

Exploring performance measures in child protection

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Aims of the workshop

- Consider the purpose and use of performance measures in child protection
- Outline an exploratory study using publically available data on local authority children's services
- Discuss implications for policy and practice

Practice and policy context

- New public management
- Audit, inspection and quality assurance
- Integrated children's system (ICS)
- Institutional and professional risk
- Compliance and blame culture
- Evidence-based practice

Performance-based accountability

	QUANTITY	QUALITY
EFFORT	How much did we do?	How well did we do it?
EFFECT	Is Anyone better off?	
	Quantity	Percentage
CHANGE	Action planning: What do we do to improve and when will we know we have?	

Socio-technical systems design

- Majority of human error down to systems not individuals
- Measures should be derived from purpose of service – from service user’s point of view
- Design systems to deliver ‘value work’, e.g. services being delivered ‘right first time’ without fragmented workflows, referrals, hand-overs etc.
- Bad design leads to failure demand – often caused by focusing on cost

Seddon, 2008; Woods et al., 2010;
Gibson and O’Donovan, 2014

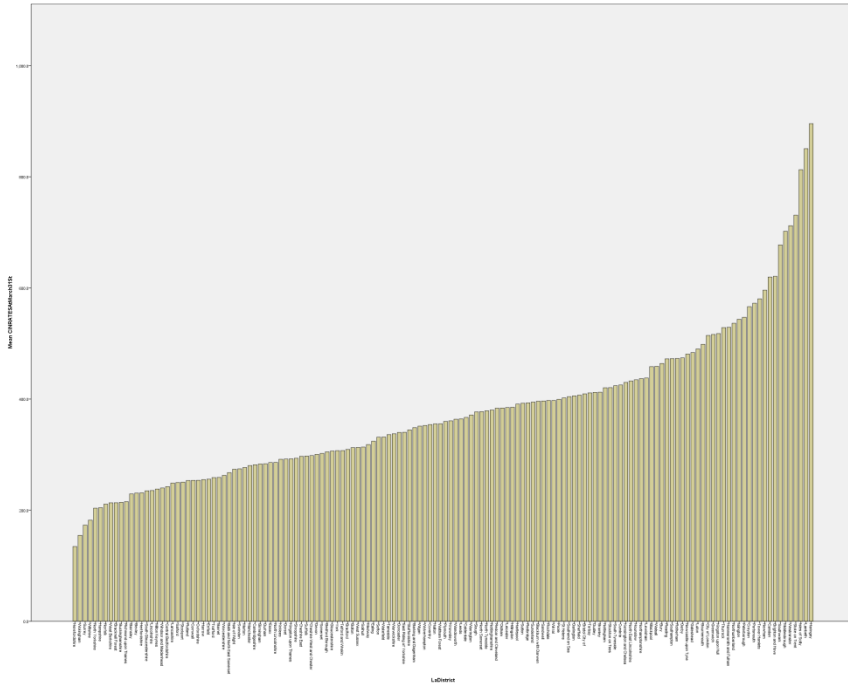
Exploring child protection measures

- Publically available datasets – performance measures, finances, workforce data and Ofsted inspections
- Patterns and characteristics of local authority child protection services over time
- Associations between structure, process and outcomes
- Impact of relevant variables, such as Ofsted ratings, on performance

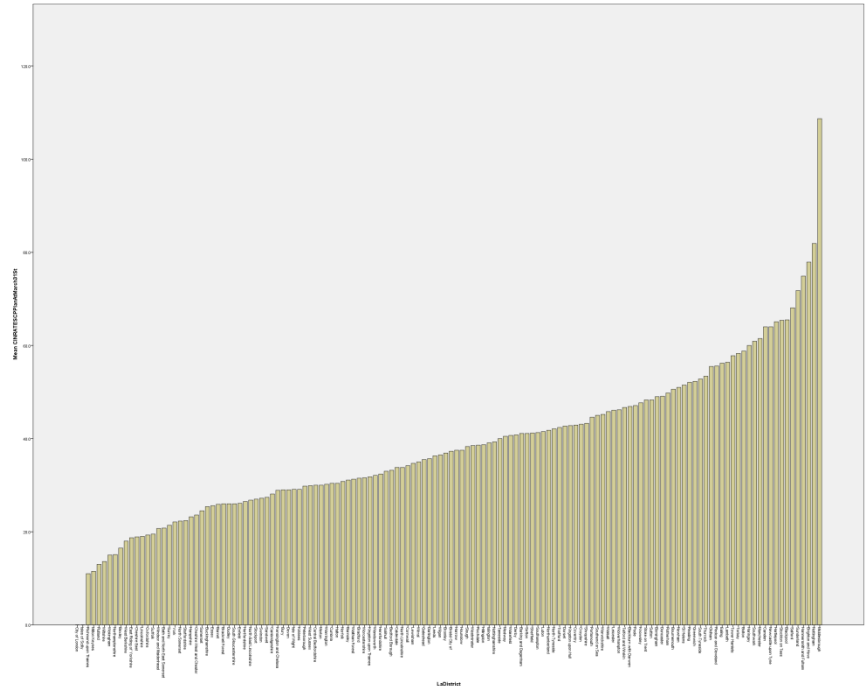
Descriptive analysis

Variation between local authorities for each CIN measure. For example with rates of CIN or of CP plans:

Rates of CIN

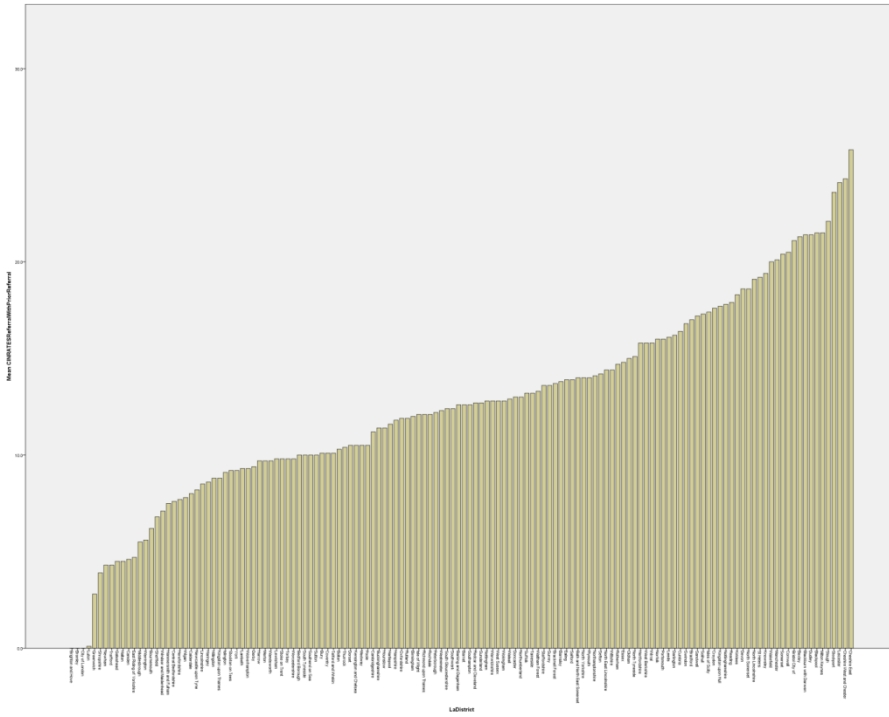


Rates of CP plans

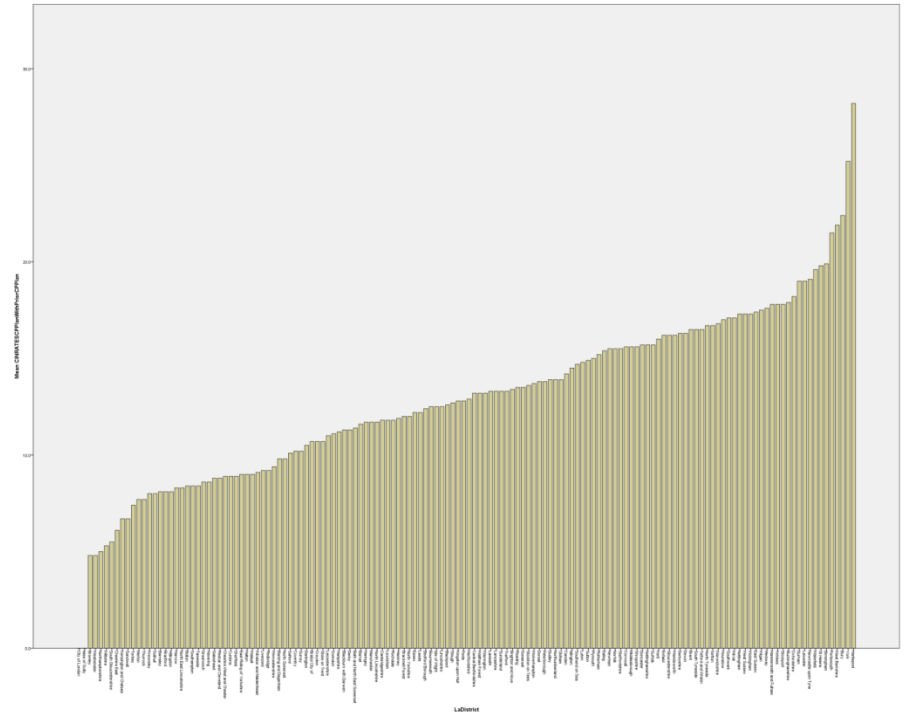


Variation between LAs in the amount of re-referrals, or children who became subject of CP plan for a second or subsequent time.

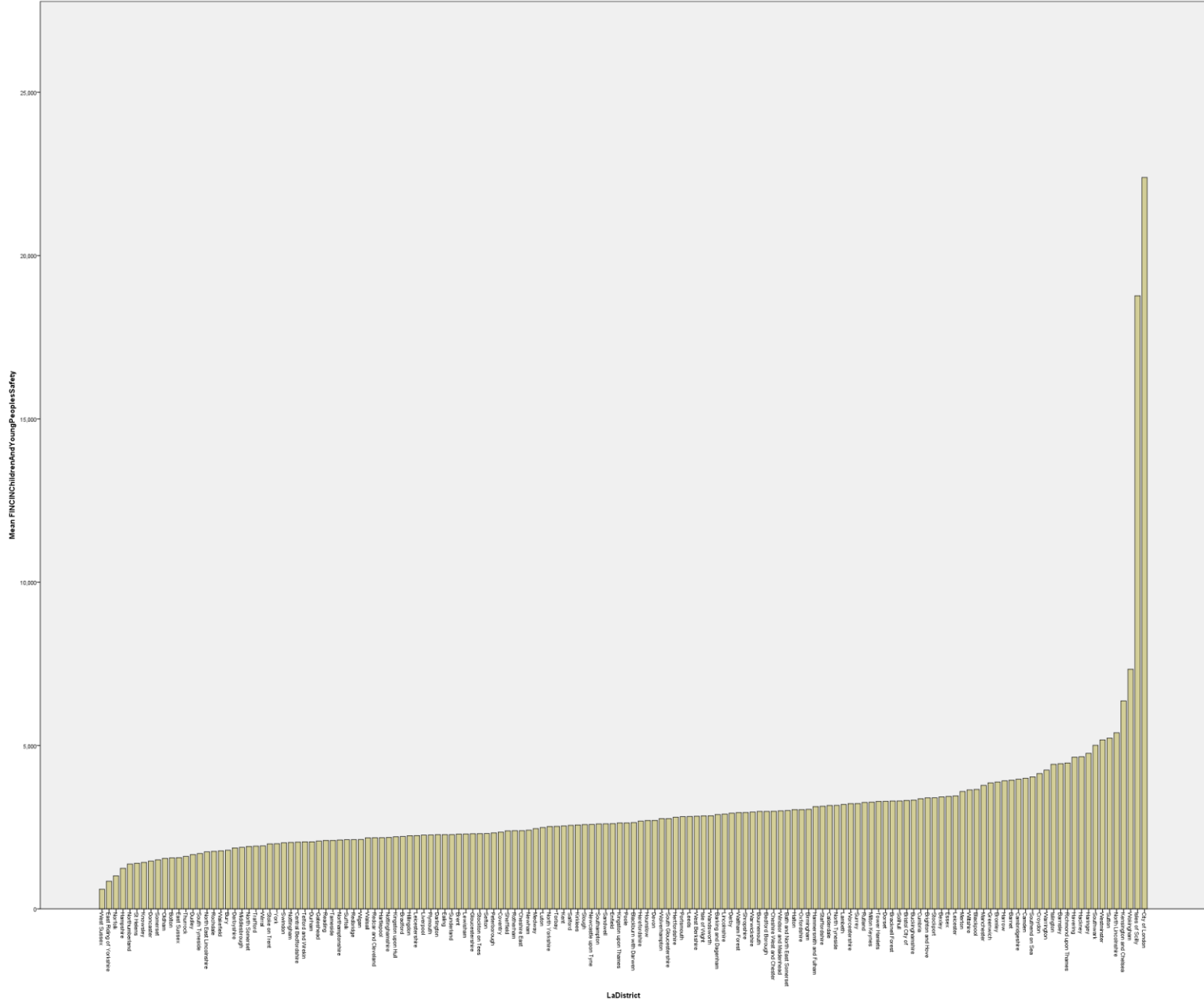
Re-referrals



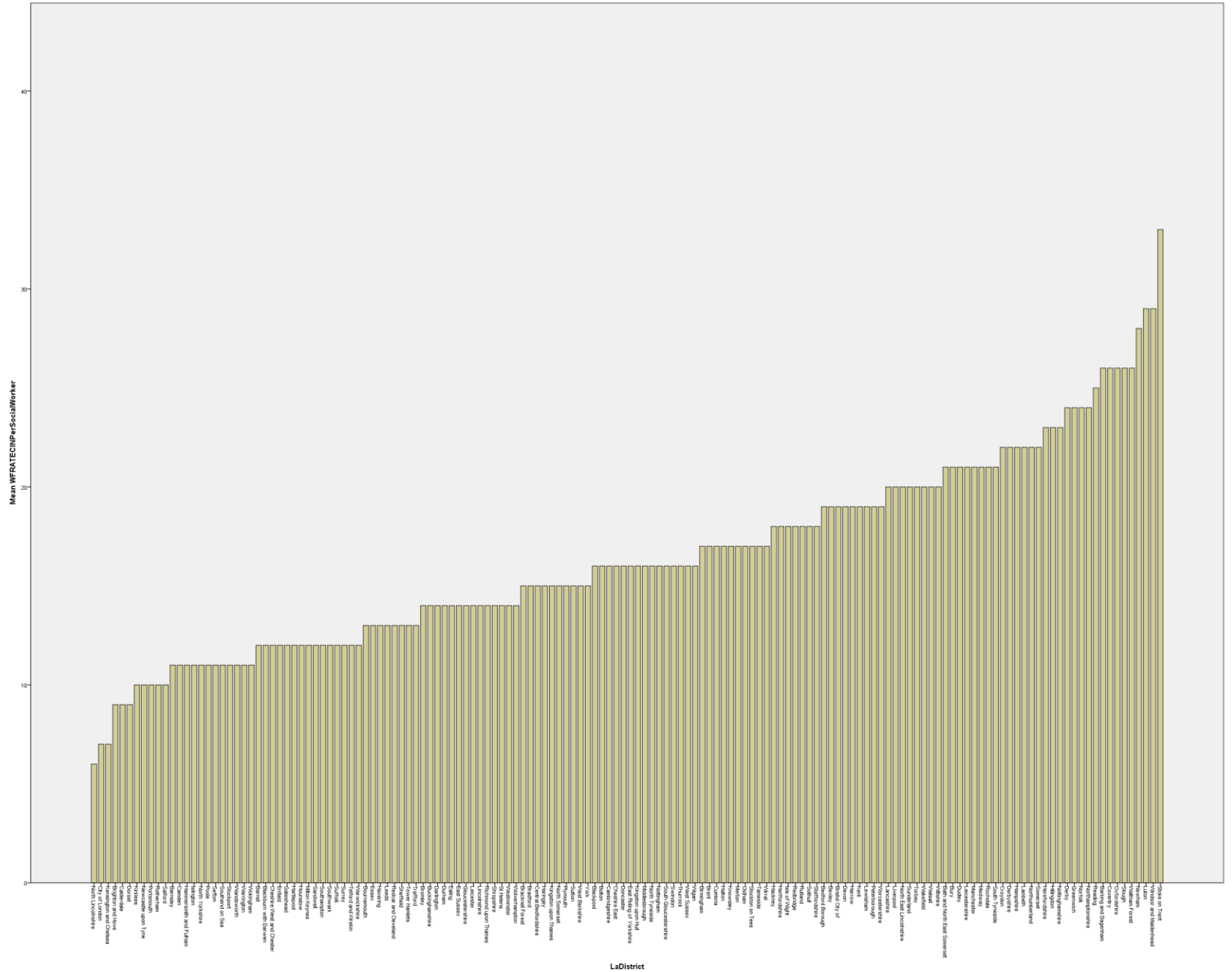
Second or subsequent CP plan



Expenditure on children and young people's safety across all LAs (rates per CIN)

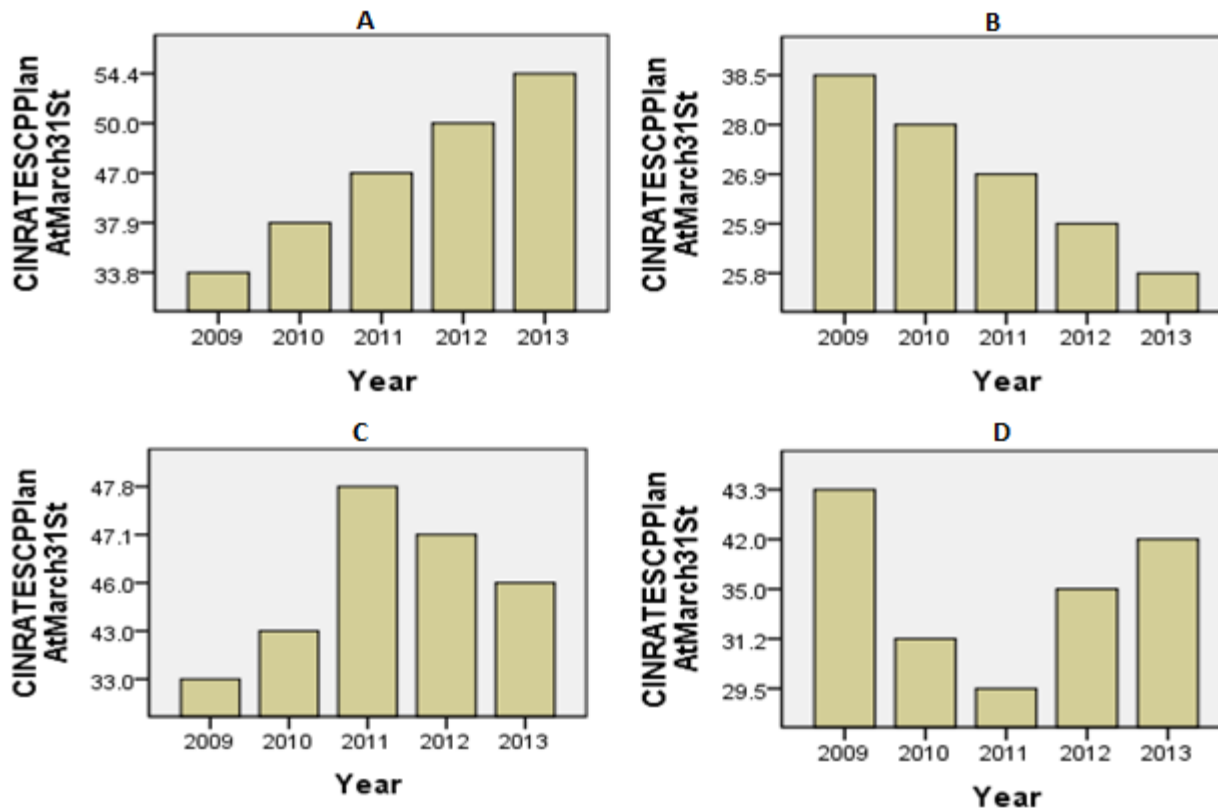


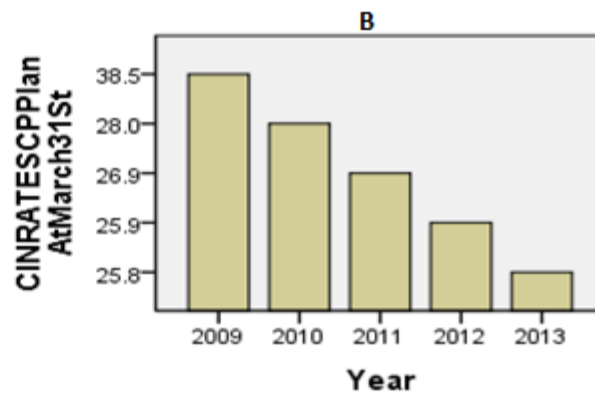
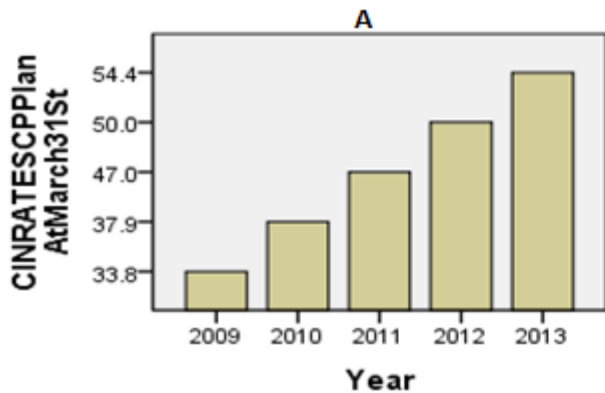
Variation of the number of CIN per social worker



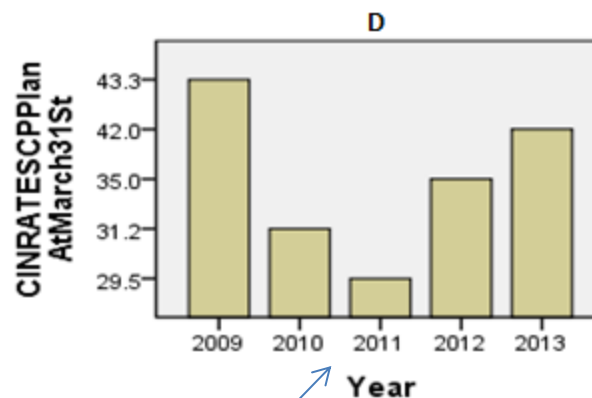
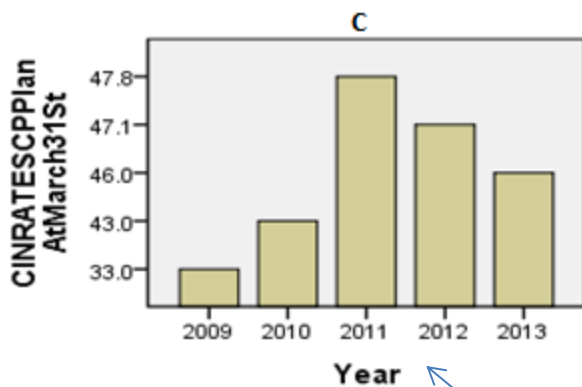
Descriptive analysis

How the measures vary over time (5 year period) and across local authorities. Are there marked differences between local authorities?





Trends in CIN measures vary between LAs and are not always consistent with the national trend.
 What might be the cause of this?



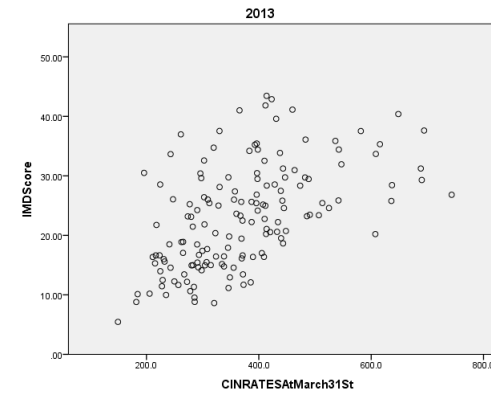
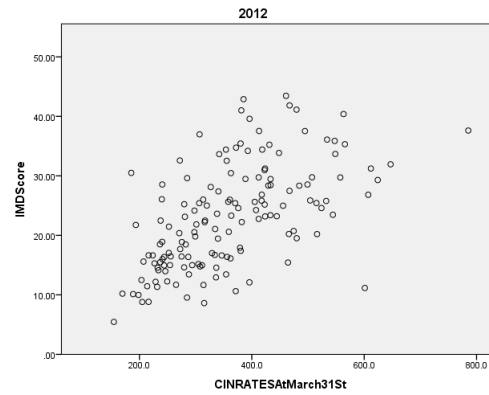
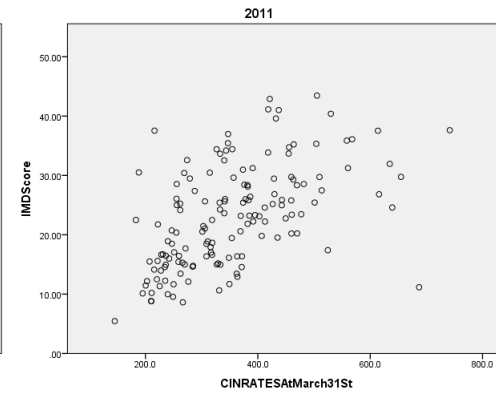
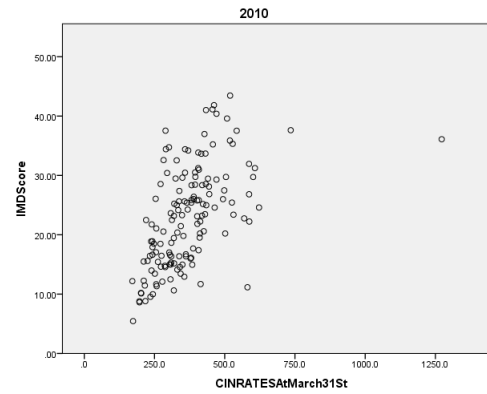
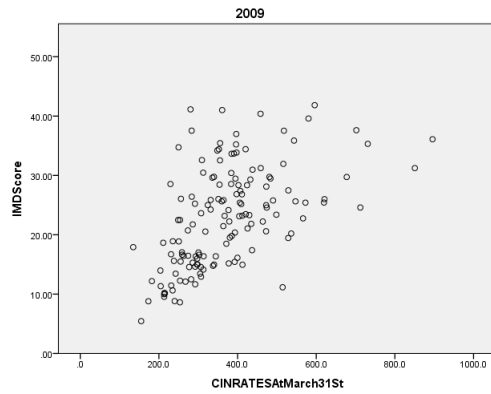
Can we pinpoint the cause of change at 2011?

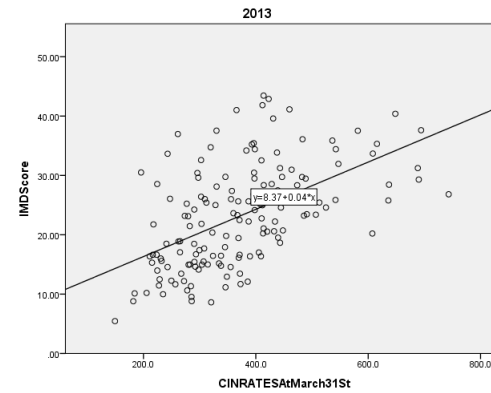
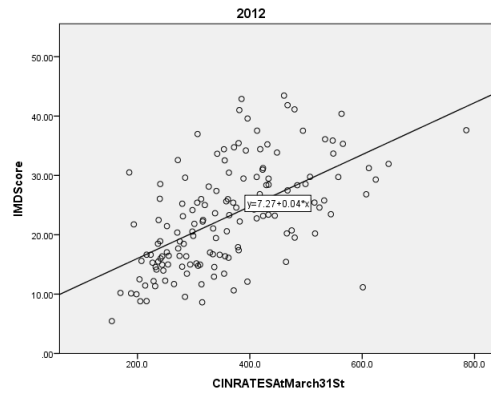
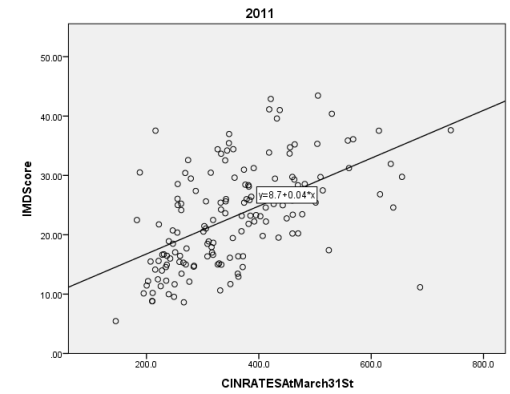
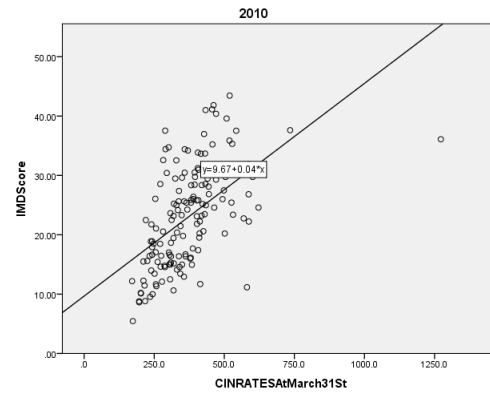
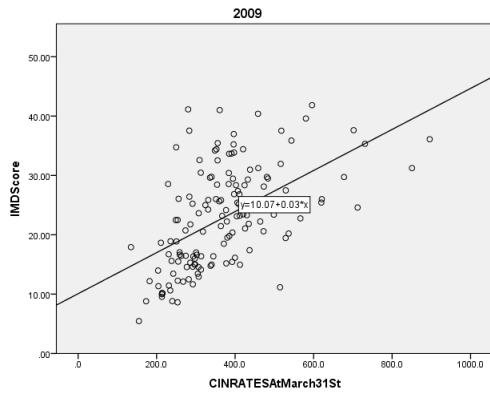
What was the Ofsted in rating in 2011?

Was there an increase / decrease in expenditure on children and young people's safety?

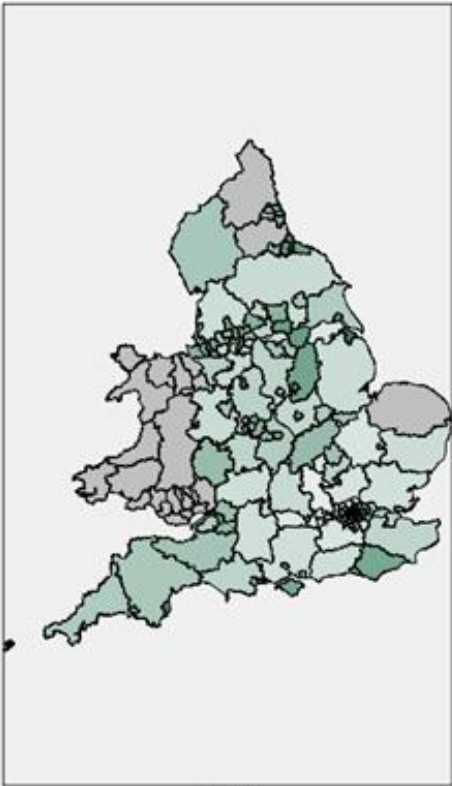


- What are the associations between factors? For example local authority rates of children in need per 10,000 population plotted with IMD scores.





Heat maps will be used to illustrate variation between LAs, associations between measures, and changes that occur over the 5 year period.



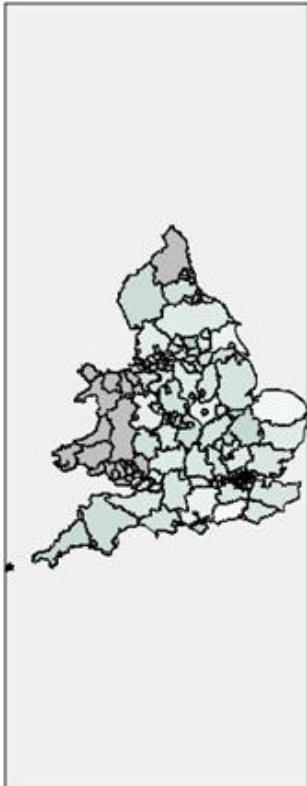
Mean
(CINRATESAtMarch31St)

800
700
600
500
400
300
200
100



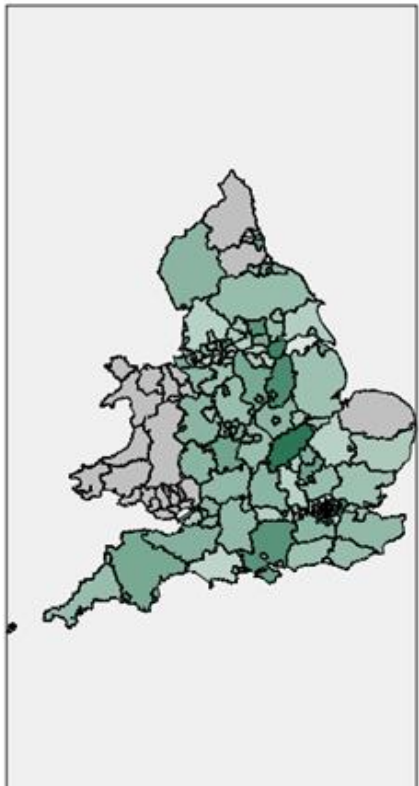
Mean
(CINRATESCPPlanAtMarch31St)

120
100
80
60
40
20
0



Mean
(FINRATEChildrenAndYoungPeoplesSafety)

1,000
800
600
400
200
0



Mean
(WFRATECINPerSocialWorker)

40
30
20
10
0