



Haringey Council

Report for:	Children and Young People's Scrutiny Panel 21 January 2013	Item Number:	
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Title:	Progress report on the implementation of the Munro Report
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Report Authorised by:	Marion Wheeler – Assistant Director Children and Families
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Lead Officer:	Rachel Oakley - Head of Safeguarding, Quality Assurance and Practice Development Patricia Walker - Principal Policy Officer
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Ward(s) affected: All	Report: for information
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1. Describe the issue under consideration

The final Munro Report published in 2011 had 15 recommendations which apply to the range of partner agencies working with children. The Council accepted all of the recommendations related to Council services. This report gives details of recent progress on implementation nationally and in Haringey.

2. Background information

In June 2010, the Secretary of State for Education, commissioned Eileen Munro to undertake an independent review of child protection in England. The aim of which was to move child protection work from what was perceived as an over-bureaucratized system concerned with compliance to one that focuses on children, ensuring they are being effectively helped. This shift will require the development of a learning culture allowing those working in child protection to be given more scope to exercise professional judgment. Equally it will require good front line management to support the development of professional confidence.

3. Progress of Implementation

The attached table in appendix one gives in detail the Government response and the Haringey response to each of the Munro recommendations.



Haringey Council

4. Next Steps

At the time of writing we are still awaiting the publication of the new statutory Working Together to Safeguard. The indications from the government consultation are that these documents will be very different to the existing guidance which is extensive and directive. This is in response to the Munro recommendations that the system had become over prescriptive and the current government philosophy on reducing bureaucracy in public services.

The London Safeguarding Children Board is currently working to revise the London Child Protection Procedures, which cannot be finalised until the publication of the new government guidance. However, it has been agreed that consistency across the capital is a core requirement to support cross borough working, interdisciplinary working and best practice. This is particularly important in London given the large numbers of staff and agencies working across borough boundaries. Even if the new Working Together removes statutory timescales, London intends to retain minimum standards / timescales / review points for the following key child protection activities for: convening a strategy meeting; seeing a child in the context of an enquiry; holding a child protection conference; holding a core group and reviewing a child protection plan. Delay and drift are always possible in the context of competing demands and in this context a notional upper time limit for initial visits to see the child and for the completion of single assessments is welcomed by professionals.

5. Use of Appendices

Appendix 1 – Munro recommendations – progress on implementation

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MUNRO & Task Force Recommendations	GOVERNMENT RESPONSE	HARINGEY RESPONSE	TIMELINE
<p>Munro Recommendation 1: Initial and core assessments should be scrapped and replaced with a single, ongoing assessment listing decisions to be made.</p>	<p>Accepted</p> <p>1)The government will make full revision of Working Together to Safeguard Children and The Framework for the Assessment of Children in Need and their Families.</p> <p>The government consulted on draft revisions of these documents during summer 2012 and it was expected to publish revised guidance late in 2012.</p> <p>2) The government will implement an interim amendment to Working Together to Safeguard Children to remove assessment deadlines and the distinction between initial and core assessments.</p> <p>This proposal was included in the consultation on The Framework for the Assessment of Children in Need and their Families.</p> <p>Between March and September</p>	<p>Haringey conducted a series of consultation meetings with SW staff and responded to the government. Overall it was felt that although the aims of the draft guidance were welcomed, the consultation draft documents had been over simplified and lacked the beneficial contextual explanation.</p> <p>Haringey will use the information emerging from eight local authorities plus feedback from service users in Haringey from the evaluation of the Child Protection conference pilot to develop a single assessment process that integrates with the conference process.</p> <p>First Response are working on the development of a single assessment form, which will be analysed to further inform the changes, once central government have issued the final guidance.</p>	<p>By Dec2012</p> <p>To be decided in response to publication of guidance.</p>



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	<p>2011 the Secretary of State for Education issued formal directions to eight local authorities (Westminster, Knowsley, Cumbria, Hackney, Kensington and Chelsea, Hammersmith and Fulham, Wandsworth and Islington) to test more flexible assessment practices.</p>		
<p>Munro Recommendation 2: Unannounced inspections should examine the safeguarding performance of other agencies as well as children's services.</p>	<p>Accepted Ofsted intends to have a new local authority inspection framework in place, following a consultation in July 2011. The new Ofsted framework for the inspection of child protection of children was launched in July 2012.</p>	<p>In order to prepare for it, workshops have been held with Head of Service and Team Managers on the new framework. In addition 6 weekly multi-agency meetings have been set up to ensure that the partnership is prepared for the inspection as well as 6 weekly meeting between the Director, Assistant Director and Project Manager for inspection preparations. The performance team have carried out a rehearsal run to test capacity to pull together the required information in a short space of time. Evidence for Annex A (documentation required by OFSTED</p>	<p>July – December 2012</p>



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		<p>at the outset of an Inspection) has been gathered and we have commissioned some additional capacity to assist with review of the quality of the Annex A material which was felt inadequate in parts. Next steps are to re work this evidence and draft together a position statement. In addition progress against previous inspection areas for improvement is being reviewed. Haringey has just taken part in an LGA/ Children Improvement Board Peer Review Challenge and is currently responding to the feedback.</p>	
<p>Munroe Recommendation 3: Inspections should also look at outcomes and how children's wishes and experiences shape services provided.</p>	<p>Accepted Ofsted intends to have a new local authority inspection framework in place, following a consultation in July 2011.</p> <p>New framework was published in April 2012.</p>	<p>The framework for the inspection of child protection of children is clear that LAs should ensure that the voice of the child is heard and that their feedback is used to systematically improve services. Ofsted inspections will also focus on the child's journey. We agree with this recommendation and work is under development.</p> <p>In order to evidence clearly the child's</p>	<p>By May 2012</p>



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		<p>journey, it is important that case chronologies are kept up to date and are up to a high standard. A best practice example of a chronology has been identified and is to be shared with staff as the benchmark. Social Workers will be supported in supervision to achieve the standard expected for chronologies and additional training provided where needed.</p> <p>Haringey 54,000 has completed a programme of consultation on early help with young people through existing groups and parents via our children's centres.</p> <p>We are developing our currently limited use of VIEWPOINT – an interactive web based consultation system – with children in our care.</p>	
<p>Munroe Recommendation 4: A combination of nationally collected and locally published performance data should be used.</p>	<p>Accepted 1) The government will confirm what will be on the list of locally published performance information.</p>	<p>The information to be captured locally is far reaching and complex to collect, work is underway to establish how to systematically and routinely gather</p>	<p>1 April 2013</p>



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	<p>2) The government is aiming for publication of the suite of new nationally collected performance information. Government consulted on proposals early in 2012. Subsequently Government published the Children's Safeguarding Performance Information Framework in October 2012. The framework describes the key nationally collected data and the questions that should be asked at a local level to understand the impact and effectiveness of safeguarding children.</p>	<p>this information.</p> <p>A number of local indicators are already being trialled prior to the full implementation of the data set.</p> <p>The staffing data has been collated for a full year.</p> <p>Viewpoint which consists of interactive electronic questionnaires is in place for Looked After Children and will be adapted to assist in this exercise.</p> <p>Viewpoint provides young people with an engaging and independent means of expressing their views. It provides a practical, effective method of consultation and can report on information collected.</p>	
<p>Munroe Recommendation 5: Each Local Safeguarding Children Board (LSCB) should submit an annual report to the Chief Executive and Leader of the Council, and (subject to legislation) to the local Police and Crime Commissioner and the Chair of the health and wellbeing board.</p>	<p>Accepted The government will identify the appropriate legislative vehicle.</p>	<p>Haringey LSCB will submit the 2012/13 annual report to the respective personnel and strategic boards from June 2013.</p>	



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<p>Munroe Recommendation 6: Local safeguarding children boards should assess local outcomes, including the effectiveness and value for money of early intervention services and multi-agency training.</p>	<p>Accepted in principle The government will publish an amendment to Working Together to Safeguard Children regarding the role of local safeguarding children boards in monitoring effectiveness of early help and protective services.</p> <p>The government consulted on draft revisions of Working Together during summer 2012. Consultation closed 4/9/12 and government said it expected to publish revised guidance later in 2012.</p>	<p>In terms of assessing the effectiveness and value for money of multi-agency training, Haringey LSCB ran a trial of different methods of evaluation of its multi-agency courses to explore how best to evidence impact of training on practice, and has written a report to document findings.</p> <p>Haringey LSCB has joined a Working Group of the London Safeguarding Children Board's Training Subgroup whose purpose is to evaluate and analyse the impact of training on practice and outcomes for children.</p> <p>The purpose of this Working Group is to develop a London-wide method of training evaluation that takes place before training, after training and several weeks after training (both delegates and managers).</p> <p>The value of a Pan-London approach to training evaluation is to share best practice and to enable comparisons between similar courses across Boroughs.</p>	



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<p>Munroe Recommendation 7: The role of the director of children's services and the lead member for children's services should be protected from departmental mergers.</p>	<p>Accepted in principle The government will consult formally on revised statutory guidance on the director of children's services (DCS) role and the lead member.</p> <p>Following consultation revised statutory guidance on the DCS and the Lead Member's roles was published in April 2012. It reaffirms the legal duty on local authorities (LA) under the 2004 Children Act 2004 to appoint a DCS and designate a Lead Member for Children's Services. The guidance states that though it is legally permissible for the DCS and LMCS roles to be combined with other operational and political functions of the LA, given the breadth and importance of children's services functions covered by the DCS and LMCS, LAs should give due consideration</p>	<p>Haringey continues to have dedicated DCS and Lead Member.</p>	<p>On going</p>



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	to protecting their discrete roles and responsibilities before allocating any additional functions to individuals performing these roles.		
<p>Munroe Recommendation 8: Research is needed on the impact of health reforms on partnership working in child protection.</p>	<p>Accepted in principle The Department of Health and the Department for Education will work with NHS bodies, local authorities, professional bodies and practitioners to publish a joint programme of work.</p> <p>Clinical Commissioning Groups (CCG) will take on most of the PCTs commissioning responsibilities from 1 April 2013. The NHS commissioning Board (NHS CB) will take responsibility for remainder of health service provision such as Primary Care, Dental Care and specialised services. Awaiting an accountability framework from the DoH – expected alongside the new Working Together Guidance. London Safeguarding Children</p>	<p>Haringey CCG (HCCG) is in process of being authorised to take full responsibility from 1 April 2013. The authorisation site visit from the NHS CB was November 2012, notification of final decision of NHS CB due February 2013.</p> <p>Two specific aspects of Safeguarding included in the authorisation process.</p> <p>HCCG Chief Officer (Sarah Price) is the CCG Governing Body Lead for Safeguarding and the CCG has retained all the Safeguarding Children team (i.e. Named Nurse for Primary Care, Named GP, Designated Dr and Designated Nurse for Child Protection) in its new structure.</p> <p>The Governing Body includes LA partners (Director of Adult Services and Director of Public Health). It is</p>	<p>April 2013</p>



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	Board are currently reviewing their child protection guidance and this is expected to retain more detail.	committed to continuing to work in partnership via the LSCB and the Health and Well Being Board. The safeguarding partnership work with health providers remains unchanged.	
<p>Munroe Recommendation 9: LSCBs should use a systems approach to serious case reviews (SCRs) and Ofsted’s evaluation of SCRs should end.</p>	<p>Further consideration needed. The government will consider evidence and opportunities for using systems review methodologies for SCRs and options for developing the national resources recommended. The new version of Working Together will decide on how future SCR will be conducted</p>	<p>Haringey has along with other London LSCBs piloted the SCIE systems approach and the findings of this review were made public on its website.</p> <p>Currently the LSCB are undertaking 2 SCRs and following the process outlined in the current Working Together chapter, pending the changes being made to Working Together.</p>	
<p>Munroe Recommendation 10: Councils should have a legal duty to provide enough early intervention services.</p>	<p>Accepted in principle The government will decide whether there should be a statutory duty for local authorities in relation to early intervention and, if so, what form it will take.</p>	<p>Haringey is committed to delivering a multi-agency early help offer and consultation on the developing Early Help Policy is well under way. Early help consultation events have been carried out with parents, young people and front line practitioners to</p>	



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	<p>The Government subsequently rejected Munro's recommendation that there should be a statutory duty for local authorities in relation to early help.</p>	<p>gain their views on what works, what is missing and what there should be more of.</p> <p>Through the Haringey 54,000 Programme we will ensure families can access the right services from the right settings at the right time, as well as a new approach to working with families with complex needs.</p> <p>It will focus on the strengths of our families and promote this perspective in working with families in difficulty whilst safeguarding children when they need it.</p> <p>Practice will include a focus on successful, rather than problematic behaviours as a powerful lever for promoting change, enabling families to find solutions and work with agencies to agree on strategies and solutions to improve the life chances of their children</p> <p>The Programme will work with services to create referral pathway arrangements that make sense and avoid duplication and delay.</p>	



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<p>Munroe Recommendation 11: The Social Work Reform Board's professional capabilities framework should specify those qualities needed for child and family social work.</p>	<p>Accepted The professional capabilities framework and CPD framework is now in place and hosted by the College of Social Work.</p>	<p>Entry level capabilities have been in place for some time and were used in selection for entry into Social Work in 2012. Assessed and Supported Year in Employment is in now in place with 7 NQSWs on the scheme and a further 8 starting in January.</p> <p>We have undertaken management and staff briefings on the framework, this will be followed by team discussions on the implications for professional development</p> <p>A skills audit against the PCF has been designed for all levels of social workers. It will comprise of a self-audit; manager feedback; service user feedback and direct observation.</p> <p>The audit will allow staff to identify strengths and areas for development and will link it to their continuing professional development and the training opportunities offered by the authority. It will be launched on the</p>	<p>on – going</p>



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		<p>31st of January 2013.</p> <p>The 2011/12 training and development programme was mapped against the draft PCF and future commissioning of LD activities will be measured against the full framework.</p>	
<p>Munroe Recommendation 12: Employers and higher education institutions should work together on student placements.</p>	<p>Accepted</p> <p>1) The government expects the College of Social Work to develop plans for designated approved practice settings and teaching organisation status and to consider the merits of student units</p> <p>2) The government will build partnership arrangements with employers and higher education institutions.</p>	<p>Haringey has a partnership with Middlesex University. A Memorandum of Cooperation is in place. Partnership with university, other local authorities and voluntary sectors continues to be developed</p> <p>CYPS has a commitment to providing student placements as part of the commitment to social work education and this is promoted in the recruitment strategy. Further work is under way to embed our approach to student placements</p>	<p>On going</p>
<p>Munroe Recommendation 13: Local authorities should review and</p>	<p>Accepted Local leaders will undertake</p>	<p>Haringey 54,000 is the Children and</p>	<p>At a locally</p>



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<p>redesign the ways in which child and family social work is delivered, drawing on evidence of effective interventions and helping social workers use evidence based practice.</p>	<p>self-assessment, considering whether child and family social work services are appropriately configured so that they meet the needs of children and families</p> <p>The National picture - the impact of more flexible assessment practices in response to the Munro Review of Child Protection</p> <p>The Munro Review of Child Protection (Cm 8062, 2011) recommended reducing statutory guidance on safeguarding and promoting the welfare of children in order to promote local autonomy and increase the scope for practitioners to exercise their professional judgement.</p>	<p>Young People's Services transformational change programme, looking at how the council and our partners can move towards a less costly way of working with children, young people and their families that is more focused on helping families earlier, so that they can bring up their children confidently and without resorting to care while still continuing to safeguard those children who need our protection. We will re-design parts of the service to improve access to support for families.</p> <p>The DfE has been trialling different models of social work delivery through five "social work practice" pilots. We will consider any lesson that can be learnt, however the national evaluation has proved inconclusive.</p>	<p>determined pace</p>
<p>Munroe Recommendation 14: Local authorities should designate a principal child and family social worker.</p>	<p>Accepted</p> <p>1) The government expects most local authorities to have chosen to designate a principal child and family social worker.</p>	<p>We are currently undertaking an interim appointment to this role. This will enable us to make progress on the key areas whilst developing the</p>	<p>January 2013</p>



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	2) The government expects that all local authorities "will have chosen" to designate a principal child and family social worker.	model for the permanent role that will best meet the needs of Haringey.	
Munroe Recommendation 15: A chief social worker should be created in government.	Accepted in principle The government plans for a chief social worker to oversee children's and adults' services to be implemented. DfE Business Plan 2012-2015 (published May 2012) includes an action to appoint a Chief Social Worker by December 2012.		By late 2012