A framework for developing resilient teams

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YORKSHIRE URBAN RURAL TEACHING PARTNERSHIP

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Introduction

The Yorkshire Urban and Rural Teaching Partnership commissioned a collaborative project into developing a team-based model of resilience. This project involved social workers and line managers from across the teaching partnership The project consisted of six-half day workshops undertaken between December 2021 and March 2022.

Drawing upon ideas for a new model of social care, Dr. Considine had identified six principles on which a team model of resilience could be based:

- **Wellbeing**
- **Capabilities**
- **Relationships**
- **Opportunities**
- **Share Experiences**
- **Inclusivity**

Wellbeing and Inclusivity

Establish teams and networks both formal and informal, such as:

- Reflective Pods/ Appreciative Enquiry - formal teams which facilitated discussion on practice as well as personal issues impacting on work. These are small groups and non-hierarchical.

- Peer Group Meetings – formal events established in some teams and allowed an opportunity for practitioners to share work-related knowledge, guidance and advice.

- Devolved Teams/ Local Forums- this is around recognising the value of working in localised multi-agency teams. This means getting to know representatives from other partnership agencies on a personal, first-name basis. Such an approach was identified in helping manage complex cases.

Capabilities and Opportunities

Facilitating opportunities to learn and develop in practice identified as:

- Reflective Supervision – this is about creating an environment which actively promoted people to think about how best to use supervision to meet their needs. One suggestion involved removing desks and chairs and instead having a staff member to stand and use whiteboards as a means of recording ideas and themes as a way of encouraging creative thinking about their practice.

- Practice Leads - the (re) introduction of Practice Leads could help enhance practice, as their chief focus could be on helping develop actual skills and abilities.

- Sharing Innovative Practices- establishing forums which allowed creative practice to be shared amongst teams e.g. ideas about creative ways to reduce bureaucratic processes, and also reducing caseloads through the use of gatekeeper process.

Relationships and Share Experiences

- Informal Teams- practitioners establish their own networks and teams. This is based on shared values, outlets and experiences. This could include colleagues from other agencies as well social workers.

- Social media network – namely 'WhatsApp' links. Another informal group established during COVID-19 lockdown that was found to be beneficial for daily contact, sharing of personal, as well as work-related information.

- 'Safe Space' and 'Reflective Time'- following on from the above point about informal networks and recognising the importance of having a 'safe space' to give vent to their frustrations.