

	<b>Single agency integrated supervision (management/clinical/ professional)</b>	<b>Management supervision</b>	<b>Clinical/professional supervision</b>	<b>Personal supervision</b>	<b>Supervision in integrated settings</b>
<b>Mandate and accountability</b>	Non-negotiable  Supervisor accountable to agency	Non-negotiable  Supervisor accountable to agency	Negotiated  Supervisor accountable to their professional body and the agency	Negotiated  Supervisor accountable to the supervisee and professional body	Negotiated by partners  Supervisor accountable to partnership
<b>Focus</b>	Overall performance of worker	Accountability for work, time, resources, staff care, development and appraisal  Communicating agency requirements	Achieving best outcomes for user  Facilitating critical reflective practice	Support  Facilitating reflection	Contractual and employer oversight  +  On-site supervision of day-to-day work
<b>Delivered by</b>	Single manager  May be supplemented by consultation or mentoring	Manager	Professional supervisor  Also via group supervision  Also external approved supervisor to meet regulatory body requirements	Internal/external supervisor or counsellor	Manager within employing agency seconding the staff member  + On-site supervisor  +  Professional/clinical supervision
<b>Example</b>	Supervision of social workers within statutory social care agencies  Residential and day care staff where supervision is delivered via the management structure	Supervision of staff where there are separate arrangements for clinical/professional supervision – e.g. OTs in multidisciplinary teams, staff in CMHTs	Provided where line management is separated from professional supervision or where the line manager is from a different profession or does not have the specific expertise required	Therapists  or  Arranged by agency supervisor as part of a support package	CMHTs  YOTs  CAMHS

<b>Issues to consider</b>	<p>Will all aspects of supervision receive sufficient attention?</p> <p>Can a focus on management tasks at the expense of reflective practice be prevented?</p> <p>How will the emotional impact of work and its effects on practice be addressed?</p> <p>How will staff be encouraged to reflect on assumptions and biases that may be influencing their work?</p> <p>How can specialist needs be met?</p>	<p>How will the organisation know about staff development needs?</p> <p>How will issues of performance feedback be addressed?</p>	<p>How will the supervisor be made aware of any issues that may affect practice, such as workload demands?</p> <p>What feedback mechanism is there between the supervisor and manager?</p> <p>How will any differences of view between supervisor and manager be addressed?</p>	<p>How will any safeguarding issues be managed – particularly where there may be concerns about performance?</p>	<p>What are the differing supervision cultures within the team? Are they understood?</p> <p>Where are the lines of accountability for day-to-day practice decisions?</p> <p>How will the emotional impact of the work be addressed across supervisory relationships?</p>
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