



THE CHILD'S JOURNEY

The Munro Review Interim Report 1st February 2011

'A breakthrough in child protection?'

A seminar presented by Richard Walne at Cass Business School
- delivered 15th February 2011

delivering breakthroughs

‘A breakthrough in child protection?’

Insights and observations

‘The child’s journey’

A seminar presented by

Richard Walne

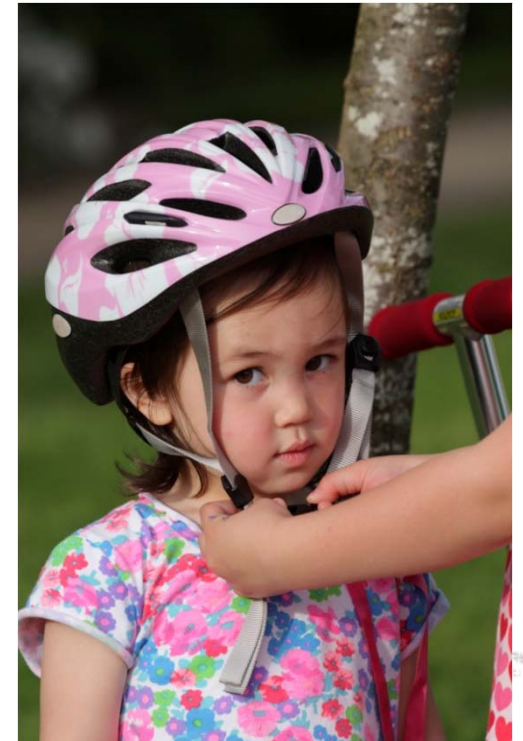
*Director of Health and Social Care
Quadrant Consultants Ltd, London*

at

The Sir John Cass Business School, City University

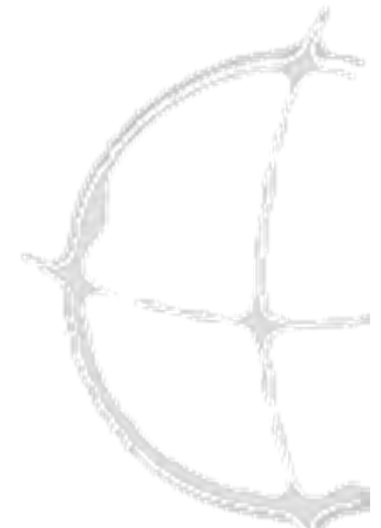
Tuesday 15th February 2011

Centre for Better Managed Health and Social Care



Ask a social worker what makes
their job impossible?

“Admin”



- ✦ In recent years, after every child protection scandal kneejerk reform has led to a new set of guidelines, a new form to fill in and a resultant burden on the social worker which is preventing an effective child protection system from operating
- ✦ Munro has been careful to avoid creating another target or form – the interim report is more far reaching and fundamental in its recommendations and could transform the way in which child protection and social work system operates

Cross roads ahead in The Child's Journey

ANONYMITY AND ADMINISTRATIVE NIGHTMARE

**SUPPORT AND SAFETY
FULFILLED CHILDHOOD**

**POOR
COMMUNICATION
DECISIONS
BASED ON COST**

**STAY WITH BIRTH
PARENTS AT HOME
WITH SUPPORT**

**DANGER OF
INADEQUATE
SUPPORT**

**SAFE PLACEMENT
AND BETTER
LIFE CHANCES**

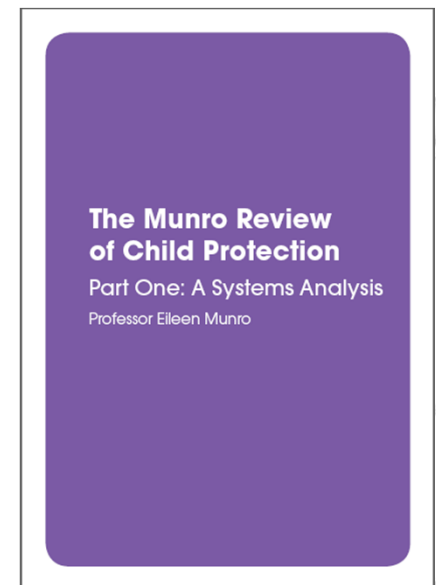


**ACCOUNTABILITY
DIRECTOR OF CHILDRENS SERVICES**

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*“Being in care can be OK
if you get a good placement
and a good social worker”*

The First Part Of the Report – published 4th October last year concluded that unintended consequences of previous Reforms has meant that professionals are constrained from keeping a focus on the child by the demands and rigidity created by inspection and regulation



“Intervening earlier with troubled families can not only prevent children and their parents falling into a cycle of deprivation, antisocial behaviour and poverty but can save thousands if not millions of pounds in the longer term..”

Sarah Teather MP and Minister of State for the Department for Education

DfE press notice id: 2010/0098 Updated: 09 August 2010

Munro’s final report will come at a time when the effects of very severe cutbacks in public spending are being felt by the public sector, and most particularly by Local Government



- ⊕ **Lord Laming** has said that there must be a strong local spine of accountable leaders
- ⊕ **Munro agrees** with this – the key point of accountability **MUST REMAIN** within the local authority – it is perhaps also incumbent on the local authority to take the lead on implementing this report?
- ⊕ Senior Leaders from local agencies work together through the **Local Safeguarding Children Board (LSCB)**
- ⊕ LSCB's are uniquely placed to be able to take an inclusive view of child protection



- ⊕ **The Munro Review is minded to **STRENGTHEN** the role of LSCB's in monitoring the impact of practice, training and learning**
- ⊕ **LSCB's can also identify any emerging problems in the system**
- ⊕ **Managers play a crucial part in creating the work conditions that facilitates good practice**

The Munro Review of Child Protection

Interim Report:
The Child's Journey

Professor Eileen Munro

- ⊕ Radical reform is needed to ensure that the cognitive and emotional requirements of the work, the need for CPD and the access to research evidence can enable more professional practice
- ⊕ Also the review is focusing on a the reform of the Integrated Children's System to make it more user friendly and efficient

⊕ ACCURATE AND TIMELY

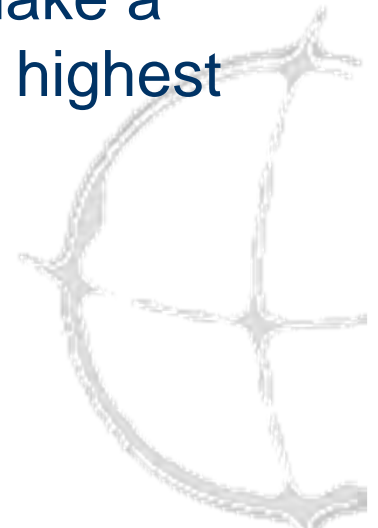
⊕ COMMUNICATION IS VITAL



- ⊕ **Working together to Safeguard Children** is the core guidance for multi-agency working. It is now 55 times longer than when first published in 1974
- ⊕ The review is working with a group of representatives from the relevant professions to consider how statutory guidance could be separated out from professional advice
- ⊕ It is confused and unclear at present



- ✦ The Munro final report will make recommendations for the statutory guidance to become a shorter manual in which the core principles and rules are clearer to all professionals
- ✦ The core of effective work with families is the ability to make a judgement of how best to work with families; for this the highest level of professional skill is required



Good supervision = Critical reflection

- ✦ The review is building on the work of the Social Work Reform Board having developed a capabilities framework
 - the review is considering how this can be developed
 - but who takes this forward?



How to develop as a social worker without becoming a manager

- ⊕ Many professionals have in the past reflected on the “*climate of fear, blame and mistrust that seems to be endemic within the child protection system*”
- ⊕ Public confidence is still badly affected by negative media attention
- ⊕ A real need, identified by the Social Work Task Force to improve the standing of the profession
- ⊕ **Newly established College of Social Work being set up by SCIE - concurrent establishment of College by BASW**

- ⊕ The College of Social Work will ensure that the public has a better and more informed view of the work undertaken?
- ⊕ Will help to improve the perception of the profession and assist in the recruitment of high quality students wishing to qualify?
- ⊕ Further challenged by the forthcoming merger of **the REGULATOR, the General Social Care Council with the Health Professions Council**



- ⊕ **Serious Case Reviews have been criticised for failing to identify or to explain the factors contributing to poor practice**
- ⊕ **The Review would like to recommend the approach taken in the Health Sector and lessons learnt from the NPSA**
- ⊕ **A systems based approach – based on ROOT CAUSE ANALYSIS**



- ⊕ The evaluation of SCR's by Ofsted should **end**
- ⊕ The Quality of Learning should be given greater coverage within the inspection process
- ⊕ The review wants to see Ofsted develop a system which focuses on effectiveness of a child centred service
- ⊕ **NOT**.....continue with the industry that has been built up around the inspection process, driving even more administrative processes



- ⊕ Along with unannounced inspections, local authorities would be subject to targeted 'deep dive' inspections under the proposals
- ⊕ These inspections would be tailored to suit local circumstances and particular concerns
- ⊕ Also, it is proposed that there could be a national system of trained reviewers of SCR's who could share findings so that lessons are learned nationally
- ⊕ This would mirror the approach taken in the health sector



- ⊕ Local authorities and partners need data to see how the system functions
- ⊕ The review is considering a minimum data set for child protection made up of A TWIN CORE of nationally collected data and standardised local data
- ⊕ This should help national government in monitoring policy and at a local level allows the child's journey to be mapped
- ⊕ Early Identification and provision of help is vital
- ⊕ The Review endorses the concurrent reviews of Field, Allen & Tickell

- ⊕ The report proposes the sharing of the burden of child protection across all agencies rather than leaving social services to bear the brunt
- ⊕ It suggests multi-agency teams of social workers, police and health embedded in communities and universal services; social workers would be available to provide advice to teachers or police officers and help advise on the best intervention
- ⊕ It suggests that these be run alongside existing roles such as safeguarding leads in schools
- ⊕ Who will ensure that this is implemented? Resources?



⊕ **Big Society/Localism?**

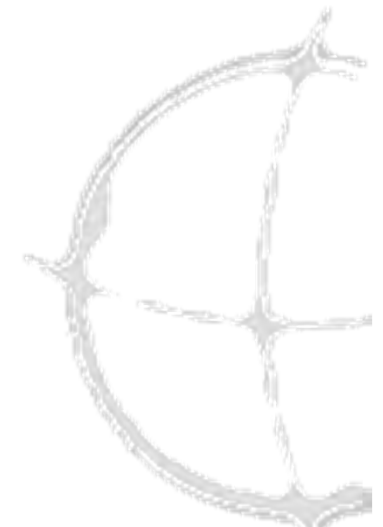
⊕ **Health and Wellbeing Boards**

⊕ **Health Services – health visitors and their position in former PCT led community services**



- ⊕ **How well will the review's outcome reduce the risk of violence and abuse be likely to receive a better service as a result of Munro?**
- ⊕ **Will the ending of planned inspections improve the quality of local services?**
- ⊕ **To what extent will the profession of social work be improved by this report?**

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