

EFFECTIVE LEADERSHIP OF CHILD PROTECTION

An investigation into institutional leadership in the context of protecting children from sexual abuse

Summary of investigation

The investigation is thematic and will consider the issue of leadership of institutions with responsibility for protecting children from sexual abuse.

Scope of investigation

1. This will include consideration of issues such as:
 - a. Embedding ethics and values so they align with policy and practice
 - b. Ensuring organisations are safe, and effective at being safe;
 - c. Achieving openness, transparency and good communication;
 - d. Ensuring good communication, escalation of issues and concerns with clear lines of accountability, and good leadership in scenarios where there is no direct line management structure;
 - e. Embedding and ensuring a culture of continuous learning;
 - f. Using management and audit information to understand the institution, its systems and its performance, so that systemic warning signs can be identified early;
 - g. Responding appropriately to internal and external pressure, for example from politicians, community leaders, parents, funders and other key stakeholders so that child welfare and protection is prioritised ;
 - h. Responding to the evidence of “whistleblowers” and recommendations from inspectorates, Serious Case Reviews and similar reports;
 - i. Learning from past institutional failures, including from adverse events, including embedding a ‘learning’ not a ‘blaming’ culture;
 - j. Exercising good judgment with respect to strategic priorities and risks;
 - k. The relevance of leadership style and how leaders act as positive role models;
 - l. Effective leadership, change and improvement;

2. The investigation will focus on practical experience of leadership and management..
3. The Inquiry will conduct a public hearing in this investigation at which evidence will be heard about the issues identified above.