Implementing Munro: Improving Outcomes for Children.

NCAS Conference 26.10.12

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Making a Reality of Munro.

* How to stay focused on the child’s journey in a children’s services reform landscape full of pressures and tensions – high demand levels, financial conundrums, constant change
* Munro Review / Family Justice Review / Social Work Reforms
* Troubled Families, Adoption, Health reforms etc., etc.
Update on the Munro Review.

- From commissioning in June ‘10 to publication of “A child-centred system” in May ’11 through Government response and Munro Progress report May ‘12.
- How does implementation look now – from strategic and front-line perspectives?
- What are the obstacles?
- What are the “Munro must dos”?
If the Review was fully implemented what would it look like?

* A system that learns whether children are being helped, and how they have experienced the help, innovating in response to feedback.
* A system free from unnecessary prescription over professional practice but with clear rules about where and how to co-ordinate action to protect children and young people.
* A system where professional practice is informed by research and evidence, competent judgement informing action when the work is too varied for rules.
* A system that expects and recognises errors and so tries to catch them more quickly.
* A system that is “risk-sensible”.
Shaping the landscape at local level.

- Consider how to break out of the vicious circle of rising demand and budgetary reductions.
- Looking critically at “what works”, in early help and keeping children safe.
- Acknowledging the degree of change required and leading the culture shift.
- Staying focused on the child’s voice and the child’s journey.
What will this take?

- A different kind of leadership
- Innovation and learning
- Not just system leadership, but systems leadership
- Getting everyone involved in leadership
- Professional judgement
Challenges for the Leadership of Social Work

* Leadership of the whole system, at all levels.
  – front line, management, strategic and political.

* Making the most effective use of scarce resources by focussing on the right things in a fragmented landscape.

* Responding to the opportunities of reduced bureaucracy and prescription by “revitalising social work, especially the use of professional judgement.

* Good reflective supervision (plus challenge and support) to the front line, driven by a constant focus on the needs, voice and journey of the child.
If we don’t rise to the leadership challenge, who will protect and speak for the most vulnerable children in our society?

We are not alone – engage partners and hold each other to account for the quality of services delivered.

Keep to the forefront a relentless pursuit of the best possible outcome for each child and young person.
Supporting the Frontline to make a difference

- Social Services Improvement Agency (SSIA) and Welsh Government
- Work with 4 Pioneer Local Authorities
- Support social workers to move away from process to focus on outcomes and measuring impact
- Child’s journey and reflective practice – learning and developing outcome focussed direct work skills
- The child is at the heart of everything!
The Approach

- Baseline evaluation
- Co-design of project
- Application of an Outcomes Framework (Results/Outcomes Based Accountability) to social work practice
- Training, coaching and learning together
- Direct work skills and increasing confidence
- Adjusting processes to empower and free up social workers
- Drive culture change – top down and bottom up
Back to Basics – First Principles

- Linking effort to impact – ends to means
- Working with children and families to measure quality and impact and whether support has made any difference. What does success look like? How do we know?
- Who are the key partners?
- How could we do even better for children and families? “Turn the Curve”!
We are still learning

- Completed training and starting coaching
- Application of methods and tools to 50 CIN and CP cases
- High engagement from social workers, managers and partners
- People are enthused and excited
- Informing wider transformation and culture change across Wales and National Outcomes Framework
- Watch this space…
1. What new actions would make the greatest impact on children's safety in your area?
2. When you return from this conference what is the first step you could take to implement any of the Munro recommendations?
3. What has made the biggest impact in your area in delivering the Munro recommendations?
4. How can we avoid creating 152 different safeguarding systems in England?
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