



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