



Principal Social Workers for Adults Network

1st February 2024

Hannah Scaife, Sarah Range (Co-Chairs)

Paula Swift, Kate Concannon, Gavin Butler (Vice Chairs)

Welcome

- Warm welcome to our PSW colleagues
- **If you're a new Principal Social Worker, welcome to our network.**

NATIONAL PSW NETWORK LEADERSHIP TEAM



**HANNAH SCAIFE,
CO-CHAIR**

Principal Social Worker for Adults, South Gloucestershire Council. Areas of passion are equality and diversity, compassionate leadership, learning and development



**SARAH RANGE,
CO-CHAIR**

Head of Practice Governance & Information and PSW, Southend City Council. Areas of passion are social justice, wellbeing and vicarious trauma, learning and development and anti-racist practice



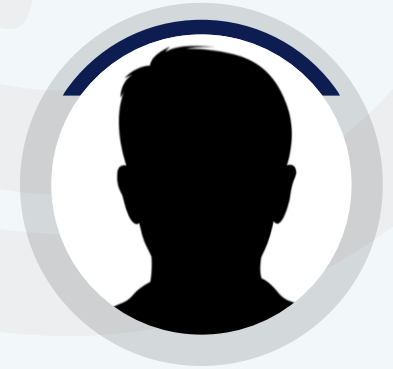
**PAULA SWIFT,
VICE CHAIR**

Professional Head of Social Work, Tees, Esk & Wear Valleys NHS Trust. Shared decision making, collaborative engagement and service development with those who use our services and carers. Social work identity and leadership within the NHS



**KATE CONCANNON,
VICE CHAIR**

Principal Social Worker for Adult Social Care, Wellbeing & Housing, Southampton City Council. I have just completed my MSc in Mental Health and Social Inclusion. I am very interested in research and genuinely want to understand how we can draw together Children's and Adults' social work to share parity of esteem.



**GAVIN BUTLER,
VICE CHAIR**

Senior Manager Mental Health, Principal Social Worker (Adults), Cheshire West and Chester Council. My interests lie in developing our work with complexity and in presentations that test out skills and knowledge on eligibility, capacity and human rights, such as people experiencing hoarding and self-neglect; rough sleepers and people with forensic issues.

Key priorities

**Focus for today: workforce development
and in particular retention**



Overarching focus on Compassionate Leadership and wellbeing

Equality, Diversity & Inclusion (within the network, our organisations and in social work practice)

Workforce development (education, attraction, recruitment and retention)

Social work representation in the NHS

Supporting and evidencing great practice: preparing for assurance- demonstrating the value of social work

Championing community based, person-centred practice

Outline for today

Time	Lead	Session
10:00-10:30	Kate/Paula	Reflections on being a chair
10:30-11:15	Kate/Sarah	Setting the context for CQC Assurance Framework - James Bullion, CBE and Interim Chief Inspector of Adult Social Care at CQC
11:15-11:30		BREAK
11:30-12:30	Kate/Sarah	Experience of CQC - PSW Perspective
12:30-13:00	Paula/Sarah	Action planning and morning reflections
13:00-14:00		LUNCH
14:00-14:30	Hannah/Gavin	Finding our leadership voice - Dez Holmes, Director of Research in Practice
14:30-15:15	Hannah/Gavin	Celebrating 75 years of social work - Jill Manthorpe CBE, Professor Emerita , Kings College
15:15-16:00	Hannah/Gavin	Lyn Romeo, CBE - Last reflections and thanks from the network



Reflections on being a chair

10:00-10:30

- What is the best part of being a chair?
- What are the challenges?
- What is the most unexpected part?
- What would you say to the 'you' that was considering going for chair or vice chair from your experience now?

Setting the context - CQC Assurance



James Bullion, CBE
Interim Chief Inspector for
Adult Social Care, CQC

10:30-11:15

Experience of CQC-
11:30-12:30

Rachael Willis - Director of Social Work
at Lancashire and Cumbria NHS Trust

Amanda Takavarasha - PSW at Suffolk
County Council.

Sarah Gibbons - PSW at Nottingham
City.

Becky Jackson - PSW at North
Lincolnshire.

Action planning and reflections from the morning 12:30- 13:00

Time to get up
and mingle....

Podcast, book,
playlist, song

Finding your leadership voice

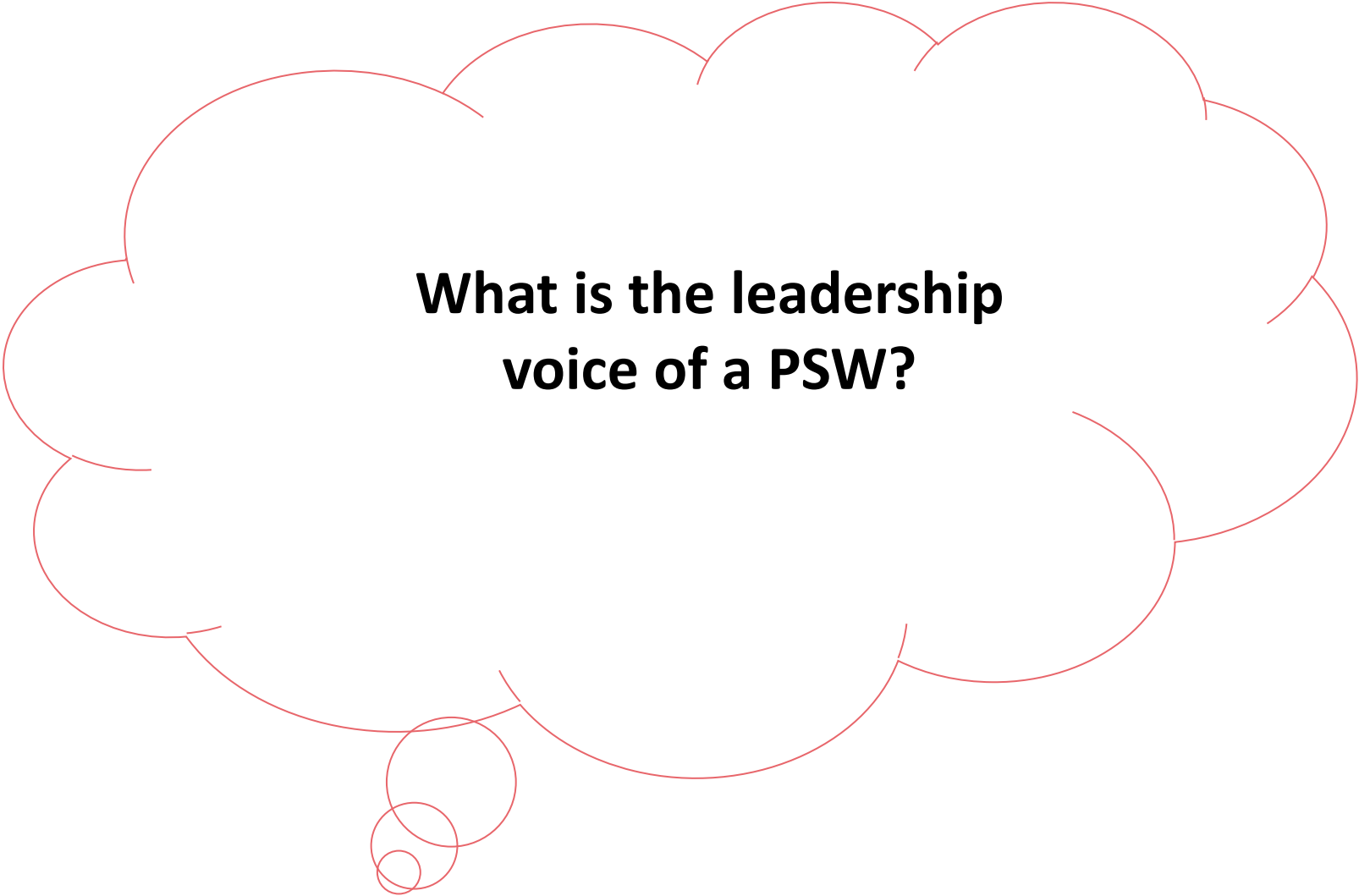
Adults PSW network meeting

February 2024

Dez Holmes

Director

Research in Practice



**What is the leadership
voice of a PSW?**

- › A process where "leaders and their followers raise one another to higher levels of morality and motivation." (Burns, 1978)
- › A transformational leader (Bass, 1985) :
 - Is a model of integrity and fairness
 - Sets clear goals
 - Has high expectations
 - Encourages others
 - Provides support and recognition
 - Stirs the emotions of people
 - Gets people to look beyond their self-interest
 - Inspires people to reach for the improbable.

- › ***Transformational leaders*** help people to fulfil their potential: by enabling them to reach their goals in ways that benefit themselves, their colleagues, the organisation, and the societies within which the organisations are operating.
- › ***Transactional leaders*** focus on the transactions between getting work done and the goal rewards. Goals and rewards still matter, but if you only focus on transactions, then performance will never be exceptional, it will just be ordinary. People need more.
- › ***Pseudo-transformational leaders*** may be charismatic and may seem to have a compelling vision that influences people towards particular goals, but the focus is on the person themselves. It is akin to a cult of personality. These people are more self-interested and may even be willing to exploit people to achieve their goals.

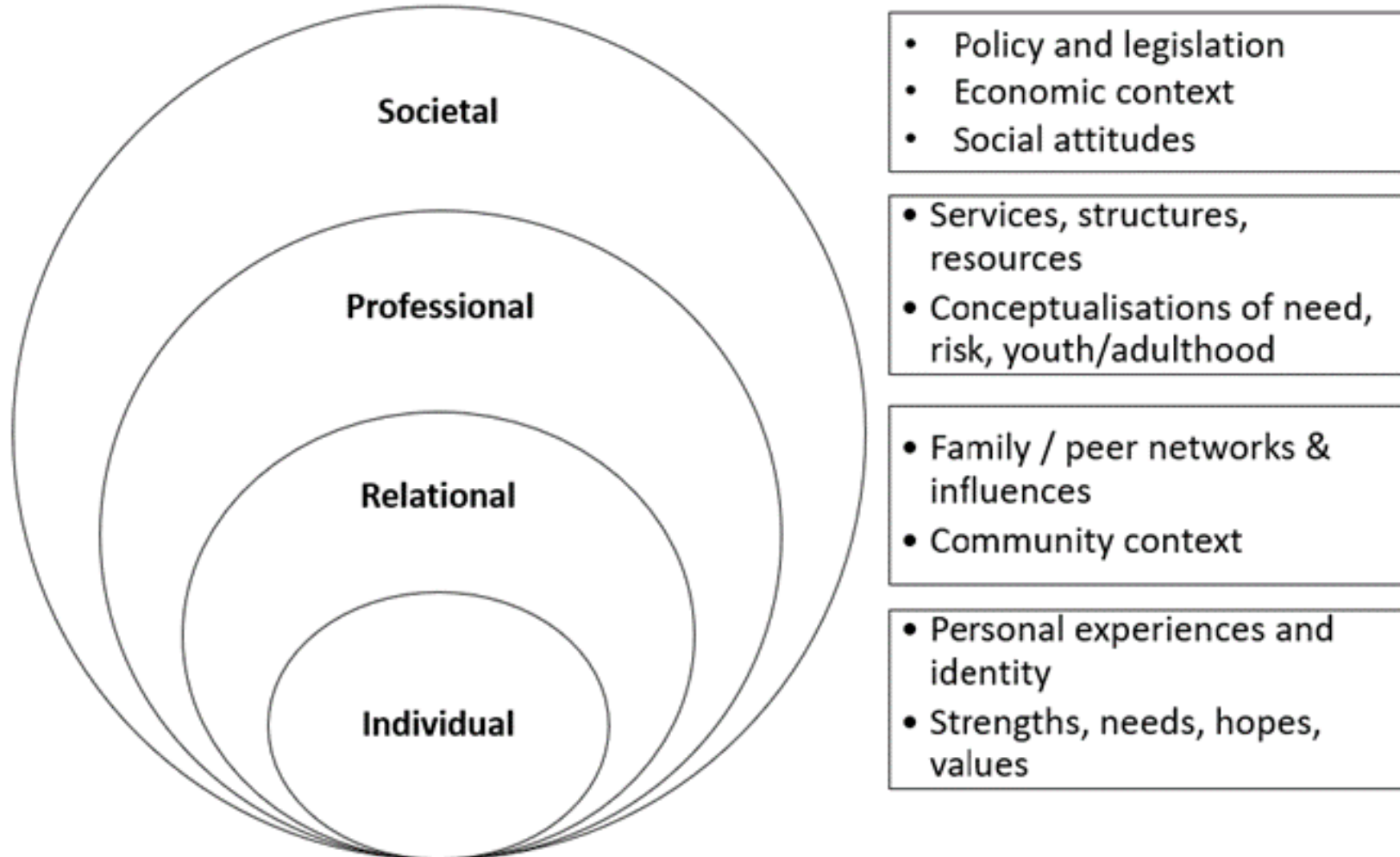
Transformational leadership: 5 skills

(Newton et al, 2024)

- › **Building trust** - A transformational leader is somebody people genuinely want to follow—trusting that leader to take them somewhere that will bring them benefits. Do you have a vision people can understand and appreciate? Are people able to participate in developing that vision?
- › **Acting with integrity** - Transformational leaders articulate values as guiding frameworks—to support people in the decisions and choices they are facing.
- › **Encouraging others** - Motivation is always key, but particularly in times of uncertainty. Leaders can enable people by providing resources; helping to educate people; and giving them confidence—not an empty confidence—but a belief in their abilities based on coaching and development.
- › **Innovative thinking** - Encouraging people to think differently and challenge perspectives—critical to effective decision making.
- › **Coaching** - Transformational leaders coach and develop others, enabling them to learn and grow.

Individual ecosystem - an example

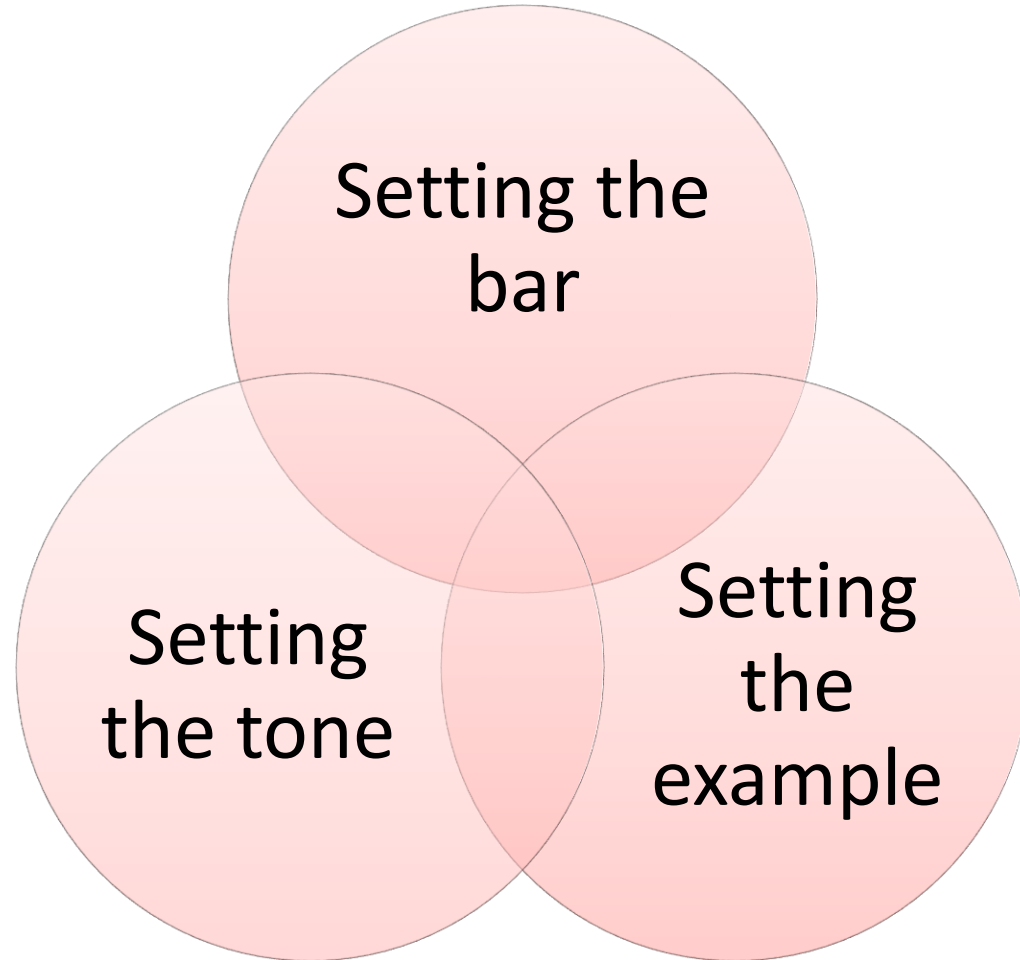
(Holmes, in press – adapted from Bronfenbrenner, 1977)





**Where is your leadership voice strongest? Where is it heard?
What amplifies it?**

Influencing practice by...



How do you use your leadership voice to do this?

Innovation is not linear

- › *‘the majority of [innovation frameworks] were presented rather like a formula or manual, providing a comforting, but rather misleading, illusion of a pipeline whereby ideas, resources and the full range of prescribed activities could be fed in at one end so that aspired outcomes would flow out at the other’* (Lefevre et al, 2022:10)
- › Leaders must resist those linear constructs of change management that can be ‘comforting but misleading’ and instead approach the issue as one of collaborative inquiry and experimentation.
- › It’s about relationships, not ‘roll-out’ - Recent research regarding implementation emphasises the importance of trusting relationships. By developing trust between stakeholders, and attending to relational strategies as well as technical strategies, implementation efforts are more likely to achieve successful results (Metz et al, 2022)
- › Emerging understandings, detours and delays, surprising insights and unexpected challenges are all part of the process of social innovation. Don’t set yourself up to fail!

research
in practice





Celebrating some 75 years of
social work history (inc today!)

Jill Manthorpe CBE
Emerita Professor of Social Work
King's Policy Institute
1 Feb 2024

This brief narrative ...

Focusses on some enduring themes of the National Assistance Act (NAA)

Tries to avoid thesis of 'all change' with NAA

Indicates some evidence gaps (for PSWs with time on their hands ...)

Provides a first stab of the DHSC PSW history

Publicises the Social Work History Network

Happy
birthday
NHS 1948



Happy
Birthday
National
Assistance
Act 1848
(Walsall) –
er not
much
partying

Celebrating
75 years
of Adult Social Care

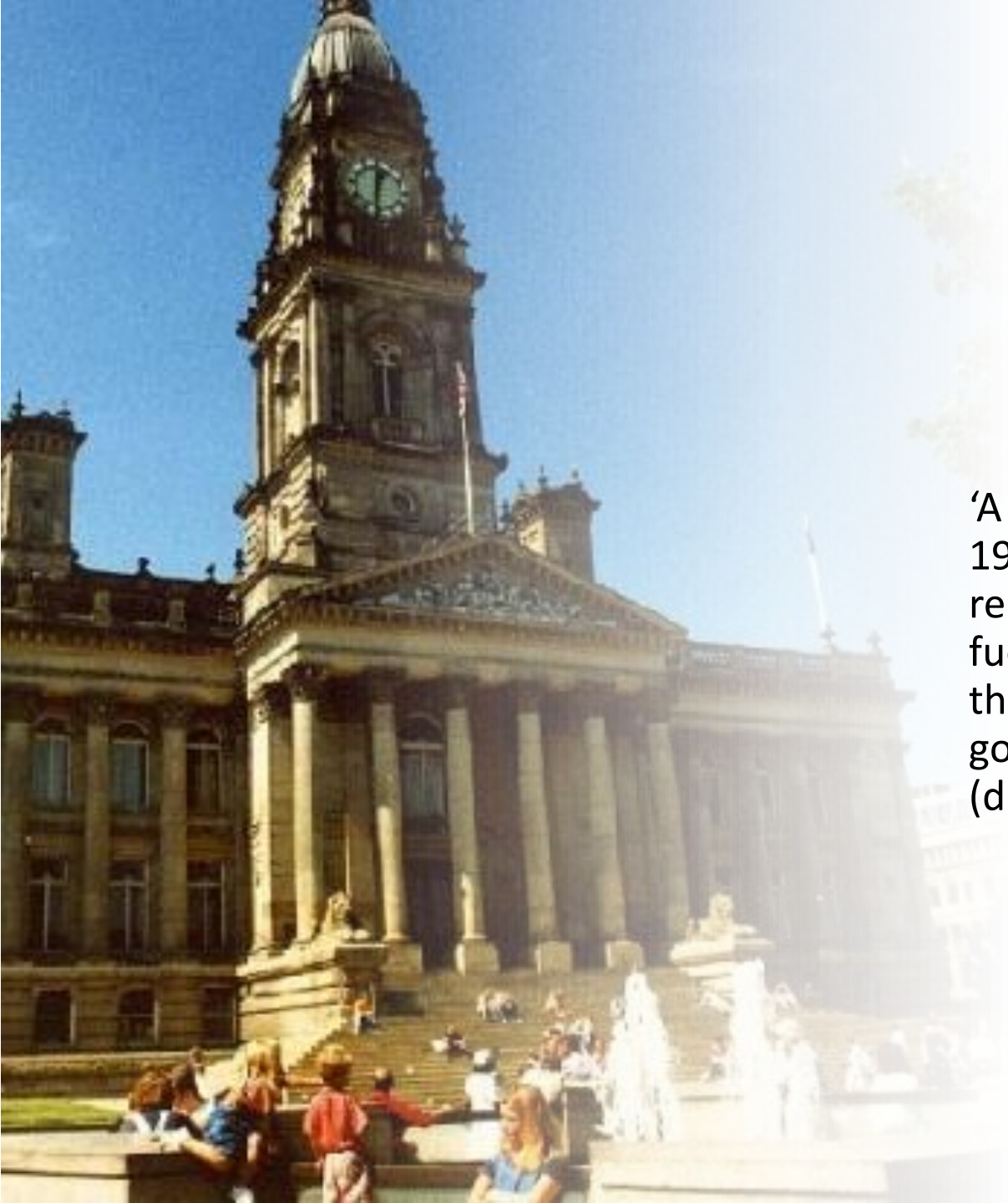


Social Work Life (just) before the NAA 1948

Public Assistance Committees + Poor Law Union (social work type activities) & The War Time Ministry (singling out adult focus)

- Preparation for take-over of hospitals by national Emergency Medical Service in 1939
- Hospitals encouraged to employ more Almoners (eligibility screening)
- Contract tracing for VD infections
- Role in responses to bomb damage and social disruption, housing problems/dislocations, industrial welfare, some work with refugees & displaced persons
- Various branches & locations of social work





National Assistance Act 1948 – not all change

‘A fire may have been lit in 1948, but it was a tiny one reliant on previously stored fuel, which required long and then vigorous stoking to get it going’. Burnham BJSW 2011 (drawing on Bolton archives)



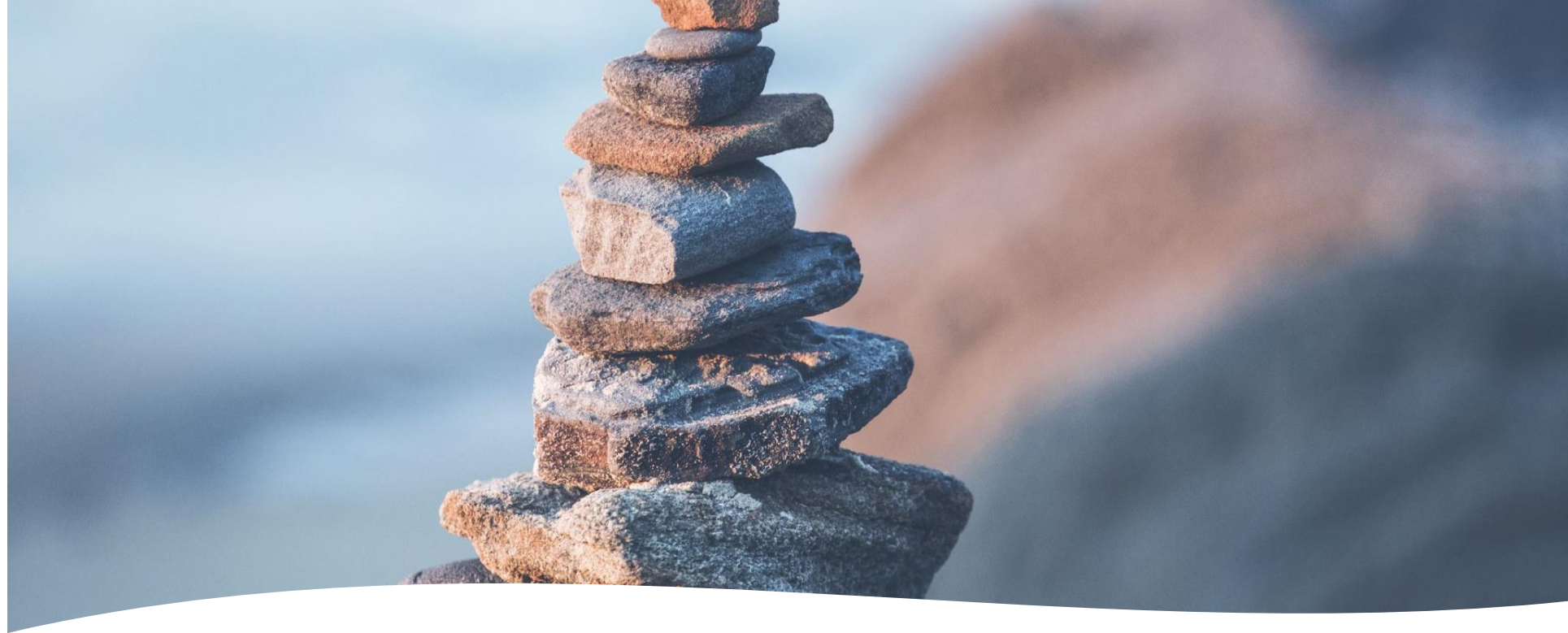
Sample of NAA specifics

- S21 Local authorities (LAs) required to charge for residential accommodation (NHS fault line)
- S29 - make welfare arrangements for blind, deaf, dumb and crippled persons
- S47 – removal to suitable premises of people in need of care and attention (see Call the Midwife episode – history informed)

Invisible in plain sight

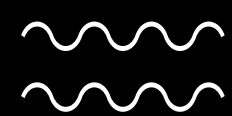
- Private sector of care
- Shift of home help to home care
- Disability movement/feminism/discrimination murmurs
- Family carers (familism)
- Abuse and neglect (general and national scandals)



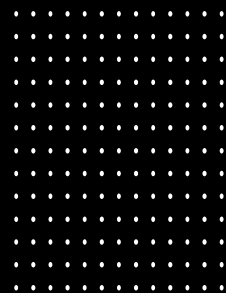


Blurring the NAA birthday celebrations of last year

- Milestone or Millstone?
- NAA – another long ‘gap filler’ in social welfare
- Its focus on residential care skews social care/work ...
- It solidified + sometimes created the NHS and social care/LA divide
- Means testing was to become a ‘wicked problem’ rather than ‘stigma busting’



Social work history's evidence gaps



- Limited methods
 - Limited use of records (Modern Records Centre at Warwick Uni) eg files, records
 - Some oral histories/memoires inc. users (WISE Archive)
 - Few triangulated accounts; little tie up with client accounts
 - Newish interest in colonialism influences
 - Generally descriptive/social administration & policy chronologies
 - Arts and artefacts overlooked
- <https://socialworkin40objects.com/>

Quite a bit on AMHP practice and role

Adult social work – legacy for tomorrow

Could there be expansion of Mark Doel's type of work <https://socialworkin40objects.com/> and of SW museums?

More inclusive + rigorous oral history?

More triangulation of data?

Keeping & analysing the (digital) records?

Creating a Chief Social Worker (CSW) for Adults history

Documents, for example. the CSW ROLE

‘The CSW for Adults works collaboratively with the CSW for Children and Families. Together they work from the Office of the Chief Social Worker to:

- support and challenge the profession to ensure that children and adults get the best possible help from social workers
- provide independent expert advice to ministers on social work reform, and the contribution of social work and social workers to policy implementation more generally
- provide leadership and work with key leaders in the profession and wider sector to drive forward the improvement and reform programme for social work
- challenge weak practice to achieve decisive improvements in the quality of social work
- provide leadership to the network of PSWs’

Evidence

- Annual reports – role memory and messaging
- Commissioned work – forewords
- Role in Covid-19 (Coronavirus Act 2020)
- Blogs – voice -
- Statements/media and pictures (national /local)
- Internal DHSC influence
- Influence in profession (resources, education, regulation, BASW, etc) and UK /global wide
- Comparison with other Chief roles in DHSC (Medical Officer, Nurse, Midwife, etc) and other government bodies eg DfE, HO, ...
- Origins – how to unpick ...

Comparisons?

- With local roles? With Children's?
- With others in UK eg Office of the Chief Social Work Adviser (Scotland), Chief Social Care Officer Wales & NI – Chief Social Worker (integrated services)
- Internationally? – Chief Social Worker (Director Professional Practice) Oranga Tamariki / Ministry for Children(NZ) & Constance "Conny" Nxumalo (1967 –2020) - South African social worker and government official, sometimes referred to as "South Africa's Chief Social Worker".

Thank you and Please consider participating



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<https://www.kcl.ac.uk/scwru/swhn>

Bulletin of the Social Work History Network

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The Social Work History Network (SWHN) is a joint venture between the Social Work History Network, the British Association of Social Workers (BASW) and the Social Work History Society (SWHS). The Bulletin is published twice a year, in June and December.

Editorial	1
The SWHN and Community Care UK	2
Review: Thomas	3
Guest Editorial: The SWHN: Challenging the reduction of social workers' economic and life opportunities	4
Alan Beckett	5
Looking back, looking forward	6
John Cook	7
The Social Work (Oxford) Act 1964	8
John Hinchey	9
SWHN's Strategic Framework for the Social Work (Oxford) Act	10
John Hinchey	11
The history of social work is a constant of change for the past 150 years of our profession. Let's look at the history	12
Workplaces, diversity and social work history	13
Alan Beckett	14
John Hinchey, Thomas Cook and the Oxford Act 1964	15
John Hinchey	16

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- Modern Records Archives https://warwick.ac.uk/services/library/mrc/research_guides/social_work/
- A New History of Social Work: Values and Practice in the Struggle for Social Justice, John H. Pierson, 2022, Routledge
- A Contemporary History of Social Work: Learning from the Past, Terry Bamford, 2015, Policy Press
- Manthorpe J and Purcell C (eds) (2023) An Ordinary Life: report of a Witness Seminar,



Department
of Health &
Social Care

Reflections

Lyn Romeo

Chief Social Worker for Adults

Date

The Role

- First ever CSW along with CSW for children and families
- Head of profession and provide leadership to social workers including Principal Social Workers
- Established the office within DHSC
- Raise the profile of social work with adults and their families
- Advised and contributed to policy and legislative development
- Care Act 2014 – wellbeing principle and strengths-based approaches; embedding the role of social workers and putting the PSW role on a statutory footing
- Social workers role in enabling personalised and integrated care and support focused on good outcomes for people
- Legal literacy : Improving application of principles of HRA/Mental Capacity Act /MHA /Equalities Act/ Care Act
- Workforce : capacity and capability ; Employer standards
- Improving education and training; bursaries; graduate routes ; HCPC/Social Work England ; ASYE; Teaching Partnerships; PQ standards for qualified social workers ; supervisors ; PSWs
- Working with key sector partners –ADASS; SfC; SCIE; PSWs ; RiP; LAs; BASW; TLAP; Social Care Futures



Progress

- Improved profile for social work with adults
- PSW role and support for role – network /ADASS
- Shift from care management to social work and social care practice with people and communities – ‘good old fashioned social work’
- Improving data; research; evidence : NIHR /IMPACT/Health Foundation
- Improving practice approaches - person led and centred; relational strengths-based ; making safeguarding personal;
- Preventing/reducing/delaying; demand for assessments and care and support; safeguarding; preparing for adulthood; support for carers; improving commissioning and innovative options for people.
- Recruitment , retention and developing people – supervision ; career pathways; leadership development ; BIA and AMHP capacity
- Improving public understanding of social work with adults and social care – Covid impact
- Reform agenda

More to do

- Think family and community approaches for young people moving into adulthood
- Adults with Learning Disabilities and/or autism
- Working with and improving support to autistic people
- Older people with multiple needs including dementia
- Responding to mental ill health and increase in need
- Improving practice approaches to people experiencing homelessness and associated needs in relation to drug and alcohol misuse; acquired brain injury; domestic abuse; mental ill health.
- Improving safeguarding practice
- Social work in health settings
- Palliative and end of life care



- Consolidating relationship and strengths-based approaches: what matters, what's strong and what works best: Personalisation, coproduction
- Workforce: recruitment and retention/ wellbeing
- Equality, diversity and inclusion
- Social Care Reform/CQC Assurance : Safeguarding/Mental Health/MCA/Building the Right Support/hospital discharge arrangements /carers
- Digital & Technology: social work in a virtual world: Hybrid working getting the right balance between digital/virtual working and face to face – with people , colleagues, partners and for learning and CPD
- Need; Demand; resources ; complexity & safeguarding
- strong legal literacy/data and analytical skills/ finance/ policy skills / working in organisations
- Leadership at all levels – coaching; supervisory ; consultancy ; PSW professional leadership role
- Integrated Care Systems - local place; integrated responses



Social work has come on leaps and bounds in the last 10 years especially. CSW leadership made a real difference for Adults and for the professionals who support their life and stories.

The profile of social worker at a national level has never been higher and better understood.

Raised and celebrated Social Work, without being unrealistic about the challenges

Made a great difference to social work with adults in very challenging times.

Leadership, commitment, passion and advocacy for adult social work has always shone brightly

thoughtful, approachable, and authentic approach has brought enormous strength to the world of social care.

Made a huge difference with an impact which will have been felt across to people using services as well as social workers themselves.

The guide and voice the profession

CSW posts have made such a massive contribution to Social Work England both before and after we have come into being

Leadership and vision for a better profession





PSW
NETWORK

Thank you