

World Social Work Month  
BASW England 80-20 Conference  
'inclusive relationship-based  
practice in a changing world'

Session 1 – social work, the pandemic and  
relationship-based practice in a changing world

Tuesday 8<sup>th</sup> March 2022

Welcome to this webinar. This event is being recorded.

Attendees please keep your microphones on mute  
and cameras off throughout the presentations.

Questions can be posted in the chat.

You are welcome to tweet this event:

#WSWM22 / #WSWD22 @BASW\_UK



---

## Campaign

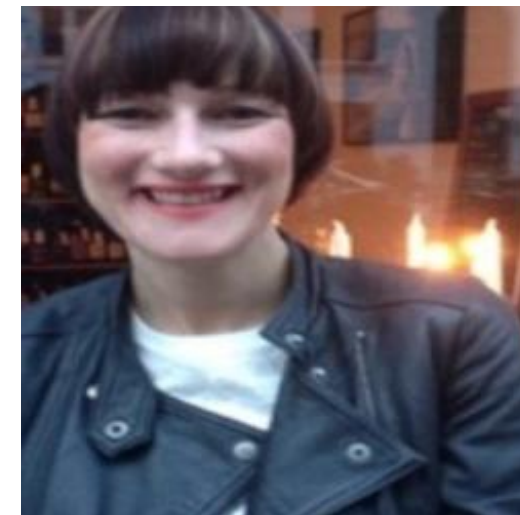
Promoting relationship  
based practice

---

World Social Work Month:  
BASW England 80-20 Conference  
'inclusive relationship-based  
practice in a changing world'

Liz Howard  
Professional Officer BASW England  
[liz.howard@basw.co.uk](mailto:liz.howard@basw.co.uk)  
[@lizzyh20](https://twitter.com/lizzyh20)

#WSWM22  
#WSWD22



World Social Work Month:  
BASW England 80-20 Conference  
'inclusive relationship-based  
practice in a changing world'

Andy Gill  
Vice Chair BASW England Committee  
@AndyGill412

#WSWM22  
#WSWD22



**Campaign**  
Promoting relationship  
based practice



**BASW  
England  
80:20  
Campaign  
for  
relationship  
based  
social work**

- **What 80/20 means to me and you?**
- **Why is it important?**
- **Why relationships are at the heart of what we do?**
- **If we do nothing will we have a profession we recognise?**
- **No more “jerking the system”!**



---

**Campaign**  
Promoting relationship  
based practice

---





World Social Work Month:  
BASW England 80-20 Conference  
'inclusive relationship-based  
practice in a changing world'

Maris Stratulis  
National Director BASW  
England  
[maris.stratulis@basw.co.uk](mailto:maris.stratulis@basw.co.uk)  
@MarisMstratulis

#WSWM22  
#WSWD22



**BASW  
England  
80:20  
Campaign  
for  
relationship  
based  
social work**

- **Social workers need enough time to work with families to achieve good outcomes- families staying together**
- **Social workers are frustrated that they are spending too much time on administration tasks, instead of direct relationship-based work with children and families.**
- **Therapeutic, reflective, relationship-based practice is the best way for social workers to bring effective and positive change to children and families.**
- **The 80-20 Campaign is our opportunity to create effective change by putting relationships in practice at the heart of what we do.**



**Campaign**

Promoting relationship  
based practice



Relationship  
Based Practice  
is based on  
social work  
values and  
ethics

Anti-racism, Equality, Diversity and Inclusion

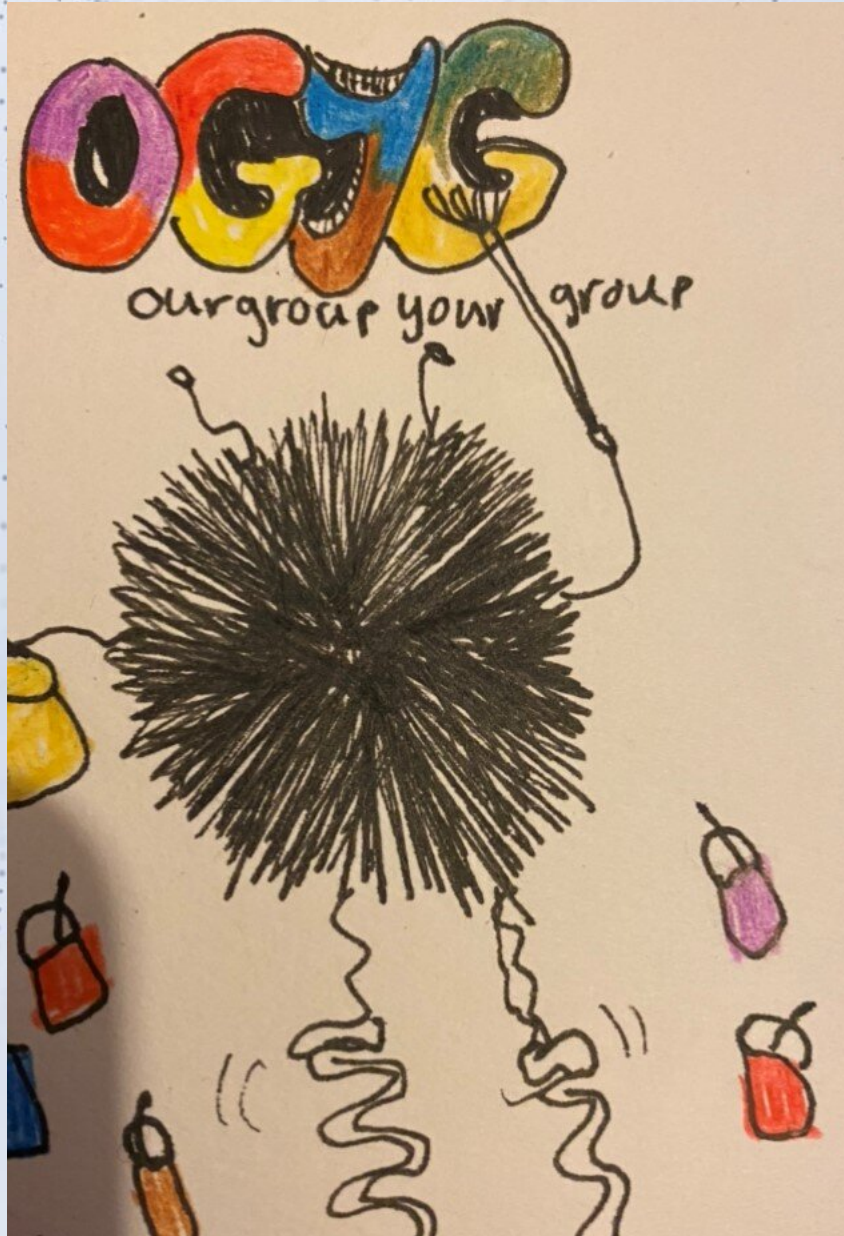
Respect and Honesty

Communication

Information Sharing

Support

Participation





World Social Work Month:  
BASW England 80-20 Conference  
'inclusive relationship-based  
practice in a changing world'

Relationship-based practice with  
adults

Susan Hollinrake  
Associate Professor  
University of Suffolk

#WSWM22  
#WSWD22



**Campaign**

Promoting relationship  
based practice



The slide features a teal background with several thick, expressive brushstrokes in a darker shade of teal. These strokes are positioned at the top and bottom edges, framing a central yellow rectangular area. The text is centered within this yellow area.

# Relationship-based Practice with Adults

We will cover:

- Some background to relationship-based practice with Adults
- Some relevant theoretical perspectives and associated skills
- Underpinning Values
- An ethic of care
- Supervision and Kittay's concept of 'Nested Dependencies'
- The IDEAS model

# Relationship-based Practice with Adults



## **Casework approach -1950s and 60s**

The Faith of the Counsellors

Paul Halmos

The Casework Relationship

Felix Biestek

## **Radical Social Work 1970s**

Sociology, Feminism and Marxism

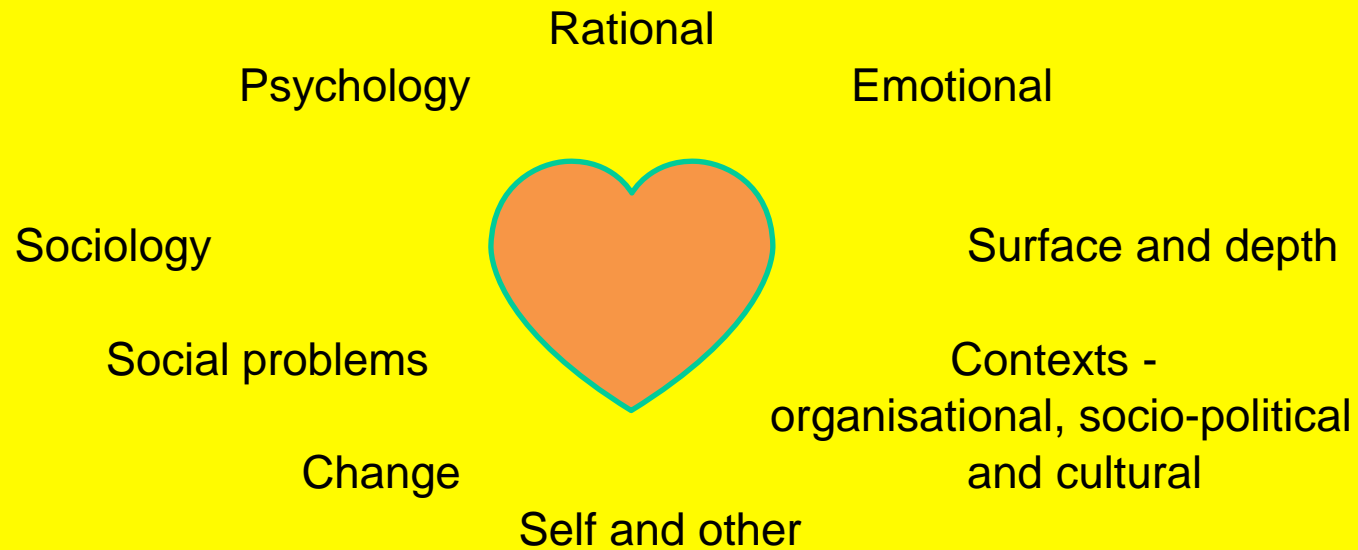
## **Neo-liberalism and the market place 1990s**

Care managers and customers

## **2008 Banking Crisis and Austerity**

## **Revival in interest in relationships 2010s**

# Relationship-based Practice with Adults



Practitioner and service participant - internal and external worlds  
NEED, INJUSTICE, LOSS, DIFFERENCE, ABUSE, DEPRIVATION



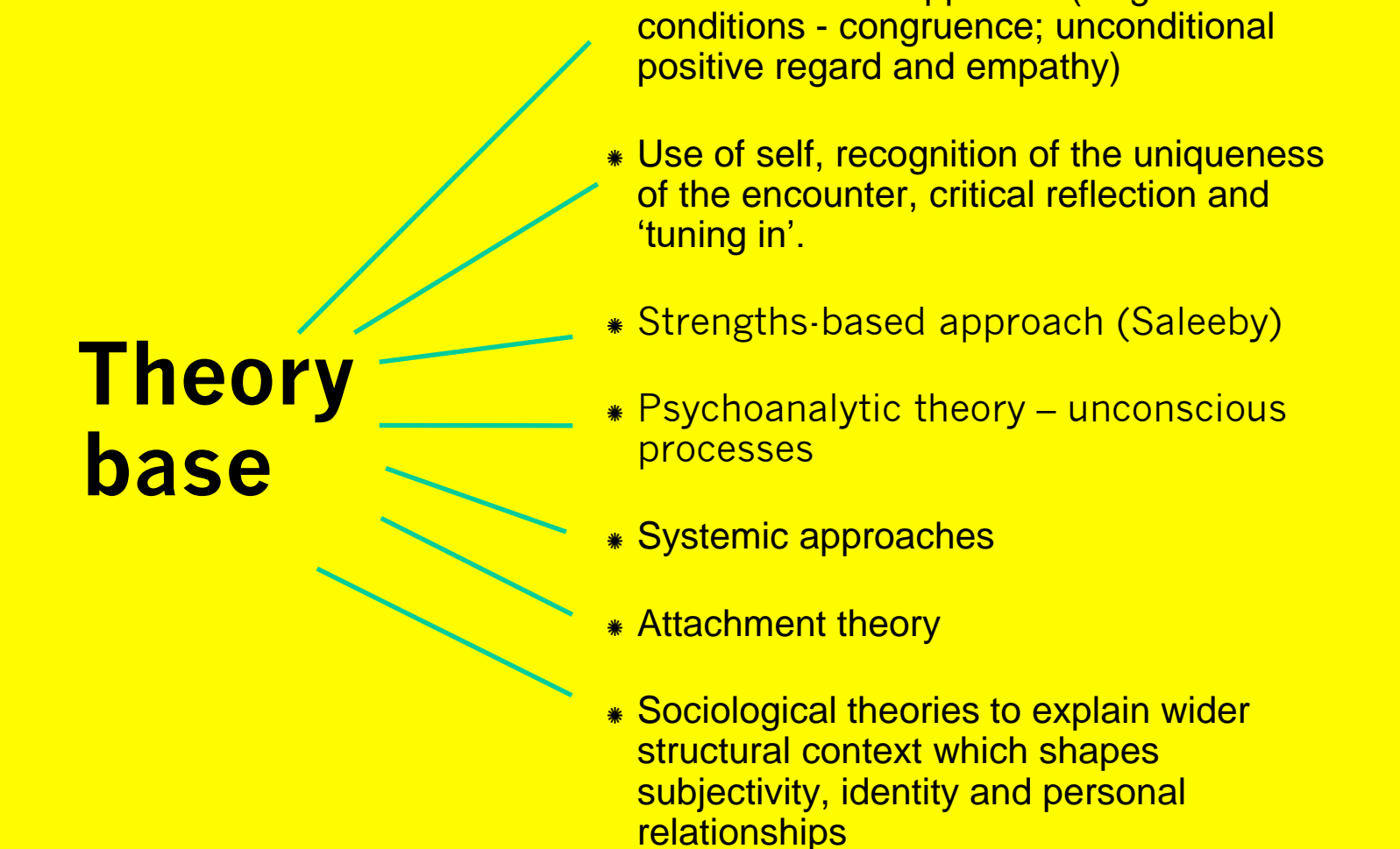


# Relationship-based Practice with Adults

## Current social work practice with adults

- \* Personalisation
- \* Individual choice and control
- \* Well-being

# Theory base

A diagram with the text 'Theory base' on the left. Seven lines radiate from the right side of the text to the right, pointing to a list of seven bullet points. The background is a teal color with dark, brush-stroke-like patterns.

- \* Person-centred approach (Rogers' core conditions - congruence; unconditional positive regard and empathy)
- \* Use of self, recognition of the uniqueness of the encounter, critical reflection and 'tuning in'.
- \* Strengths-based approach (Saleeby)
- \* Psychoanalytic theory – unconscious processes
- \* Systemic approaches
- \* Attachment theory
- \* Sociological theories to explain wider structural context which shapes subjectivity, identity and personal relationships

# Relationship-based practice

## What lies beneath...

- The role of the unconscious
- Defenses
- Projection
- Transference
- Countertransference

# An Ethic of Care - key concepts

- Recognition of *need and vulnerability*.
- Significance of *relationality*.
- Theorising in this area highlights how *interdependence* and *reciprocity* characterise all human interactions.
- Embraces *diversity* and an awareness of *power relations* between care-giver and care-receiver, from which notions of rights and citizenship are developed.

Nel Noddings and Joan Tronto



# A (feminist) Ethic of Care

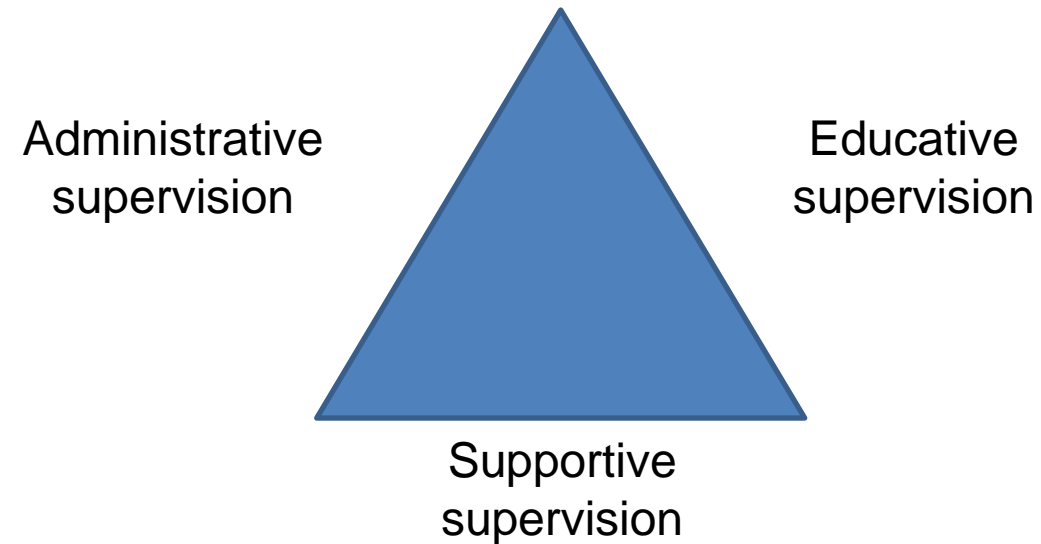
Emphasises the *interdependence and reciprocity* of the carer and cared-for persons and *relationality*.

Elements of care (Tronto)

- Attentiveness
- Responsibility
- Competence
- Responsiveness

Caring and Social Justice – an ethic of care moves from small scale of relationships to concerns about wider social issues (eg Tronto and Noddings).

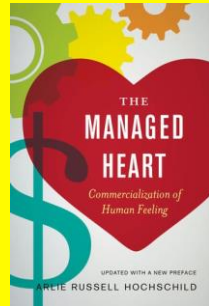
# Kadushin Supervision Triangle (1976)



The relationship can be thought of as a triangle because unless all sides are present it collapses.

# Other important concepts

## 'Emotional Labour'

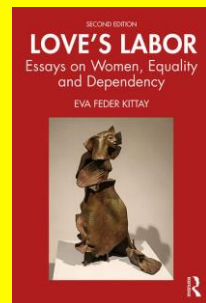


Arlie Hochschild

The Managed Heart 3rd ed. 2012

Original 1983

## 'Nested Dependencies'



Eva Feder Kittay

Love's Labour. Essays on women, equality and dependency  
3rd ed. 2012

Original 1999

## The IDEAS Model (Dix and Meade)

- \* Influence - role and professional authority
- \* Delivery - professional tools and systems
- \* Expertise - knowledge, theory and research
- \* Alliance - use of relationship for change
- \* Support - organisational support and containment

(Dix, Hollinrake and Meade 2019)



# Relationship- based practice - barriers

- Austerity, resource constraints and workflow pressures
- Managerialism and the 3 'E's and proceduralism
- Dominant cultural values that emphasise autonomy and independence and produce a culture of un-care.
- Risk - risk management, risk averse practice and control and protection rather than a therapeutic encounter (McLoughlin, 2010)
- Constricted space of current SW practice in statutory work
- IT requirements & impact of Covid-19

# References

Dix, H., Hollinrake, S. And Meade, J. (2019) *Relationship-based Social Work with Adults*. St. Albans: Critical Publishing.

Hochschild, A. (2012) *The Managed Heart*. 3rd ed. Berkley: University of California Press.

Kittay, E.F. (1999), *Love's Labour. Essays on Women, Equality and Dependency*, Routledge, London.

McLaughlin, K. (2010), "Control and Social Work: A Reflection on Some Twenty-First Century Developments", *Practice: Social Work in Action* Vol. 22 No. 3 (June 2010) pp143 – 154.

McMahon, L. (2010) Long-term Complex Relationships, in Turney, D. and Ward, A. *Relationship-Based Social Work, Getting to the Heart of Practice*, 2nd ed. London: Jessica Kingsley.

World Social Work Month:  
BASW England 80-20 Conference  
'inclusive relationship-based  
practice in a changing world'

Facilitating relationship-based  
practice with children and  
families in challenging contexts

Prof. Michelle Lefevre  
University of Sussex  
[M.Lefevre@sussex.ac.uk](mailto:M.Lefevre@sussex.ac.uk)  
[@MichelleLefevr1](https://www.instagram.com/MichelleLefevr1)

#WSWM22  
#WSWD22



**Campaign**  
Promoting relationship  
based practice



# What I'll cover

1. What I mean by challenging contexts in Children's Services
2. What happens to practice in such contexts
3. The importance of a containing environment for relational and reflective practice
4. What I think the 'good-enough' practice environment might look like

# What do we mean by a challenging context for practice?

## How it started

**AUSTERITY:**  
GIVING UP THE FUTURE  
TO PAY FOR THE MISTAKES  
OF THE PAST

Funding for children's and young people's services has fallen by 23% since 2010 - £2.2 billion less

## *How it's going*

LAs spent £136 million more on children's social care March-July 21 due to COVID-19.

As LAs launch consultations on their 2021/22 budgets, it's clear they are seeking savings in children's services.



# Challenging contexts: Child deaths and serious injuries

Victoria Climbié



Arthur Labinjo-Hughes



'Baby P' – Peter Conolly

**SW feelings**  
anxiety, fear,  
sadness, hope,  
despair,  
protectiveness,  
sympathy,  
care, love,  
shame



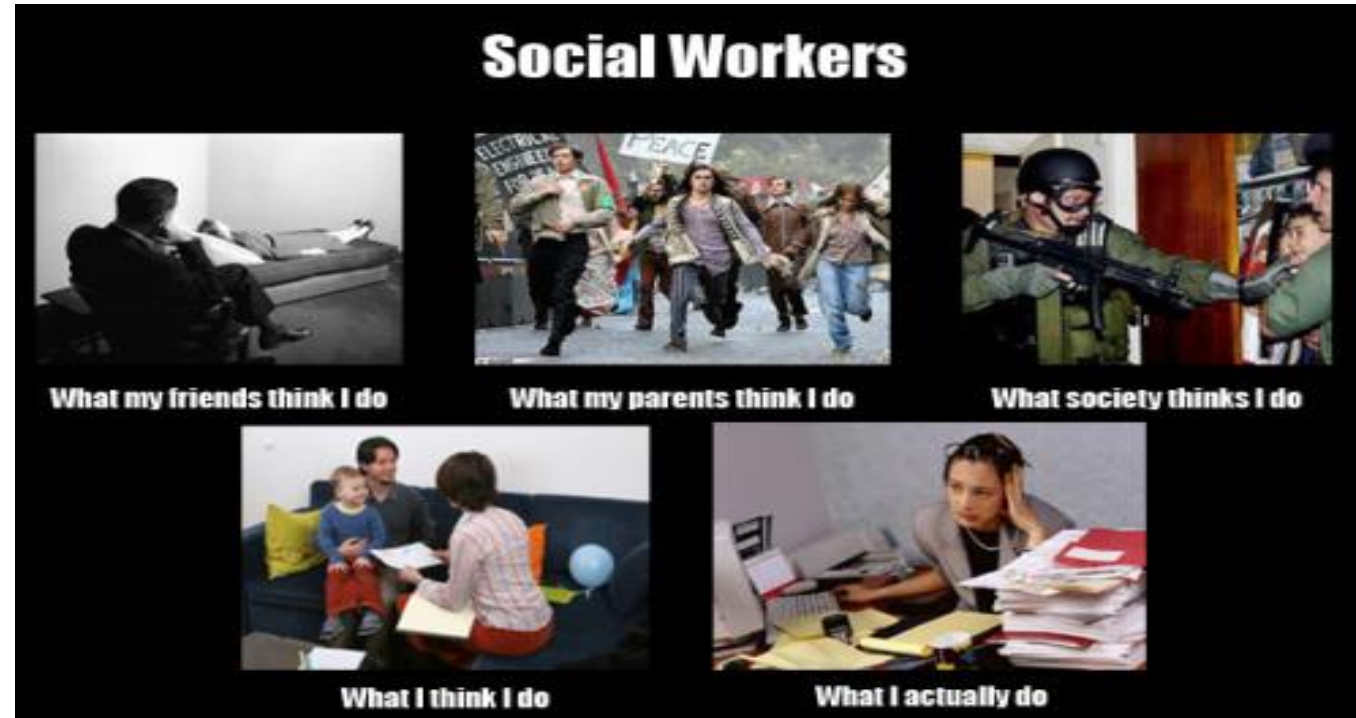
Star Hobson

Challenging contexts:  
Uncertainties about risk, always  
possible to get it wrong



Blame and lack of trust by government, media and families

Challenging contexts:  
Techno-bureaucracy and overwork  
- Too little time for reflection and emotional processing



*‘Social workers are children’s social care “greatest asset”, but they are being “staggeringly misused” because of the lack of time they have for direct work and career pathways that take too many away from frontline practice’.* <https://www.communitycare.co.uk/2021/06/17/end-staggering-misuse-childrens-social-workers-allow-direct-work-says-care-review/>

# Challenging contexts: Verbal and physical attacks on social workers



## **Name & Shame your Social Worker**

<http://nameshamesocialworkers.blogspot.co.uk/>

*"Its not enough to tell your story, naming names is imperative if this is to have any impact, provide every detail you have, car registration numbers, home addresses even add a link to [www.flickr.com](http://www.flickr.com) with their photograph. Create a profile on one of the many social networking sites, they can't afford to close them all, you will have maximum impact!"*

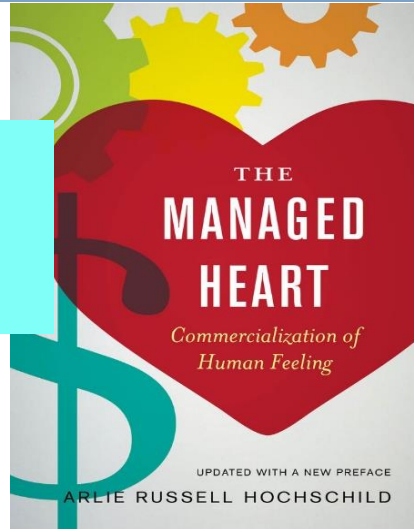
**85% of social workers assaulted, harassed or verbally abused, but 70% of these not investigated -**  
*'threatened with weapons, verbally abused, stabbed, held hostage, harassed in the street ...hot drinks thrown on them. Some had to move house or leave their jobs due to persistent abuse... a failure on the part of many employers to take prevention seriously, or to respond properly when incidents do happen'*

<https://www.communitycare.co.uk/2014/09/16/violence-social-workers-just-part-job-70-incidents-investigated/>



# Challenging contexts: The result: Anger, guilt, shame, fear, helplessness

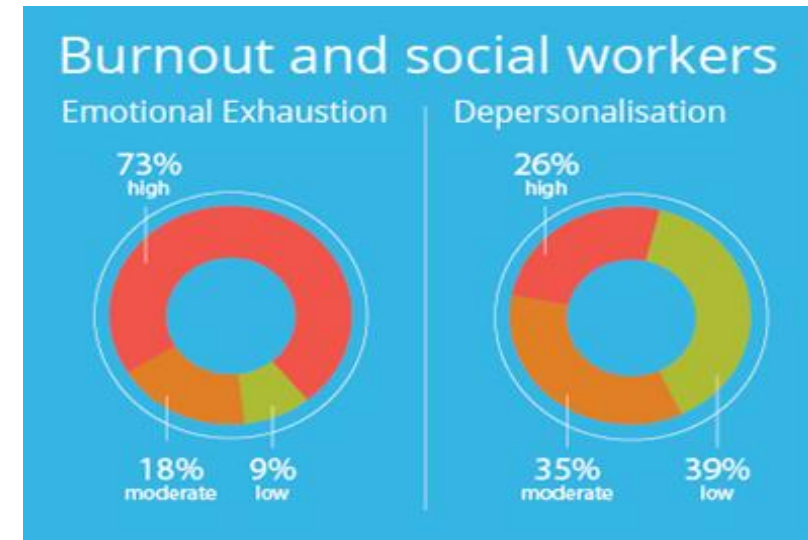
Emotional  
labour  
(Leeson, 2010)



Vicarious  
trauma



Physical and mental illness



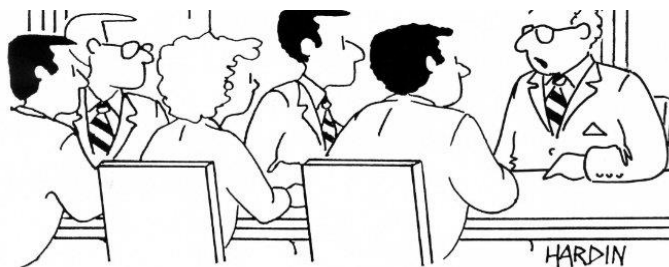


# The downside of defence mechanisms



## Invisible children

Ferguson 2016



"We've considered every potential risk except the risks of avoiding all risks."

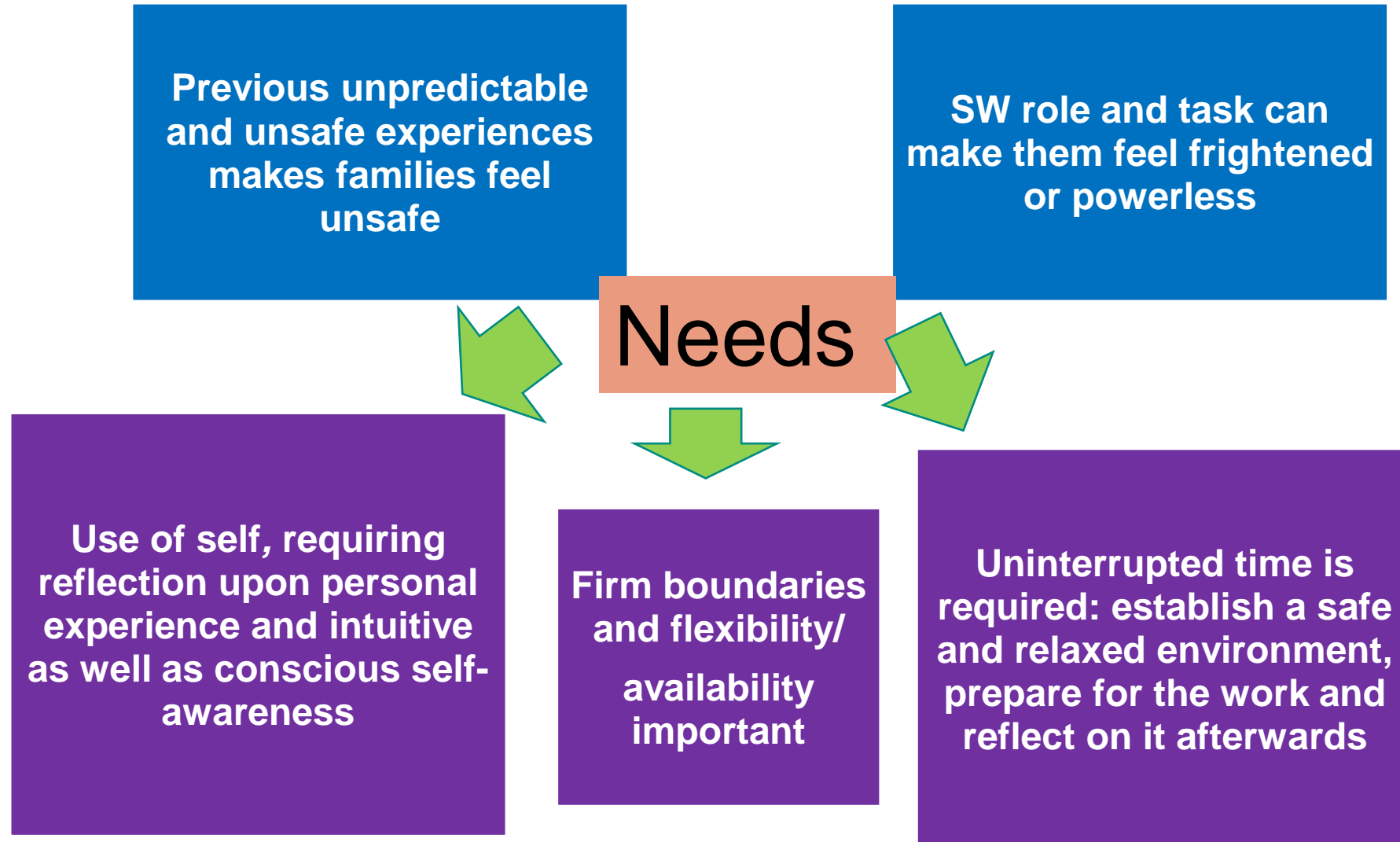


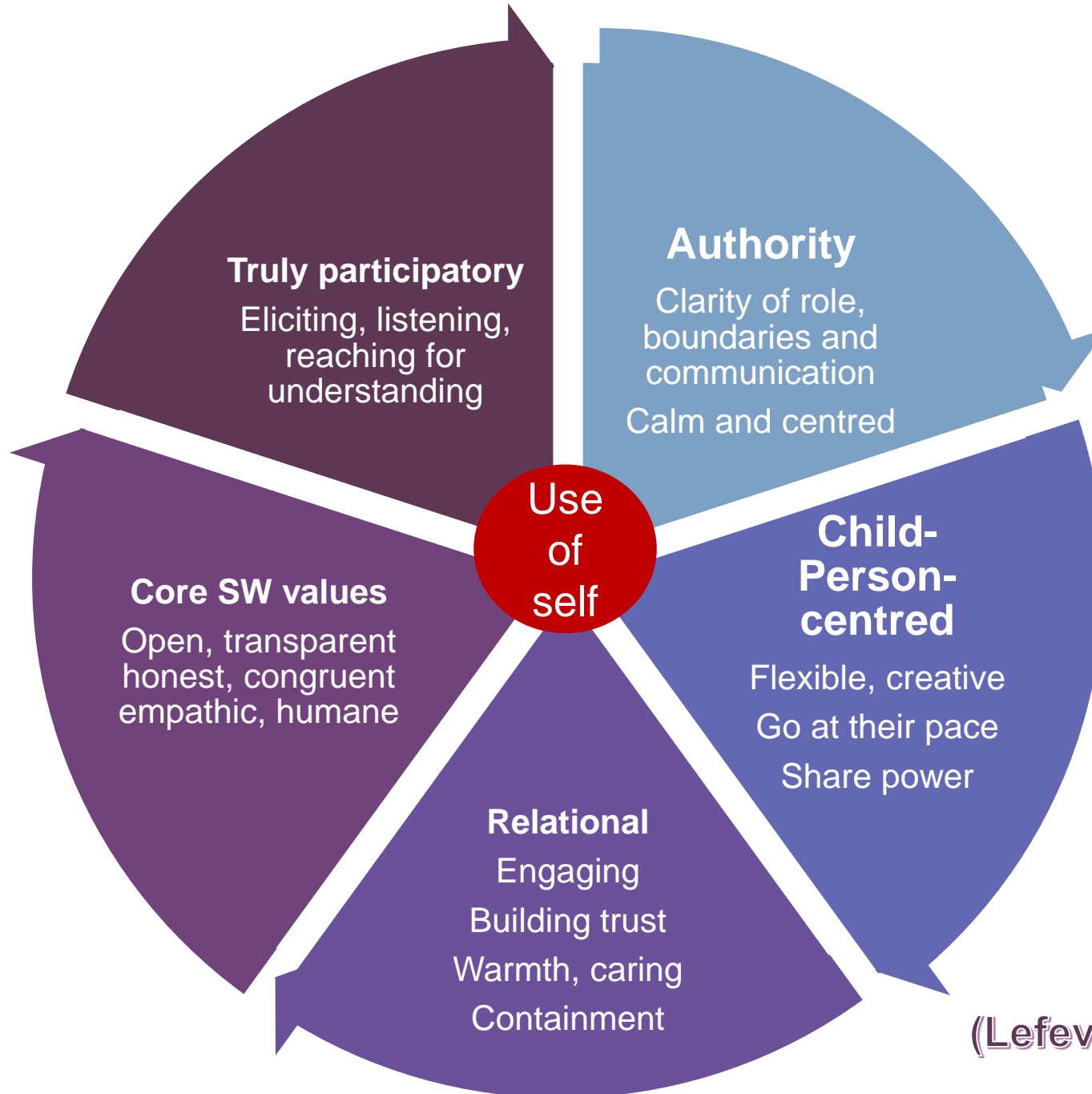
## Bunker mentality



# Building trust creates a safer space for communication

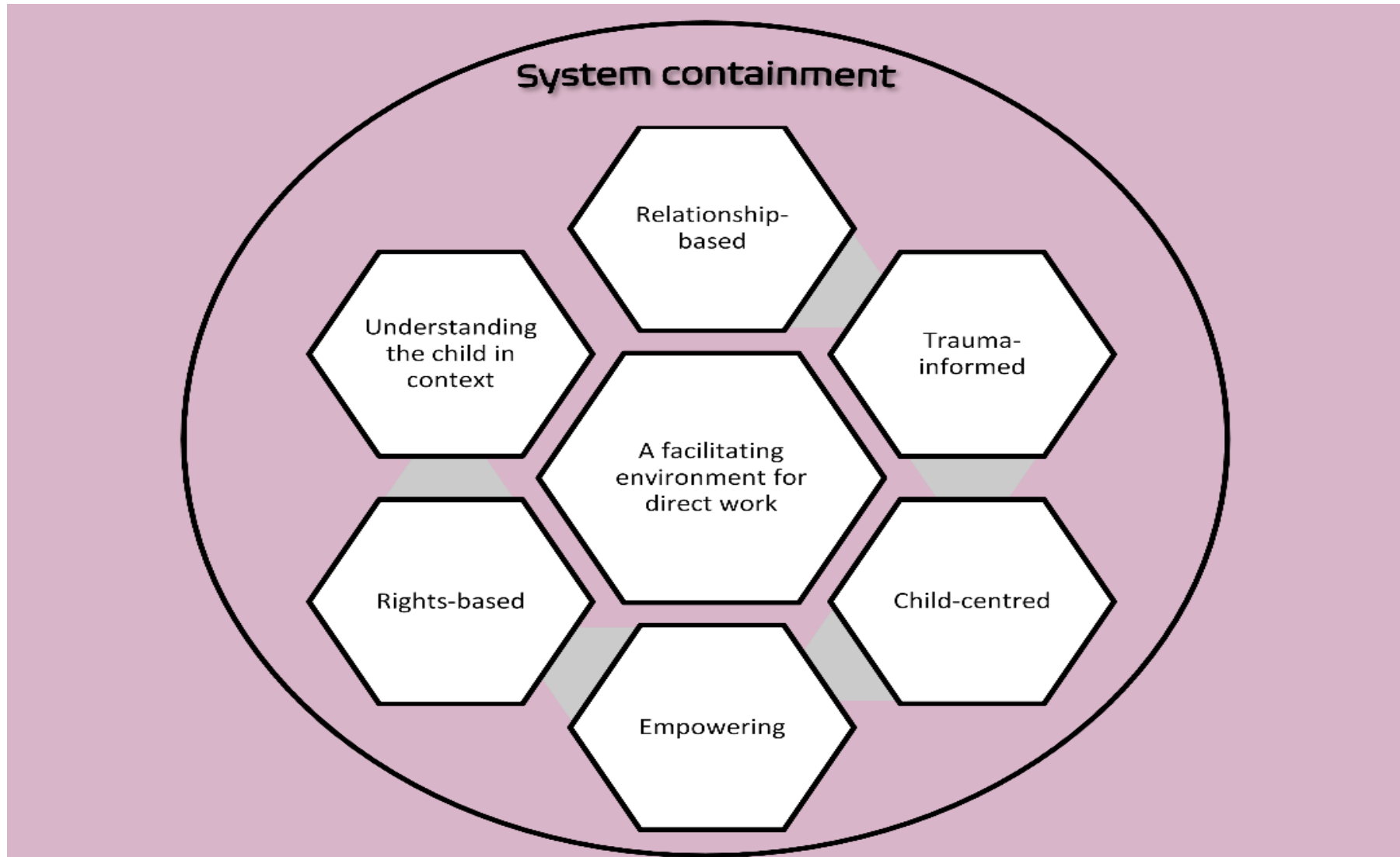
(Lefevre et al, 2017)



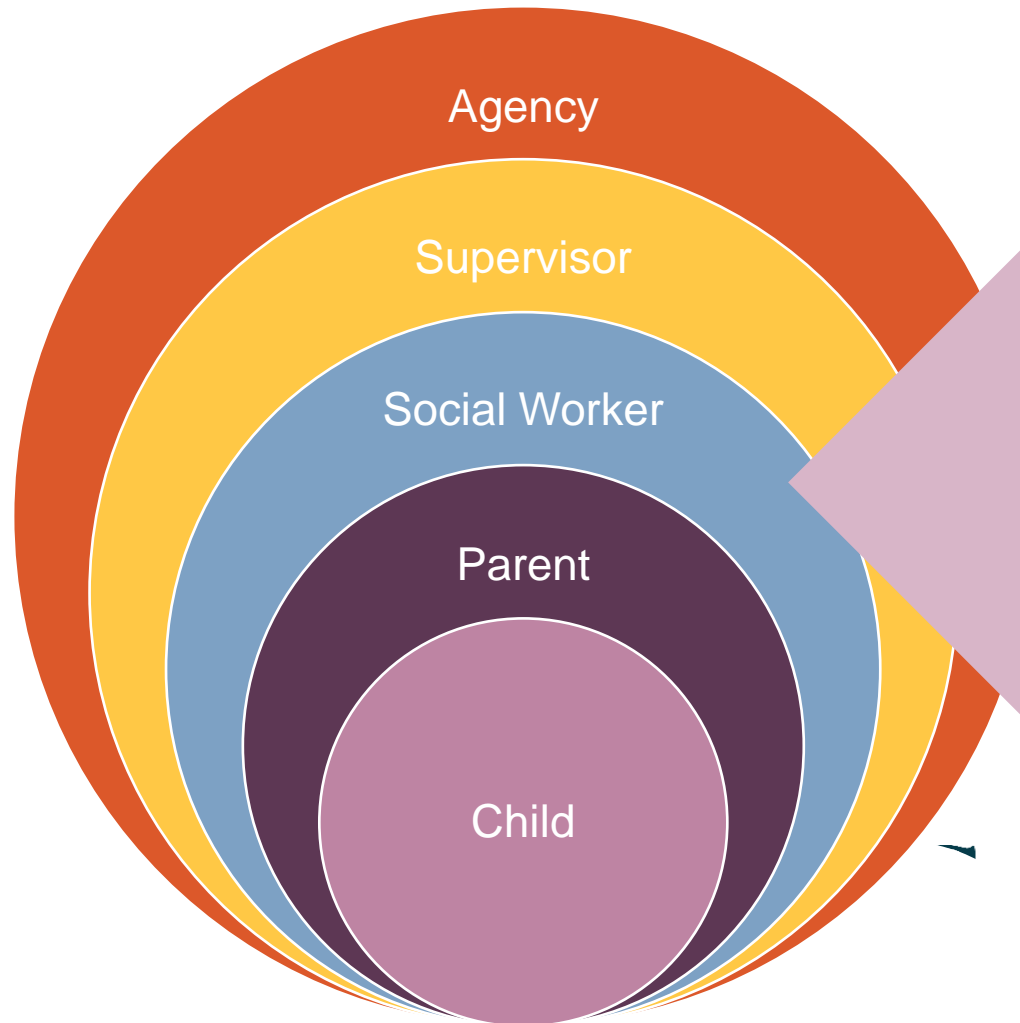


(Lefevre, 2022)

# A facilitating environment for direct work with children (Lefevre, 2022)



# The organisation as container



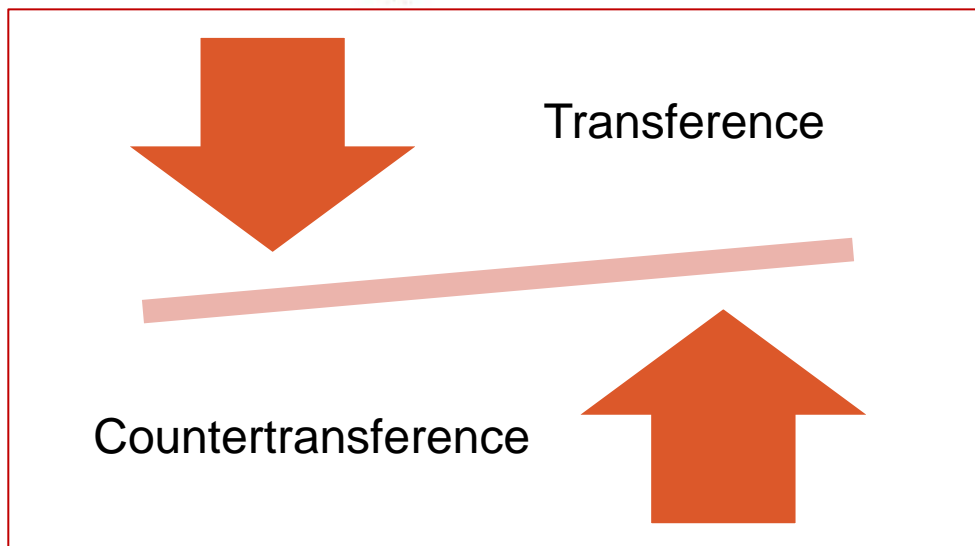
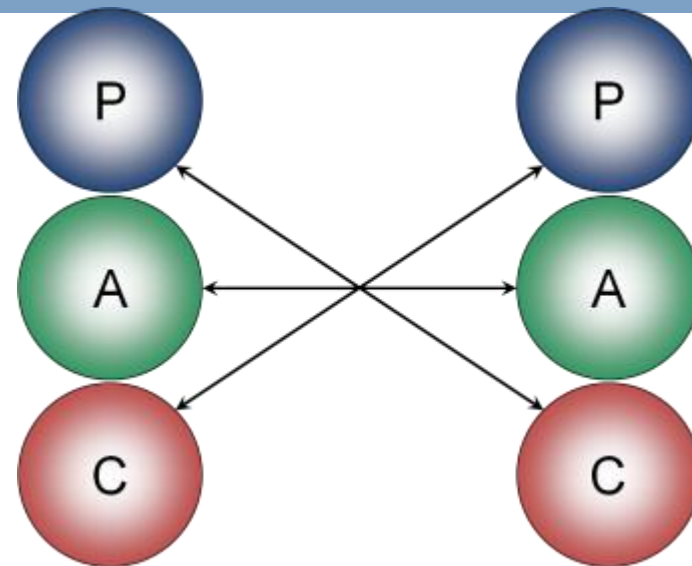
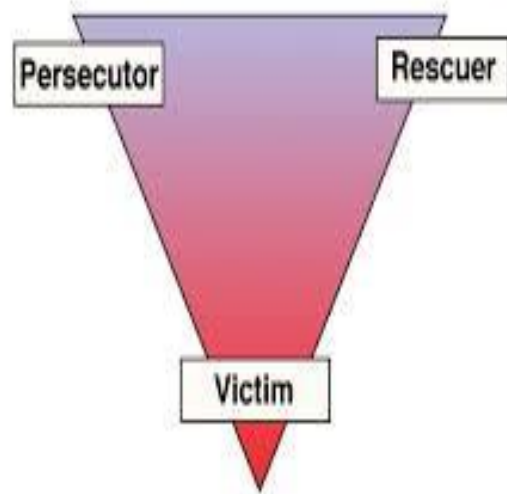
Worker more able to:

- Be reflective
- Recognise subjective responses
- Act relationally
- Be healing
- Engage with uncertainty, complexity and risk
- More mindful
- More whole hearted

(Ruch, 2007)

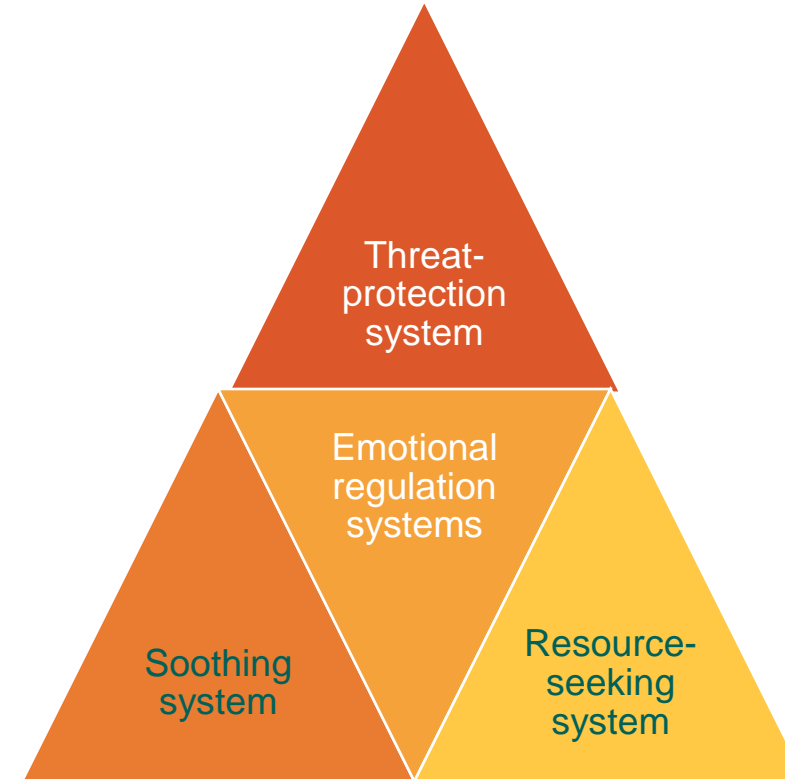
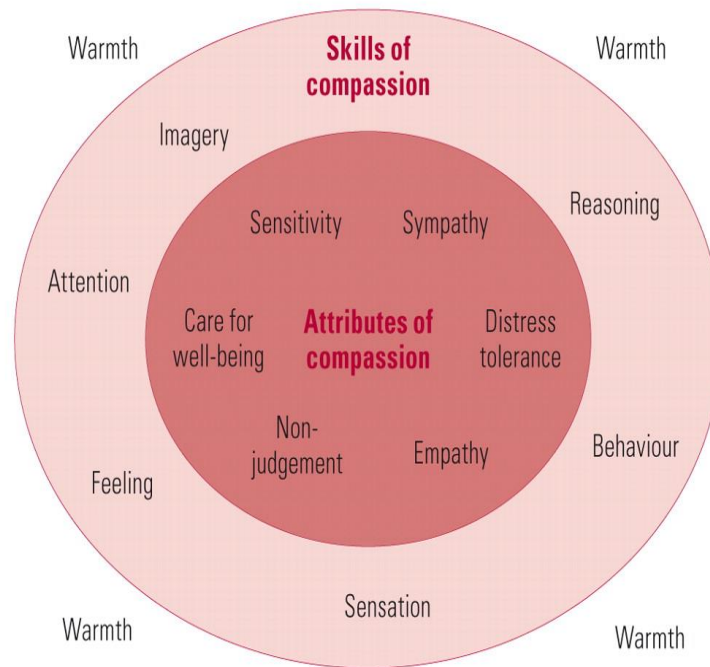


# Process reflection



# Compassionate mind – as important for you as them

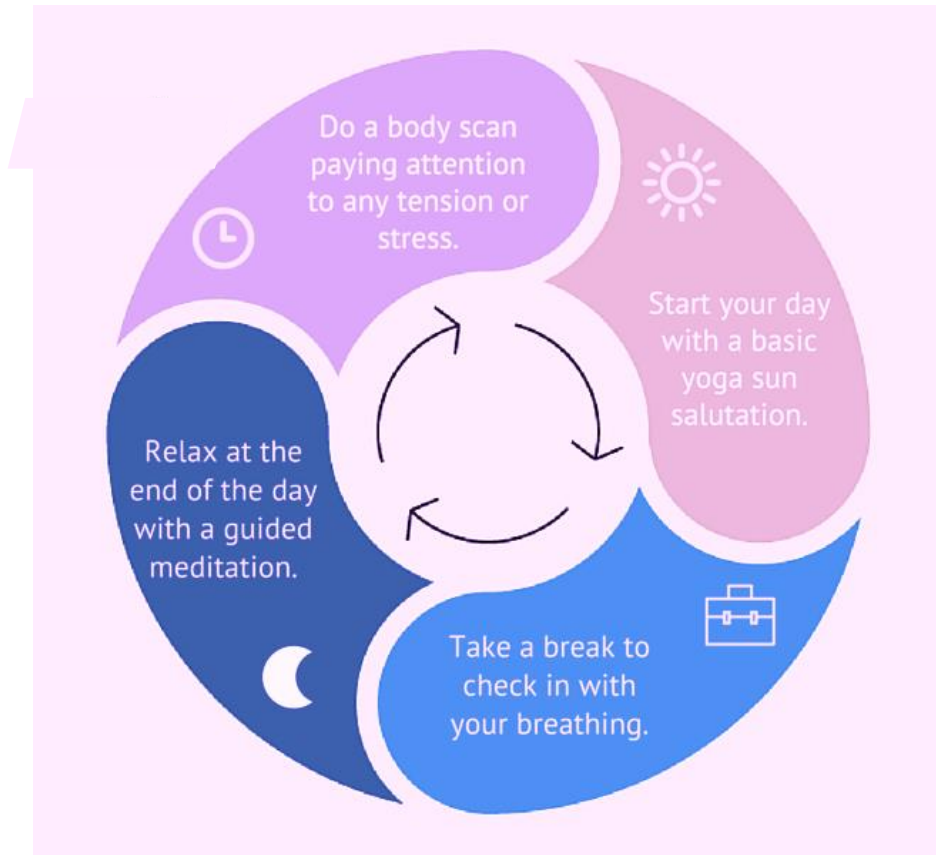
Gilbert, 2009



**FIG 2** Multimodal compassionate mind training: the key aspects and attributes of compassion (inner ring) and the skills training required to develop them (outer ring). From Gilbert (2009) with permission of Constable and Robinson.

# Mindfulness – being in the moment, knowing what's happening for you

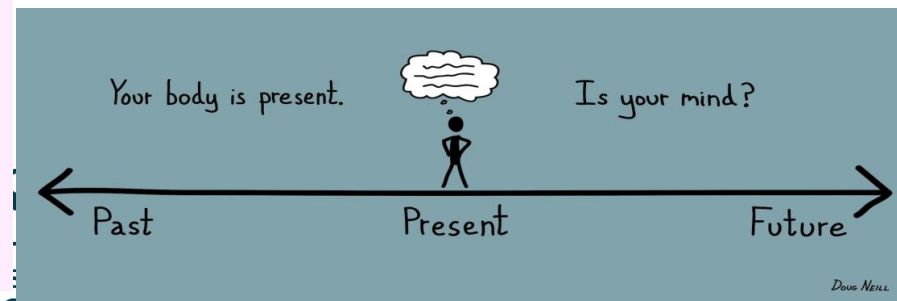
<http://www.health.harvard.edu/mind-and-mood/you-can-practice-mindfulness-in-as-little-as-15-minutes-a-day>



Mind Full, or Mindful?

Clare College, Cambridge

<http://learnshedlive.com/tag/mindfulness/>



# References

- Ferguson, H. (2016) How children become invisible in child protection work: Findings from research into day to day social work practice. *British Journal of Social Work*, 47(4), pp. 1007–1023, <https://academic.oup.com/bjsw/article/47/4/1007/2622323>
- Hochschild, A. R. (2003). *The managed heart: Commercialization of human feeling*. Berkeley, Los Angeles, London: University of California Press.
- **Lefevre**, M., Hickle, K., Luckock, B. & Ruch, G. (2017) Building trust with children and young people at risk of Child Sexual Exploitation: the professional challenge' *British Journal of Social Work*, 47(8), pp. 2456–2473. <https://doi.org/10.1093/bjsw/bcw181>
- Lefevre, M. (2018) *Communicating and Engaging with Children and Young People: Making a Difference*, 2<sup>nd</sup> edition. Bristol: The Policy Press.

- Lefevre, M. (2022 in press) 'Direct work with children' in R. Clawson, R. Fyson and L. Warwick (eds.) *The Child Protection Handbook*, Bailliere Tindall, 4<sup>th</sup> Edition.
- Ruch, G. (2007) Reflective Practice in Contemporary Child-care Social Work: The Role of Containment, *British Journal of Social Work* (2007) 37, 659–680
- Ruch, G. (2012) 'Where have all the feelings gone? Developing reflective and relationship-based management in child-care social work, *British Journal of Social Work*, vol 42, no 7, pp 1315-32.
- Ruch, G. (2013) "“Helping children is a human process”": researching the challenges social workers face in communicating with children', *British Journal of Social Work*, vol 44, no 8, pp 2145-62.



World Social Work Month  
BASW England 80-20 Conference  
'inclusive relationship-based  
practice in a changing world'

## Panel Discussion



#WSWM22

#WSWD22

@BASW\_UK



**Campaign**

Promoting relationship  
based practice



World Social Work Month  
BASW England 80-20 Conference  
'inclusive relationship-based  
practice in a changing world'

Session 1  
Ask The Audience

Mentimeter INSTRUCTIONS:

Go to [www.menti.com](http://www.menti.com)

Enter the following code:

4045 5687



#WSWM22

#WSWD22

@BASW\_UK



**Campaign**

Promoting relationship  
based practice



World Social Work Month  
BASW England 80-20 Conference  
'inclusive relationship-based  
practice in a changing world'

## Resources



## Resources

[BASW – Relationship Based Practice](#)

[BASW England 80-20 Campaign](#)

[BASW England 80-20 Campaign Report](#)

[Top Tips for Remote Working with Children in Social Work](#)

[Top Tips Recording in Children’s Social Work](#)

[Communicating and Engaging with Children Webinar](#)

[Kitbag in Schools](#)

[Family Group Conferencing and Relationship-Based Practice in Social Work](#)

[80-20 Campaign: Pre-Birth Social Work Webinar](#)

[No more jerking the system – pg 16 PSW Magazine Feb 2022](#)

## Call to Action

[Sign the 80-20 Pledge](#)

[BASW England 80-20 Campaign Survey – Adults](#)

[BASW England 80-20 Campaign Survey – Children and Families](#)

#WSWM22

#WSWD22

@BASW\_UK