

Creating a safer world for children at risk

Child protection services in England were given a radical overhaul following recommendations based on an innovative systems engineering model

What was the problem?

The child protection system in England was found to be rife with individual errors and poor management, leading to tragedies such as the highly-publicised death of Peter Connolly (called 'Baby P' before his name was released).

This

What happened?

This groundbreaking research led to an invitation from the Secretary of State for Education to undertake a comprehensive review of child protection systems in England. In Munro's three-stage review she proposed a shift towards a new learning culture, with the impact on children as the key driver of good practice. All 15 of her recommendations are being implemented with ongoing effects for legislation, policy and practice.

Munro's work has led directly to organisational change. A new inspection framework was introduced which shifts the emphasis away from statistical analysis and firmly towards the impact on children. Local authorities must now gather feedback and provide evidence of this impact. They are also required to monitor every child's individual journey through the care system, and inspectors are encouraged to talk to workers and users so that judgments are not based solely on written records.

Munro was also asked to help improve professional expertise. She recommended a revised career structure that encouraged social workers to stay in direct work. In conjunction with the College of Social Work, a framework for child and family social work has been developed which sets out expectations of social workers at every stage in their careers.

Local Safeguarding Children's Boards are now required to include an assessment of effectiveness, although revised statutory guidance has been limited in recognition of the fact that responsibility for professional guidance is best left to the professions. In order to benefit families more directly, the electronic Common Assessment Form has been decommissioned in favour of frameworks adapted to the specific needs of each local authority, and the need for a new multi-agency inspection framework, able to compare national and local data, has been recognised by Ofsted.

Munro's work has had impact beyond England. The Isle of

Eileen Munro is Professor of Social Policy at the London School of Economics and Political Science. She was a social worker for many years before taking up an academic career. She has studied philosophy, in particular the philosophy of science, and this has fuelled her primary research interest in the reasoning skills needed in social work. Her work has moved from looking at individual reasoning to studying how organisations help or hinder good practice, with a particular focus on child protection systems where errors of judgment can have tragic results. She has advised policy makers and managers in many jurisdictions around the world. At the request of the Secretary of State for Education, she undertook a review of child protection in England and published the final report in April 2011, followed by a progress report in May 2012. All of her recommendations were accepted.

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