have learning and development opportunities about supervision practice? > Is there a suitable supervision environment? > Is there a signed supervision agreement? > Is there preparation, use of an agreed agenda and follow up? > Is supervision recorded appropriately? > Is there a respectful and trustworthy relationship?	Audit of supervision policy Audit of supervision learning and development content Supervision audit (Tool 33) Supervision observation (Tool 26) Supervision self-audit (Tool 32) Feedback on supervisor/ee in appraisal 360 degree feedback Sickness rates Retention of staff Attendance at learning and development CPD records Adults and carers feedback (Tool 22)

What difference did we make?

Suggested questions	Suggested methods
> Does supervision result in clear outcomes and actions for adults and carers? > Does supervision focus on adults' and carers' wellbeing? > Does supervision include critical reflection and use of theory and evidence in reflection? > Does supervision include management, support, development and mediation? > Does the supervisee keel supervision has helped them try out different ideas and approaches? > Does the supervisee feel more confident and capable? > Does the supervisee feel more supported? > Does the supervisee feel helped to learn and develop? > Does the supervisee feel supported to manage their role? > Does the supervisee feel more motivated and valued? > Does the supervisee want to continue in the organisation?	Audit of supervision policy Audit of supervision learning and development content Supervision audit (Tool 33) Supervision observation (Tool 26) Supervision self-audit (Tool 32) Feedback on supervisor/ee in appraisal 360 degree feedback Adults and carers feedback (Tool 22)

Use the Table below to identify priorities based on the current state of supervision. What is known about each area may vary across the organisation and Table 3 can be sub-divided to reflect differences that are identified in the frequency, form and impact of supervision.

Table 3: Priorities for supervision

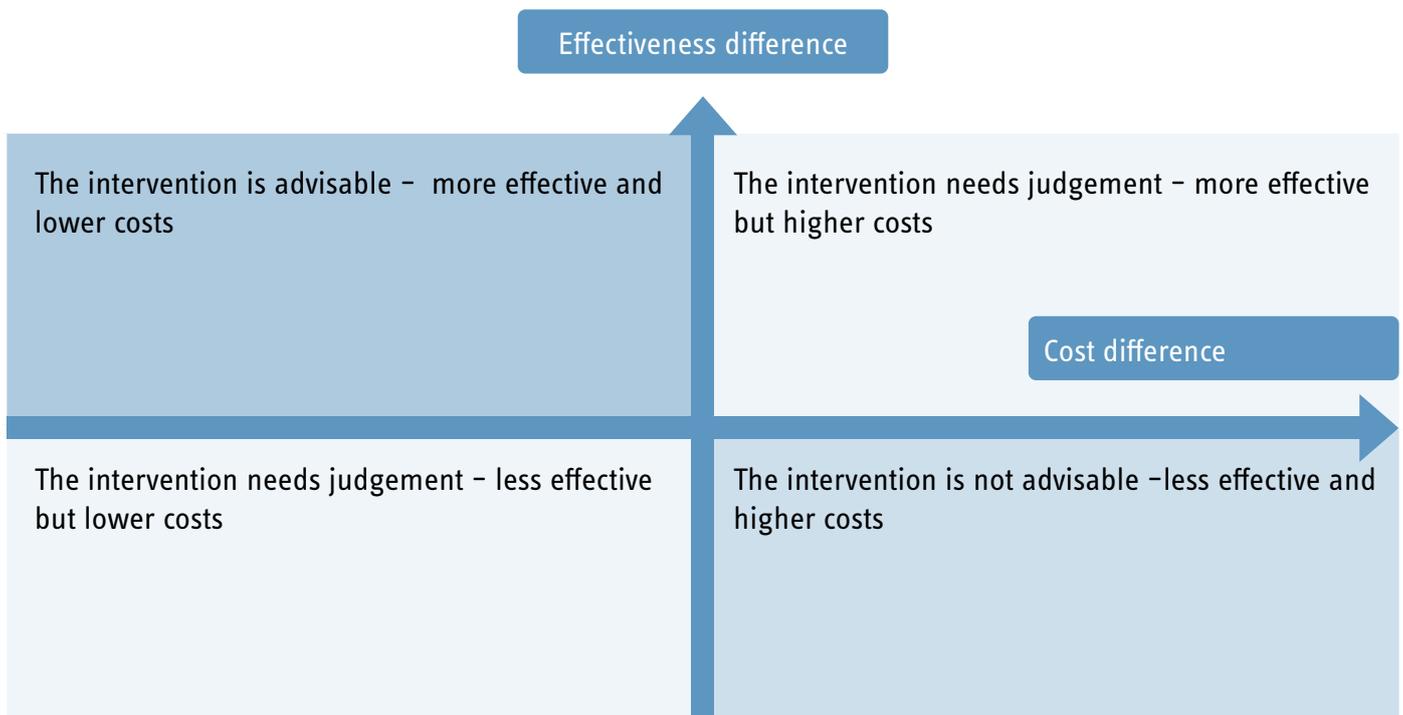| Area	What is currently known	Red, Amber, Green rating
How much supervision do we do?		
How well do we do supervision?		
What difference does supervision make?		

The information that you have gathered so far can now feed into the Action Plan in the Implementation Pathway.

Business Case

Background information

In order to support your Action Plan for implementation, it is helpful to identify the costs and the expected effectiveness of the overall plan.

As well as seeing that your implementation is making a difference, you also need to understand whether it was worth doing; that is, *was the difference made enough to justify the cost of making this happen.* The question is not whether something works, but whether it represents the best use of resources.

	Effectiveness difference	
The intervention is advisable – more effective and lower costs		The intervention needs judgement – more effective but higher costs
		Cost difference
The intervention needs judgement – less effective but lower costs		The intervention is not advisable – less effective and higher costs

The cost-effectiveness plane highlights that:

> The most valuable actions cost less than the current way of working and are more effective (green).

> It is important to avoid actions that are more costly than current approaches and are less effective (red).

> If your actions either cost more but make more difference, or cost less but make less difference, then it is a matter of judgement as to whether to take the action.

To make these judgements, you need to understand both the outcomes and the costs. The outcomes may well include cost savings. Time and expertise tends to be costly and costs need to include time spent on planning. Some costs are more visible than others. It is important to consider short and long term costs. And there will be opportunity costs relating to what you are not able to do because you are doing this.

> Potential costs include: Time to plan and act on organisational changes; Staff time to engage in development; Longer, more frequent or more intensive supervision sessions; Materials, rooms or other tangible elements used; Involvement of adults and carers including funding for this; Input from external experts

> Potential opportunity costs include: Focus on supervision rather than other areas of organisational development; time spent in supervision rather than other areas of work

> Potential cost savings include: Avoiding presenteeism and increased effectiveness of staff; Retention of staff; Better use of time in supervision; More effective support to adults and carers.

When you are measuring costs and outcomes (effectiveness) you need to consider a wide range of stakeholders so that you can understand what is being put in by everyone (costs), and what the outcomes are for everyone (effectiveness). This might include supervisors, supervisees, managers, leaders, workforce development, as well as adults and carers.

Your Action Plan should also take account of inequalities in your organisation that relate to supervision and seek to address these to advance equality of opportunity.

> Increasing equality, diversity and inclusion within organisations can support better delivery of services (McKinsey and Co (2018) Delivering through diversity). The Equality Duty also applies to public bodies and others carrying out public functions. This duty is to: Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.

> Advance equality of opportunity between people who share a protected characteristic and those who do not.

> Foster good relations between people who share a protected characteristic and those who do not.

Within Adult Social Care there is particular work being done to advance equality on the basis of race and ethnicity, one of the protected characteristics under the Equality Act 2010, through the Workforce Race Equality Standard. This includes gathering data and acting on it to address inequalities related to race.

Use the Template below to create your Business Case.

Business Case

Date

Overview of the current situation

What do we currently do; What impact does this have; What are the costs?

Effectiveness of Action Plan

What are the expected positive impacts of your Action Plan?

Are there any expected negative impacts? (You can address these in the Risk Register below)

Costs of Action Plan

What are the expected costs of your Action Plan?

Are there any potential costs of not implementing the Action Plan?

Are there any opportunity costs of implementing the Action Plan?

Equality Impact

Protected characteristic	Is there a potential for positive or negative impact?	Evidence or examples of impact	Action to address negative impact and/ or promote positive impact
Age			
Disability			
Gender reassignment			
Marriage or civil partnership			
Pregnancy and maternity			
Race			
Religion or belief			
Sex			
Sexual orientation			
Other equality area			

How will you advance the equality duty through your Action Plan?

Are there any risks relating to equality? (You can address these in the Risk Register below)

Analysis and summary

Summarise the benefits and drawbacks.

You may want to review and revise your Action Plan and Risk Register at this point.

Conclusion and recommendations

Priorities for implementing the PQS and improving supervision.

Risk register

Identify and describe each significant risk. Give the risk a score. The score is calculated by multiplying the Likelihood (1-3 with 3 most likely) and the Impact (1-3 with 3 most severe).

Identify the actions that will reduce the risk (mitigations). Calculate the expected score after mitigation.

Identify who will monitor the risk and update the current status.

Date

Risk	Description	Likelihood	Impact	Score	Mitigations	Likelihood	Impact	Score	Risk owner	Status