

**TAKING STOCK and LOOKING  
AHEAD: SOCIAL CARE in  
PARTNERSHIP**

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# LOOKING BACK: The 1970s

- Those were the days my friend ... but not for partnership enthusiasts
- Emergence of SSDs, several years of expansion – even 10 year plans, but mainly ‘internal’
- ‘Quickie’ divorce from public health and community health services in 1974
- Separation of health and social care systems at national and local level
- Some partnership tinkering – JCCs, JCPTs and joint finance

# Partnership Under Attack: The 80s/90s

- Social security funding for long term care – who needs collaboration?
- Community care – ‘everybody’s distant relative but nobody’s baby’ [Griffiths Report]
- Competition and fragmentation amongst purchasers and providers
- Children’s services coordination confined to child protection issues
- Unconnected policy streams – Caring for People and Working for Patients

# **‘NEW LABOUR’ and the ‘THIRD WAY’**

- Partnership working to move from margin to mainstream
- New measures to encourage, enable and require collaboration
- Largely a narrow focus on the ‘Berlin Wall’ between NHS and social care
- Yet growing political impatience with the slowness and complexity of partnership working

# 4<sup>th</sup> WAY PUBLIC SERVICES REFORM?

- FROM should public services survive?  
[1980s/1990s]
- TO can public services improve ?[1997-to date]
- AND NOW can public services be transformed around the needs of their users?
- FROM ‘emergency repair’
- TO reconstruction and mechanistic reform around centrally driven performance
- AND NOW can public services be connected more directly to local people?

# SHIFTING IMAGES of the STATE

<b>OVERLOADED STATE</b>	<b>HOLLOWED OUT STATE</b>	<b>CONGESTED STATE</b>
Political desire to deliver on mainstream welfare programmes	Desire to deliver on state reduction	Desire to deliver in relation to 'wicked issues'
Large welfare bureaucracies linked to elected political authority	Fragmentation of government bodies and use of arms length agencies linked to appointed authorities	Complex domains in terms of organisations and responsibilities resulting in meso-level mediating bodies
Reliance on representative democracy	Accountability through patronage and market based systems	Plural forms of governance and accountability

# **PARTNERSHIP in the CONGESTED STATE: COMPLEXITY, CONFUSION and CONFLICT?**

## **The Political Level**

- the rhetoric of ‘joining up’
- continuing central ‘siloism’
- representative democracy v participatory democracy
- multi-service v single service bodies
- strategic coordination
- user choice

## **The Strategic Level**

- local strategic partnerships
- community strategy
- public service agreements
- local area agreements
- rationalisation of plans
- new strategic partnerships
- integrated inspection

# **PARTNERSHIP in the CONGESTED STATE: COMPLEXITY, CONFUSION and CONFLICT?**

## **The Operational Level**

- co-location
- multi-disciplinary teams
- joint training
- joint HR
- secondments/transfers
- common assessment
- area-based initiatives
- ‘neighbourhoodism’

## **The Individual Level**

- personalised care
- choice
- direct payments
- lead professional
- payments by results
- user empowerment

## **SOME CONCLUDING QUESTIONS on PARTNERSHIP in the CONGESTED STATE**

- Can we connect top-down and bottom-up imperatives?
- Can we reconcile rationalism and polycentrism?
- Can the centre really steer rather than row?
- Can front-line professionals cross traditional boundaries?
- Can a whole systems approach be more than rhetorical?