

Emerging national themes

- Organisations; have invested in senior leadership capacity but reducing NHS top team representation. (especially at Board level)
- Problem of career progression; for social workers in integrated Trust management systems: little to sustain leadership and management capability and succession planning Low levels of representation of SW as team managers in many places
- AMHP leadership active and influential
- Council taking greater ownership of their responsibilities for oversight and support of SW
- PSWs leaning in to support

Changing organisational arrangements

- Diversification of approaches to social work delivery
- NHS England benchmarking exercise (2018) found
- 39% integrated under section 75 or other
- 39% in partial eg co-located type arrangements.
- 22% are delivering the service themselves
- ASC stepping into manage SW in colocated setting
- Creation of separate SW MH teams in ASC
- Drivers complex -concern about delivery of SC functions,staff support and service pressures

National themes - Professional Leadership

- Evidence of effective collaborative leadership models
- Well defined and available professional leadership roles are vital to shape culture, supervision, and sense of collective leadership
- Association between successful leadership roles and 'manageable service system sizes' and 'system coherence'
- Very important that Councils actively 'lean in' to support

Integration

- SW valued MDT discussion and peer support and shared skill development has enhanced Social Work practice and role.
- It helped SW impact where Trusts made a strategic commitment to a 'recovery' ethos, had a CEO who spoke explicitly about social factors, recognised the role of professions, reinforced inclusive leadership and had outspoken other minority voices (eg OT) professions.
- Helped where there was an emphasis on systemic and family skills across the service

Integration

- Varying experience of capacity to use social interventions in teams. Examples of SW stepping into lead social approaches in settings like early intervention and CRT but not common.
- Social work is place-based, socially contextualised, often family based.
- Brief clinical intervention framework in health care can work against social work whole person/whole life approaches if these are not supported.

'We don't see the home environment. 'Four contacts a day' gets in the way. There is no time to explore. How do you use systemic skills if you don't see the system in the room'?

Integration and Interagency issues

Care Coordination and generic roles divide opinion:

- Provide sense of shared task but can undermine coherent professional development
- How it is done matters and how integrated with Care Act
- Has care coordination drifted as it has become the basis of the NHS reporting machine?
- Widespread problem of running 'parallel processes' is a strategic problem

Social work support



The Social work role

- Strong service and place based ethic .
- Social Work has built a strong role in relation to its legal literacy, recovery, and care coordinator role, and in working with complexity and risk
- The AMHP role was clear but its wider systemic and

The Social Work role

- Particular tensions in differing views of the role related to the Care Act 2014.

Improvements reported in SW capacity to fulfil statutory roles (especially CA) when in ASC but loss of other important aspects of role eg joint working + benefits of an integrated approach to SC

Reasons to be cheerful ...

- Appetite for sustaining and regaining valued practices and trying new things
- Moves towards greater autonomy and authenticity, not a move against integration per se. Its about greater social work recognition and authenticity.
- Links strengthening across ASC and strength based approach enabling more meaningful shared practice
- Recognition that approaches need to evolve in response to new pressures and learning as part of maturation of partnerships
- Recognition of profound changes needed to support prevention and more sustainable models

Key development areas

- Need to systematically gather evidence of what works and what does not and share learning in real time
- Focus has been on interventions to address SW confidence and this needs to be balanced with broader organisational solutions
- Need to avoid over idealistic sentiments and focus on difficult areas of 'culture', power and resource
- The resource implications (time, opportunities for reflection) of effective partnerships need to be better recognised by government
- Need for more sophisticated partnership governance and accountability framework addressing the diversification of forms -

Development Areas

- Continuous Professional Development (CPD) would benefit from a more explicit connection to professional frameworks and standards and to a clearer

Partnerships

World Bank
Governing Collaborative Governance
S. Zadek & S. Radovich
2006