

## **Supervision Now or Never:**

### **A conference in memory of Tony Morrison**

**15<sup>th</sup> November 2010**

#### ***'Thoughts from the day'***

Create a 2011 calendar using popular cartoons from today/diaries. Cartoon of the day/week

Use the development of the social work college for social workers to reclaim profession – at the heart of which is quality/reflective supervision – which should set standards for protected time.

Culture of organisation – challenge to ensure time for reflective supervision. Who supports the supervisors?

Incorporate Tony's work into the social work 'contract' – the foundations of social work and how professionals engage with employees and service users. Maybe wider than Social Worker all social care and health workers. Embed Tony's method in all we do so that it becomes second nature. Quality not quantity.

Mandatory requirement for supervision e.g. in a mental health trust. Ensuring that supervision takes place regularly. Appropriate training for Supervision. Senior management commitment to embed training. Minimum requirement for training e.g. timescales.

Ingrain best practice within teams and share skills/empower each other to become authoritative. Avoid the short circuit from experience to action plan. Supervisors responsibility to model Kolb. Annual Tony Morrison events to assist development, share value of good supervision with commissioners/senior management.

What needs to happen to move things forward? Cascade intro/training out so others know about it. What is supervision, how can we make this relevant/universal to all safeguarding professionals? Caseloads & waiting list – how can we manage this? E.g. health care clinical supervision which could be a good model as it is not management driven. More case discussion outside or supervision and traditional target driven supervision.

To take the legacy of Tony Morrison forward..... We will harness our original thoughts in order to develop Tony's ideas and take them forward.

Supervision is NOT an add on or a bonus but an essential part of producing good outcomes for children. AND Supervision has to be effective and good quality e.g. support 4x4x4 model and delivered to all levels of management and practitioners/front line staff.

Local authorities are going for flexible/agile working Open offices/no offices goes against need for safe haven/nurturing safe environment. If families need an environment that is conducive to progress so do workers.

Actually Tony's work is a holistic model of work for social work and multi-agency collaboration/partnership – not just about supervision – not simply a set of tools. It's a way of thinking – a way of being.

More supervision and elements of it in Social work training. Supervisees need to understand supervision. Expectations – universally. National programmes. Less inconsistency.

Role of the organisation in developing the supervision model and approach. 'Stories'.

Embedding Tony's model of supervision in our health organisation through:

- Training
- Policy development
- Modelling
- Continued enthusiasm

Focus on quality and quantity need both, intelligent balance of both, from students through to senior management

Supervision pathway – top down, bottom up

A culture of relationship based social work from the top to the bottom

Utilising Tony's work during supervisory sessions – being proactive in supervision, never minimising its importance to the practitioner, the organisation and the service user.

How to hang onto Tony's legacy and move things forward. The reform board should adopt and take forward Tony's model of supervision and ensure this is consistently applied. Reform board needs to deliver it as practical application – say what is required and prescribe it. The language used by Tony could be used – not the current language of the reform board.

Standard model for supervision which will be used by all agencies to ensure a consistent approach – Kolb.

At the moment our organisation is in the 'Red cycle' – the supervision process has been constructed by senior management and is very process driven. The safeguarding managers meeting (multi-agency) meet regularly to discuss areas of concern. Supervision will be discussed, a SWOT analysis conducted and recommendations made to improve the current model – this will be sent to senior management.

Involvement of service users as a measure of outcomes – feedback from service users.

Importance of learning about supervision process as student social worker and practitioner and not just as supervisor. Importance of continuing to cascade model and approach to others and capacity to build. If serious about changing profession, need to change culture.

How do we support organisations to reduce the need for systems and bureaucratic processes in favour of a more intuitive process of emotionally intelligent supervision.

Cultural shift to critical reflection and analysis. Start in initial training take to practice. Don't stop doing it and developing.

Need to ensure that the mediation function of supervision is included in the conversation. Need to have a standardized policy of supervision across the professions.

Need to get back to relationships:

- Staff rooms
  - Cups of coffee together instil a reflective environment
  - 'Safe place' to work – not hot desking.
- How to develop/redevelop a reflective learning environment.

Separate line management from process of supervision.

Need for Social Work Reform Board to include the mediation (included in Tony's model) role – so information goes up and down within organisation, and to government, about what works – especially as Eileen Munro points out we need to spot mistakes quickly and respond to them throughout organisation. (responding to Andrew Webb's slide 7)

The importance of relationship based social work.

Are we human or are we dancers? The Killers. Tony's legacy – we are human!  
Rapport/Relationships.

Equality in supervision for everyone – examination of power relationships within supervision. Don't lose support element in supervision whatever that might mean.

I echo Richard's comments, with reflection and analysis we are in the danger of not including the true nature/story which is that of children and the impact of practice for those involved in critical work.

Mandatory training around supervision should be a consistent approach and standard that all agencies working with children and families subscribe to. BUT quality is essential. Learning cycle should be at the core. Services need to demonstrate they are a learning culture.

How to maintain benefits of group of supervision trainers sharing – as Tony had shared. Sharing supervision practice in multi-agency way – keeping service user at forefront.

- Maintain emphasis on reflective practice
- What does organisation look like with good supervision in place – must do, not luxury
  - Meaningful and duty
  - Corporate ownership, not just management
    - Quality and practitioners expectation
  - GSCC and 'handover' of social work to someone else
    - Assertiveness of Social Workers
  - Poor relations between managers and practitioners
    - Training of supervisors and use of good model
- Tension between health-based model and social work model
  - Joint supervision

Modelling



Clarity, simplicity & straightforwardness



Universal tools/language



Founded around the quality of the relationship