



**Patterns of systemic factors that contribute to good practice or make problematic practice more likely**

**1 Patterns in human–tool operation**

- The influence of assessment forms
  - No detail on the quality or depth of assessments, or difficulties faced in completing them
  - Discourages documentation of the rationale or complexity behind conclusions drawn
  - Encourages factual statements and assertions and discourages the recording of a healthy unease or gaps in understanding
- The influence of the assessment framework
  - Focus on the assessment of need discourages articulation of risk factors
- The influence of case management framework e.g. assessment, planning, implementation and review (APIR)
  - Revision becomes an interruption in the flow of practice

**2 Patterns in human–management system operation**

- Resource-demand mismatch
  - Difficulties accessing expert assessments
  - Gaps in service provision
  - Funding disputes and practitioners creating safety
- Performance indicators and borrowing from safety
  - Trade-offs between competing priorities; overt and covert messages
  - Conceptual blurring
- Supervision

**3 Patterns in communication and collaboration in multi-agency working in response to incidents/crises**

- Organisational culture around priority setting
- Understanding the nature of the task; overlooking the wider needs of the children in child protection response
- Reserve capacity
- The importance of knowing each other
- Referral procedures and cultures of feedback

**4. Patterns in communication and collaboration in multi-agency working in assessment and longer-term work**

- Understanding the nature of the task; assessment and planning as one off event or on-going process?
- Clarity of roles and responsibilities
  - How much shared responsibility is there?

- Who is responsible for thinking?
- What and how much should be shared?
- What barriers and facilities exist contribute to good team work in longer-term case work?
  - Are conflicts of opinion repressed or is there a shared culture in which it is acceptable and even desirable to query each other's assessments?
  - Group think
  - Ascribed and perceived occupational status
  - Overestimating the remit of service provision of different agencies

#### **5. Patterns in family-professional interactions**

- Salience of the mother in social services involvement
- Classic gendered presentation of problems by family members

#### **6. Patterns in human judgement (thinking, reasoning)**

- Failure to review judgements and plans
- Drift into failure
- Attribution error
- Tunnel vision