



General  
Osteopathic  
Council

hcpc health & care  
professions  
council

# Delegation and supervision at advanced levels of practice – what you need to consider

Wednesday 1 October 2025, 9.30-10.30am

Monday 3 November 2025, 1.30-2.30pm

## Information about the webinar



A copy of the slides will be shared after the session



Microphones and cameras are turned off to manage a large room

### Q&A

Please post questions in the Q&A as we go (rather than use the 'raise hand' function). We have a small team of people moderating and responding to questions. Questions can be posted anonymously but will be answered publicly. Ensure all questions maintain confidentiality.

### Voting

When prompted, please use your mobile phone to scan the QR code to vote. Voting is anonymous. A summary of the findings will be shared on completion of the webinar series in November.

### Slides

We're using PowerPoint Live so you can navigate the slides just for yourself and then come back to the presenter. You can also click on the embedded links which will take you to other resources.

### Reactions

Please use the reaction buttons including when prompted

### Certificates

There are no certificates of participation. If you would like to include this session as CPD activity, please consider completing a short reflective piece afterwards.

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## Agenda

- ✓ Welcome and introductions
- ✓ An overview of today's session: the purpose, background, aims and goals
- ✓ Key points to consider
- ✓ Delegation – standards and questions
- ✓ Principles of supervision
- ✓ Signposting to resources
- ✓ Actions for the next fortnight
- ✓ Evaluation, ideas for ongoing resources, next steps

# Remit of GOsC and HCPC as healthcare regulators

## Protection of the public

### Objectives under the Health Professions Order 2001 and Osteopaths Act 1993:

- Protect, promote and maintain the health, safety and wellbeing of the public
- Promote and maintain public confidence in the professions we regulate
- Promote and maintain proper professional standards and conduct for the professions we regulate



#### Fair

Being honest, open and transparent



#### Compassionate

Treating people with respect, empathy and care



#### Inclusive

Collaborating with others and championing diversity



#### Enterprising

Seeking opportunities to be creative and foster innovation to improve our performance



#### Collaborative

We work with our stakeholders to ensure patients and osteopaths are at the centre of our approach to regulation



#### Influential

We seek to support and develop those we work with to enhance public protection



#### Respectful

We seek to hear, understand and consider the views of the people with whom we engage



#### Evidence-informed

We use a range of evidence to guide our work to ensure the best outcomes for our patients and the public

## What we do as regulators

Take action to protect the public, including via fitness to practise

Quality assure education and training programmes

Maintain and develop standards for practice, conduct and continuing professional development

Maintain and publish a register of those allowed to practise in the UK

Source



## My scope of practice so far...



## This session will:

- Provide an overview of the standards relating to delegation and supervision to support safe, productive and effective practice and career growth across the workforce.
- Critically explore the key concepts and terms used within the UK context linked to delegation and supervision (and link to relevant resources).
- Provide space for you to consider your own responses to delegation and supervision including in relation to the support workforce and others.
- Invite you to identify a small action to be completed within the next two weeks.



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## Definition of service user

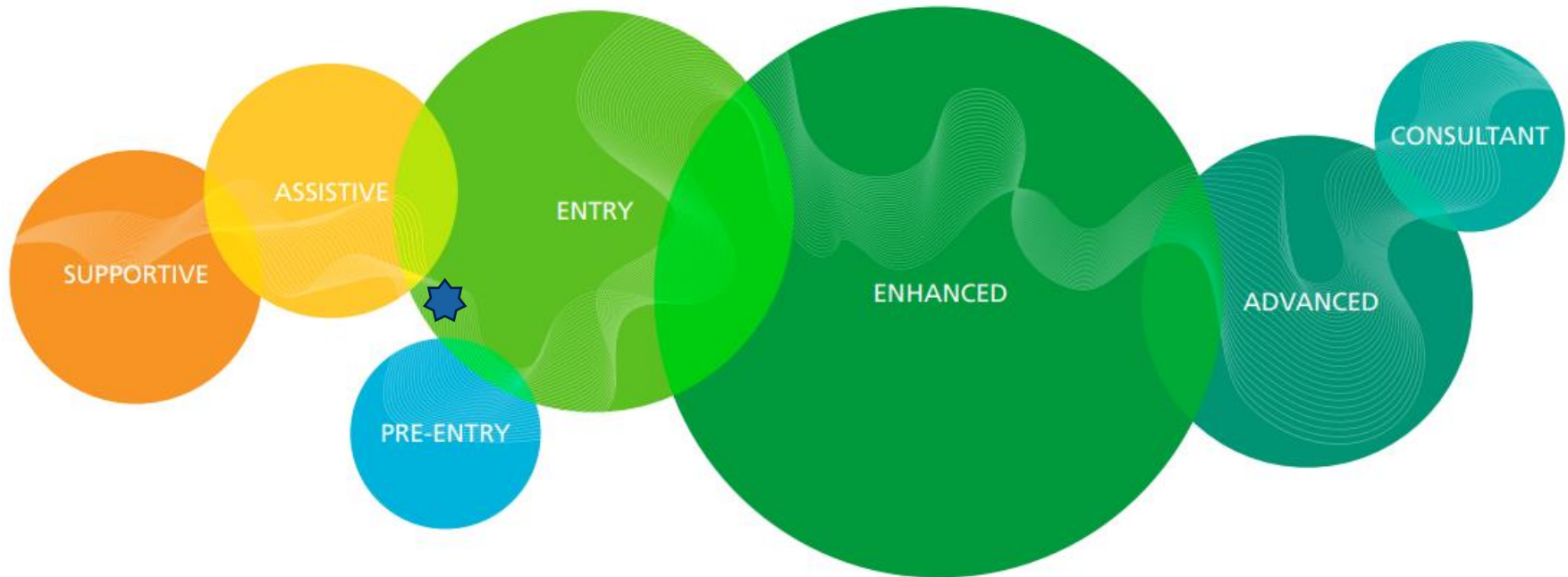


We use the term ‘service user’ as a broad phrase to refer to those who use or are affected by the services of professionals registered with the HCPC / GOsC.



# Levels of practice

The levels of practice have been set out in national profession specific and multiprofessional frameworks and may differ slightly:



England

Northern Ireland

Scotland

Wales



★ Autonomous at point of entry to profession

Source

## HCPC standards for delegation

### Standards of conduct, performance and ethics

4.1 You must only delegate work to someone who has the knowledge, skills and experience needed to carry it out safely and effectively.

4.2 You must continue to provide appropriate supervision and support to those you delegate work to.

## GOsC Osteopathic Practice Standards

### Standard D9.3:

- If you are responsible for an associate or assistant, you should provide professional support and adequate resources for them so that they are able to offer appropriate care to their patients.
  - You should not put them under undue pressure or expect them to work excessive hours.
  - You should not expect them to provide treatment beyond their competence.

And

- If your practice employs support staff, you should ensure that they are managed effectively and are aware of any legal obligations necessary to fulfil their role.

## Delegating and supervising the workforce

Workforce planning involves identifying local service needs and the skill mix needed to address them.



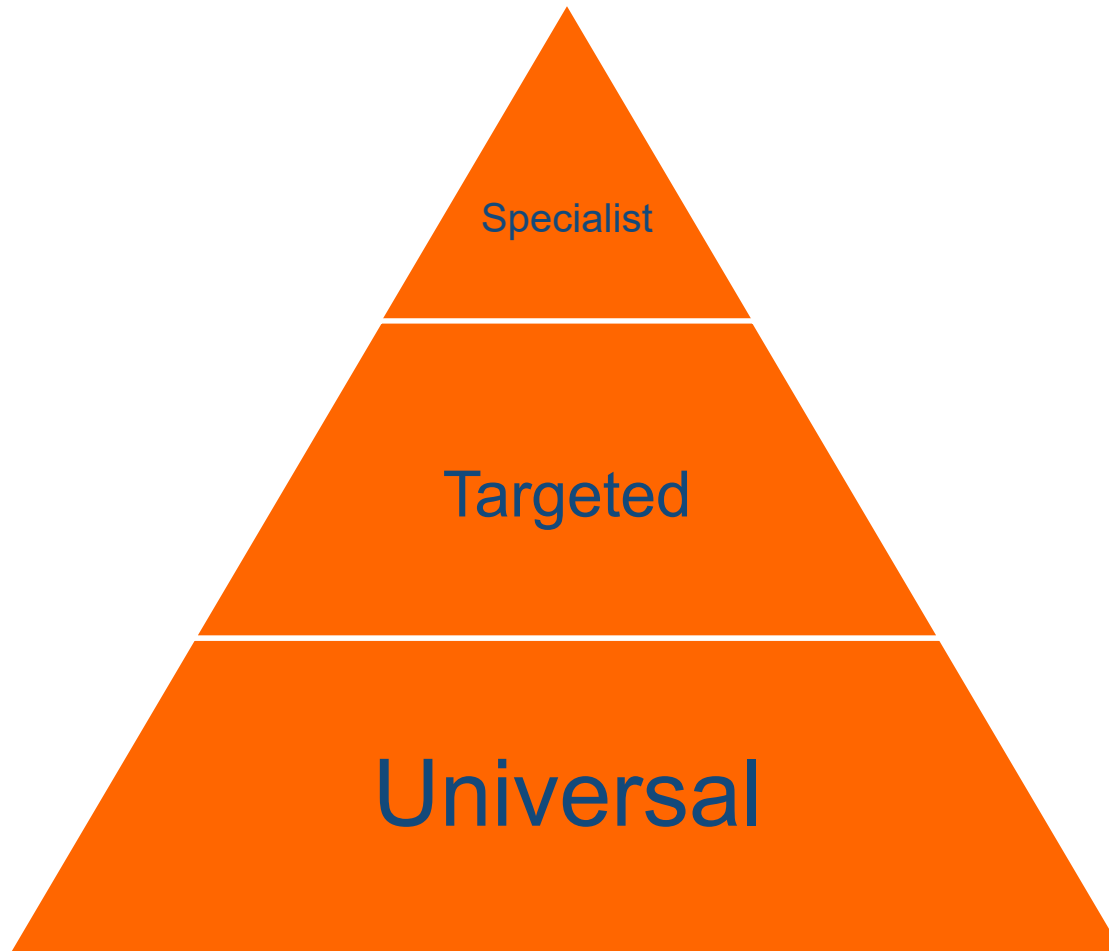
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## Delegation: Key points to consider

- Delegation is a core component of maintaining **safe, productive and efficient practice** – it is a mutual legal duty between the employer, person delegating and person being delegated to.
- Active learning / continuing professional development is required to support safe and efficient delegation, including delegating to others and being delegated to.
- Some registrants may be delegating activities to people outside of their organisation e.g. care workers.
- There may be unseen power dynamics in the delegation process that need to be considered.

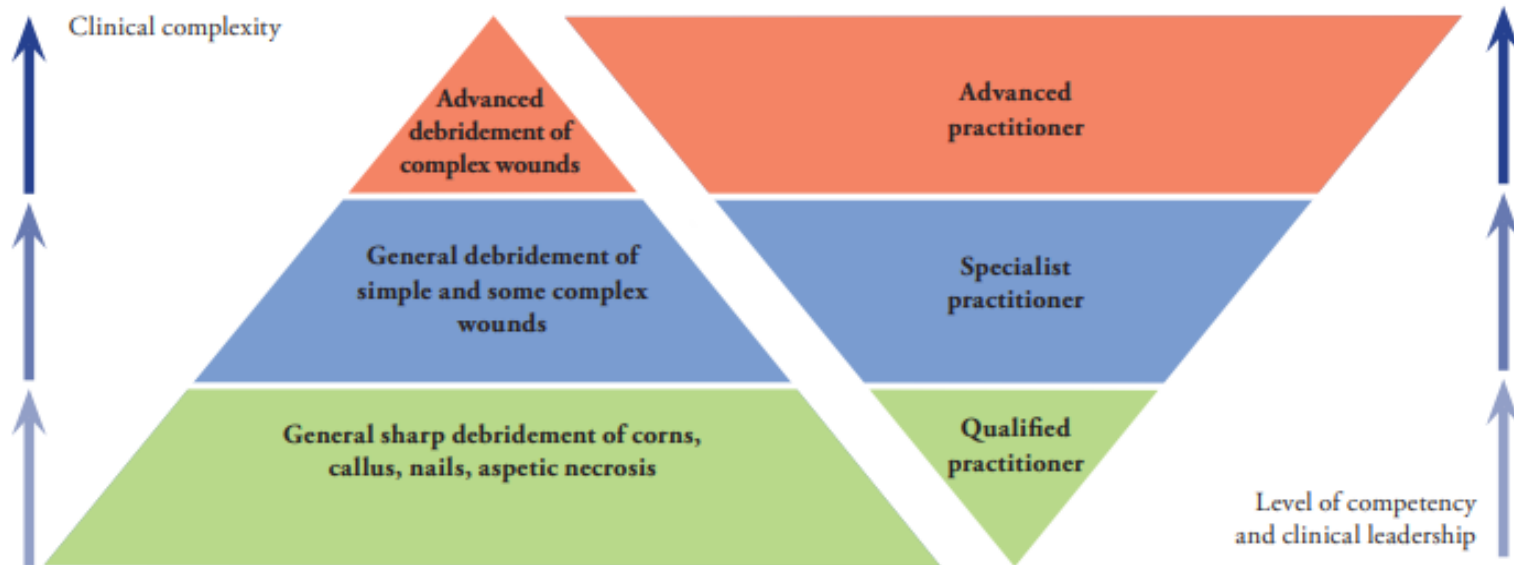
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## Delegated work – for efficient service delivery



# Delegated work

Figure. 1. Roles and defined level of competency and skill in managing the diabetic foot



Source



# Four Pillars of Practice



## CLINICAL AND TECHNICAL PRACTICE

- Run their own delegated clinics, including as part of a multidisciplinary team
- Undertake manufacturing alterations within their scope of practice
- Undertake telephone reviews
- Know when to refer to registered P&O colleagues for clinical assessment
- Support patients and their families e.g. through providing information
- Provide administration and service support
- Manage and maintain stock
- Maintain a safe environment



## EDUCATION AND FACILITATING LEARNING

- Work as Assistant supervisors for P&O pre-registration learners and other students
- Undertake career talks and promotional activities, including via social media



## LEADERSHIP AND MANAGEMENT

- Assist and provide transitional support / preceptorship for newly qualified staff
- Provide onboarding and induction support for new staff
- Line management e.g. for the Workshop Team



## EVIDENCE, RESEARCH AND DEVELOPMENT

- Undertake patient evaluation sessions
- Contribute to audits and service evaluation
- Contribute to quality improvement projects
- Collect and analyse audit data including outcome measures

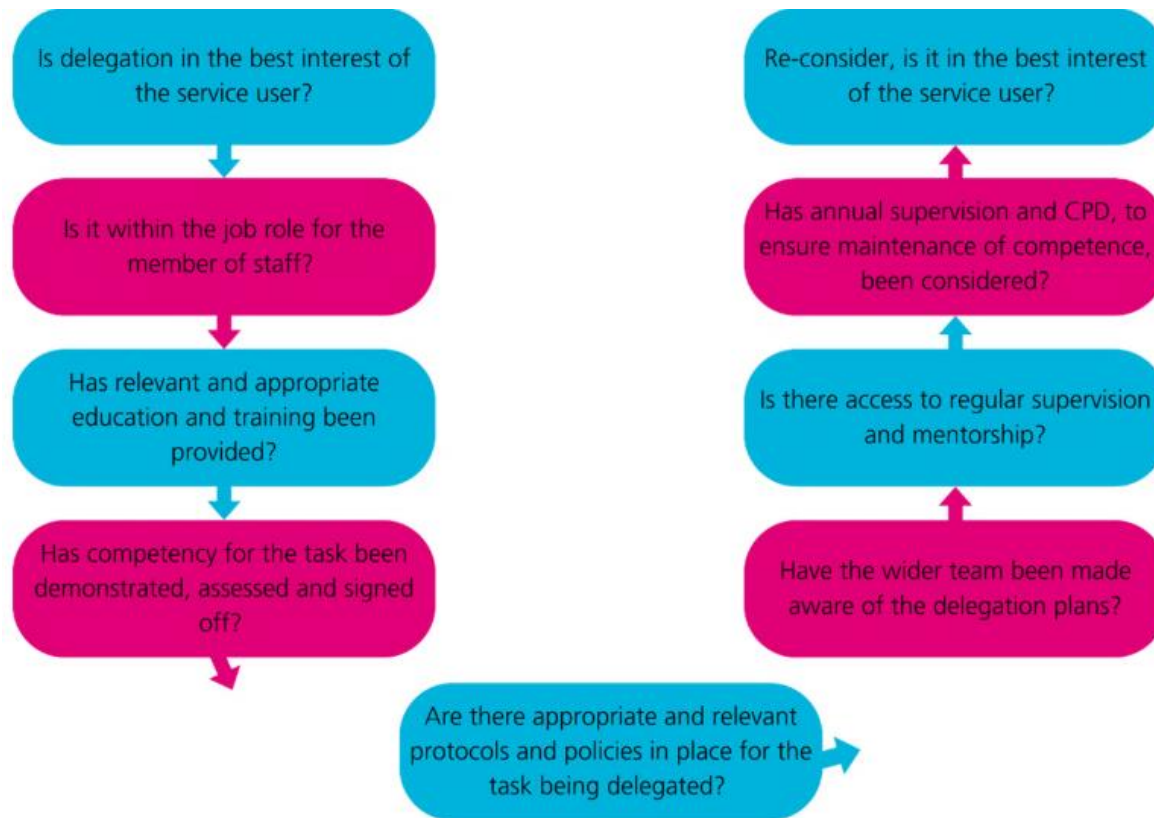


Source

[NHS Education Scotland, 2025](#)

Support Workers and Technicians

## Questions to consider



Source

## Vote 1: Delegation and supervision by registrants

- It is **widely understood** that there is a difference between delegation and referring on to other people.
- It is **widely understood** that the knowledge, skills and capabilities of the person being delegated to must be carefully considered.
- When **delegating to others**, the responsibilities of the **individual registrant** doing so is widely understood.
- When **delegating to others**, the responsibilities of the **service manager** is widely understood.
- When **delegating to others**, the responsibility of the **employing organisation** is widely understood.

Vote 1: Delegation registrants  
session



<https://forms.office.com/e/bTM2Lsge1s>

## Delegated work, insurance and governance



**Professional indemnity  
insurance (registrant)**



**Vicarious liability  
(employer)**

## Vote 2: Delegation and insurance by registrants

- Registrants are **confident in their understanding** of professional indemnity insurance within the context of delegating activities?
- Registrants are **confident in their understanding** of their employer's vicarious liability within the context of delegating activities?

Vote 2: Delegation - registrants  
webinar



<https://forms.office.com/e/44cEqDhTjA>

## Supervision: Key points to consider

- Supervision is a core component of maintaining safe and effective practice in all sectors and settings
- There are different types of supervision
- Active learning and continuing professional development activities are required to be an effective supervisor and supervisee
- Some registrants may be supervised by people from outside of their origin profession
- Supervision is at different levels of cultural maturity within different professions

While there is no single or agreed definition of supervision, at its core, supervision is a process of professional learning and development that enables individuals to reflect on and develop their knowledge, skills, and competence, through agreed and regular support with another professional.

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# HCPC standards for supervision

While we do not have specific requirements relating to registrants receiving or providing supervision, our standards recognise that supervision plays an important part in professional development and learning.

For example, the standards of proficiency for our professions require registrants to:

Understand the need for active participation in training, supervision and mentoring in supporting high standards of practice, and personal and professional conduct, and the importance of demonstrating this in practice (4.8)

The standards of conduct, performance and ethics also require registrants to work in partnership with colleagues:

You must work in partnership with colleagues, sharing your skills, knowledge and experience where appropriate, for the benefit of service users and carers. (2.6)

[What our standards say | The HCPC](#)



## GOsC standards

### Standard D9:

**You must support colleagues and cooperate with them to enhance patient care.**

2. You are responsible for all the staff you employ in your clinic (including administrative staff) and for their conduct, and any guidance or advice they give to patients.
3. If you are responsible for an associate or assistant, you should provide professional support and adequate resources for them so that they are able to offer appropriate care to their patients. You should not put them under undue pressure, or expect them to work excessive hours. You should not expect them to provide treatment beyond their competence.
4. If your practice employs support staff, you should ensure that they are managed effectively and are aware of any legal obligations necessary to fulfil their role.

# Different types of supervision



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## What supervision is not

There are different types of professional development support that should not be confused with supervision:

- Preceptorship
- Induction / onboarding
- Probation
- Mentoring
- Counselling

### Other reading

[Differences between preceptorship and other forms of support | The HCPC](#)



Source

# Supervision for experienced advanced practitioners

## Employers should ensure that:

- appropriate supervision arrangements are in place
- supervisors have access to learning and development opportunities, enabling them to provide effective supervision
- advanced practice workforce and business planning includes the identifiable provision of supervision
- advanced practice workforce and business planning includes identifiable investment in supervisor development

**Source**

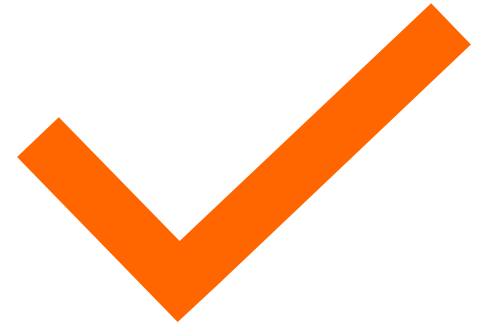
Centre for Advancing Practice, 2025

## Supervision and delegation dismantling myths

1. A registrant can supervise or manage someone in a different profession and the same grade

2. You can delegate tasks that, on face value, sit beyond a traditional scope of practice for a profession

(Depending on experience and additional training / qualifications)



## Vote 3: Delegation and supervision

- Different types of supervision are **widely known**.
- In my **own supervision**, space is provided to support me to reflect on and identify areas for continuing professional development e.g. learning to delegate.
- When I **supervise others**, I provide space to support others to reflect on and identify areas for their continuing professional development e.g. learning to delegate.

Vote 3: Delegation and supervision





# Supervision and delegation resources

## Profession-specific resources

- [British Association for Music Therapy](#)
- [Royal College of Podiatry](#)
- [British Dietetic Association](#)
  - [Case studies](#)
- [Royal College of Occupational Therapists](#)
- [British and Irish Orthoptic Society](#)
- [Chartered Society of Physiotherapy](#)
- [Association of Clinical Psychologists](#)
- [British Association for Prosthetists and Orthotists](#)
- [Society of Radiographers](#)
- [Royal College of Speech and Language Therapists](#)

## Multi-professional resources

- [Supervision and delegation | The HCPC](#)
- [AHP Support Worker Competency, Education and Career Development Framework \(NHSE\)](#)
- [Workplace Supervision | Centre for Advancing Practice](#)
- [Skills for Care - guiding principles for delegating health activities](#)



## Action points – for the next fortnight and evaluation

We'd like to hear from you again. To help us understand the impact of the webinar today, please can you:

1. **Provide an initial response to two final questions before you leave us today:**
  - a) How informative did you find the webinar?
  - b) How relevant was the content for your practice as a registrant / manager?
2. **Share with us one action point, no matter how small, that you plan to take away from today and do within the next two weeks.**

Webinar actions and evaluation



<https://forms.office.com/e/gcLkCzr0e9>

## Webinar series – a reminder

We recommend attending a session for both topics relevant to your role.

For registrants:	
Understanding your scope of practice at advanced levels of practice	<ul style="list-style-type: none"> <li>Monday 29 September 2025, 1.30pm</li> <li>Wednesday 22 October 2025, 10am</li> </ul>
Supervision and delegation at advanced levels of practice - what you need to consider	<ul style="list-style-type: none"> <li>Wednesday 1 October 2025, 9.30am</li> <li>Monday 3 November 2025, 1.30pm</li> </ul>
For managers:	
Effectively managing practitioners working at advanced levels of practice	<ul style="list-style-type: none"> <li>Wednesday 8 October, 9.30am</li> <li>Monday 20 October, 2pm</li> </ul>
Maximising your team's potential through safe and effective delegation and supervision	<ul style="list-style-type: none"> <li>Monday 6 October 2025, 1.30pm</li> <li>Wednesday 5 November 2025, 9.30am</li> </ul>

## Key contacts

	HCPC	GOsC
<b>Policy</b>	<a href="mailto:policy@hcpc-uk.org">policy@hcpc-uk.org</a>	<a href="mailto:standards@osteopathy.org.uk">standards@osteopathy.org.uk</a>
<b>Fitness to practise</b>	<a href="mailto:ftp@hcpc-uk.org">ftp@hcpc-uk.org</a>	<a href="mailto:regulation@osteopathy.org.uk">regulation@osteopathy.org.uk</a>
<b>Registration</b>	<a href="mailto:registration@hcpc-uk.org">registration@hcpc-uk.org</a>	<a href="mailto:registration@osteopathy.org.uk">registration@osteopathy.org.uk</a>
<b>Education</b>	<a href="mailto:education@hcpc-uk.org">education@hcpc-uk.org</a>	<a href="mailto:education@osteopathy.org.uk">education@osteopathy.org.uk</a>
<b>Feedback</b>	<a href="mailto:feedback@hcpc-uk.org">feedback@hcpc-uk.org</a>	<a href="mailto:info@osteopathy.org.uk">info@osteopathy.org.uk</a>

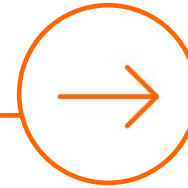
## Next steps and thank you



We will send you a copy of the slides and a summary of the voting after the session



We will ask you for some follow-up feedback including to support the second part of this work



Second part of project: Resource development to be completed by spring 2026 to include new resources and signposts to existing ones.

Thank you for your time and contributions today.