**Introduction**

This resource pack is to provide guidance and support for Individual Management Review authors who have been commissioned to write an Individual Management Review (IMR) for a Serious Case Review on behalf of their agency.

This should be read in conjunction with Section 8 of the [CPSCB Notification of a Serious Case Review](http://www.peterboroughlscb.org.uk/user_controlled_lcms_area/uploaded_files/PSCB%20SCR%20Process%202014.pdf) process

**When submitting an IMR on behalf of your agency, please remove the introductory pages**

**CRITERIA FOR APPOINTING AN INDIVIDUAL MANAGEMENT REVIEW (IMR) AUTHOR**

**“Who should conduct Reviews?”**

Each relevant service should undertake a separate Individual Management Review of its involvement with the child and family. This should begin as soon as a decision is taken to proceed with a review, and even sooner if a case gives rise to concerns within the individual agency. Relevant independent professionals (including GPs) should contribute reports of their involvement.”

1. You must appoint as your Author a person of sufficient seniority to be able to work at all levels within your agency. The Author must be fair in the way that the views of staff are represented. The Author you appoint should be familiar with current child protection practice and is expected to produce an independent and objective report within prescribed timescales in accordance with national guidance.
2. The Author will have had no significant involvement in the case under review and should not be the direct line manager of their agency representative on the Serious Case Review Panel.
3. The Author prepares the report for your agency and is accountable to the Chief Officer for the quality of the report. The report is submitted as an agency report.
4. The Author acts as the representative for your organisation in its interface with the Serious Case Review Panel.
5. The Author should have unrestricted rights of enquiry and access to staff, records and files. It is envisaged that the Author will wish to interview staff who are central to the case. Staff who wish to be interviewed should be offered this opportunity by the Author. Such interviews should be allowed.
6. The Author must ensure that the relevant staff of your agency are informed of the purpose of the Individual Management Review and the process leading to the Serious Case Review.
7. The Author should ensure that all files relating to the child are secured, preferably under lock and key, to ensure information is not lost. The Author should be empowered to demand appropriate security measures are taken. If the case remains open then a full copy of the file should be taken and the original file secured. All files should be made available to the Author.
8. The Author shall identify and indicate the location of all files relating to the child and make these files available to the Chairperson of the Serious Case Review Panel on request.
9. The compilation of the Individual Management Review report will create a significant extra workload. It is important that agencies support members of their staff who are required to contribute to Serious Case Reviews. The Author should have his/her workload reviewed in order that he/she is allowed sufficient working time to complete the Individual Management Review report within the strict time scale. The Author should receive appropriate clerical support throughout. You will appreciate it may be necessary for the Author to be relieved of all their normal duties for the period the Individual Management Review report takes to compile.

Appropriate extracts of the Individual Management Review should be shared with workers involved with the case to ensure the report is factually correct prior to submission.

Timescales for the Serious Case Review have already been set and senior managers from all agencies are represented. If your Individual Management Review report is not received within the prescribed timescale, the work of the panel cannot proceed. This will result in the CPSCB having to specify to why the report has been delayed further.

**Please note, undertaking an IMR is time consuming. It is important that IMR Authors leave adequate time in their diary’s to complete all the commitments. It might be that due to unforeseen circumstances they are asked at short notice to attend a meeting or provide further information.**

Before we go any further, it would be wise to check whether the author is the right person to be producing an IMR. Please consider the following questions:

1. Is the author a manager or a person in a position of seniority who has not line managed/supervised any of the staff involved in the case?
2. Does the author have the level of experience and knowledge to be able to critically analyse the work, systems, policies and procedures of your agency in relation to safeguarding children?
3. Is the author fully independent of the staff or services involved in the case?

If the answer is “yes” to these questions, then the criteria has been met for you to be the author for an IMR. If the answer to any of these questions is “no” or if you have any other concerns about your suitability to author an IMR for a Serious Case Review, please speak to your own line manager, or seek advice from the CPSCB Manager.

**Please contact the CPSCB Business Office if further clarification is required.**

**Tel: 01733 863828**

**Email:** [**pscb@peterborough.gov.uk**](mailto:pscb@peterborough.gov.uk)

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It is compulsory for IMRs from all organisations to include ALL of the headings in **bold** below. If there is no information or the heading is not applicable, please state this and do not delete any headings

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| --- |
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**INDIVIDUAL MANAGEMENT REVIEW REPORT**

|  |  |
| --- | --- |
| **Serious Case Review in respect of** |  |
| **Date of Birth** |  |
| **Date of Death or serious incident** Delete as appropriate |  |
| **Author of IMR** | Insert Name and Designation of IMR Author here |
| **Agency** | Name of agency |
| **Date of submission** | Date the first IMR was submitted to CPSCB business office or panel |
| **Version** | Version submitted (if applicable) |

GUIDANCE: Please ensure that the countersigning person has seen the IMR at each submission stage

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1. **Introduction**

**Purpose**

Working Together 2015 is clear that ‘professionals and organisations protecting children need to reflect on the quality of their services and learn from their own practice and that of others. Good practice should be shared so that there is a growing understanding of what works well. Conversely, when things go wrong there needs to be a rigorous, objective analysis of what happened and why, so that important lessons can be learnt and services improved to reduce the risk of future harm to children’ (Working Together to Safeguard Children March 2015, Chapter 4 Para 1)

Serious Case Reviews and other case reviews should be conducted in a way which:

* recognises the complex circumstances in which professionals work together to safeguard children;
* seeks to understand precisely who did what and the underlying reasons that led individuals and organisations to act as they did;
* seeks to understand practice from the viewpoint of the individuals and organisations involved at the time rather than using hindsight;
* is transparent about the way data is collected and analysed; and
* makes use of relevant research and case evidence to inform the findings.

1. **About the Author**

The statement of Independence should contain the following information:

* Qualifications
* Experience
* Role in the agency
* Independence of the case

It should provide information about the author (name, job title etc) and must provide a clear statement that illustrates their level of independence from the line-management of, and supervision of staff involved in the case.

It should clearly describe the sources of information used to prepare the IMR (eg analysis of case records, interviews with staff etc) and when and by whom these were secured.

1. **Terms of reference / Scope including time-frame to be covered**
2. **Contextual Information**

In considering this aspect of the case, you need to decide whether the context in which the case was conducted impacted on decisions made and if so, such information need only be included in so far as it is relevant to the actions of the organizations concerned.

Most weight should be given to primary information, although secondary and anecdotal information can be considered, but clearly identified as such and given less weight.

The type of information that would be useful is as follows:

* Volume of work
* Staff turnover, sickness and leave cover
* Administrative support
* Organizational change
* Unallocated cases
* The social and community context
* Management and Supervision
* Safeguarding Audit practices
* Risk Management and support policies
* Services and support available to family
* Budgetary constraints and allocation of resources
* Training
* Legal Advice

This is not an exhaustive list and there may be other contextual factors that you would wish to include.

1. **Methodology**

A bullet point list to identify: -

1. How the agency carried out the review.
2. Details of documents seen. (at Appendix B)
3. List of interviews with staff and dates (at Appendix C)
4. Details of information not available/not considered (with reasons).
5. Details of staff involved by initial and job title for the benefit of the SCR Panel only. The overview report will be completely anonymised.
6. Were you given sufficient time to complete the tasks?
7. **GENOGRAM/FAMILY TREE**

A genogram is a type of family tree which contains additional information about the family composition. It presents key information about the family in diagrammatic form and can include social data such as births and deaths, age and sex of family members and occupation.

Within the genogram there are specific symbols for different items:

|  |  |  |
| --- | --- | --- |
| Male | Female | Unknown gender |
| Death | Enduring relationship  Marriage/cohabitation | Separation |
| Divorce | Transitory Relationship |  |

The genogram can be used to identify those family members who are aware of the abusive behaviour and those are not. This can be indicated by underlining or drawing a circle round them. It is also useful to use the information from a genogram drawn by family members to compare with a genogram drawn by the young person themselves. This can reveal differences in understandings and how different family members view their relationships with one another.

Other useful information can also be indicated on the genogram. For example, how family members get on with one another. A dotted line can also be drawn around those individuals who live in the same household as one another.

1. **Summary of Facts**

Begin your report with a summary of relevant family historic information.

Construct a relevant summarized chronology (in narrative form) on child, family and any significant others which could have a bearing on the case and time frame under review. Briefly summarize decisions reached, the services offered and/or provided to the child (ren) and family, and other action taken.

This is not intended to be a repeat of the chronology, but will provide a summary of the information to add a context to the analysis contained within the next section of your report.

1. **Analysis of involvement**

Consider the events that occurred, the decisions made, and the actions taken or not taken. Where judgements were made, or actions taken, which indicate that practice or management could be improved, try to get an understanding not only of what happened but why something either did or did not happen. **In addition to the case specific terms of reference provided ensure you consider the following (if not already highlighted)**

* Were practitioners aware of and sensitive to the needs of the children in their work, and knowledgeable both about potential indicators of abuse or neglect and about what to do if they had concerns about a child’s welfare?
* When, and in what way, were the subject and any siblings wishes and feelings ascertained and taken account of when making decisions about the provision of children’s services? Was this information recorded?
* Did the organisation have in place policies and procedures for safeguarding and promoting the welfare of children and acting on concerns about their welfare?
* What were the key relevant points/opportunities for assessment and decision making in this case in relation to the child and family? Do assessments and decisions appear to have been reached in an informed and professional way?
* Did actions accord with assessments and decisions made? Were appropriate services offered/provided or relevant enquiries made, in the light of assessments?
* Were there any issues, in communication, information sharing or service delivery, between those with responsibilities for work during normal office hours and others providing out of hours services?
* Where relevant, were appropriate child protection or care plans in place, and child protection and/or looked after reviewing processes complied with?
* Was practice sensitive to the racial, cultural, linguistic and religious identity and any issues of disability of the child and family, and were they explored and recorded? This must be referred to.
* Were senior managers or other organisations and professionals involved at points in the case where they should have been?
* Was the work in this case consistent with each organisation’s and the LSCB’s policy and procedures for safeguarding and promoting the welfare of children, and with wider professional standards?
* Were there organisational difficulties being experienced within or between agencies? Were these due to a lack of capacity in one or more organisations? Was there an adequate number of staff in post? Did any resourcing issues such as vacant posts or staff on sick leave have an impact on the case?
* Was there sufficient management accountability for decision making?

1. **What are the learning points from this case?**

Are there lessons from this case for the way in which this organisation works to safeguard and promote the welfare of children? Is there good practice to highlight, as well as ways in which practice can be improved?

Are there implications for ways of working; training (single and inter-agency); management and supervision; working in partnership with other organisations; resources? Are there implications for current policy and practice?

1. **Recommendations**

Recommendations in IMRs should pertain to your agency, as well as to inter-agency practice. These must be SMART (Specific, Measurable, Achievable, Realistic and Timely) and should include:-

1. What changes (if any) could be made to your agency’s child protection procedures?
2. What changes (if any) could be made in inter-agency working in the light of this case?
3. What action within your agency should be taken in the light of its findings?
4. What areas of good practice are there? Could these be expanded?
5. What action should be taken by whom and by when?
6. What outcomes should these actions bring about?
7. How will your agency review whether they have been achieved and its impact?

Please identify, after each recommendation, the paragraph numbers which contain the analysis leading to the recommendation.

(For Example:

Recommendation 1. Amend recording policy to clarify expectations in respect of case discussions with senior managers (see para ? and ?)

What action should be taken by whom and when?

What outcomes should these actions bring, and in what timescales, and how will the organisation evaluate whether they have been achieved?

Are there any immediate statutory requirements for the notification of concerns and are there likely to be any media handling issues?

**Signatures required on completed report**

|  |  |
| --- | --- |
| **Author of IMR and Position** | **Senior Officer and Position within Agency** |
|  |  |
| **Date:** | **Date:** |

**Appendix A -** Action Plan

|  |  |
| --- | --- |
| CAMBRIDGESHIRE AND PETERBOROUGH SAFEGUARDING CHILDREN BOARD | |
| (Agency Name) - ACTION PLAN | |
| FOR |  |
| D.O.B |  |
| D.O.D |  |

| **RECOMMENDATION** | **ACTION** | **RESPONSIBLE OFFICER**  **(NAME AND JOB TITLE)** | **DATE DUE TO BE COMPLETED** | **RECOMMENDATIONS FOR MONITORING AND REVIEWING IMPACT ON PRACTICE** | **EVIDENCE OF COMPLETION** | **DATE OF AGENCY SIGN OFF** | **DATE OF CPSCB CHALLENGE FOR NON-COMPLETION / IMPACT (IF APPROPRIATE)** |
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**APPENDIX B –** IMR Chief Officer’s Statement.

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| --- | --- |
| Name of Child(ren) subject of serious Case Review |  |
| Date of Birth: |  |
| Date of Death: |  |
| Agency Providing the Report: |  |
| Report Author and position: |  |

**Evaluation Statement on behalf of agency**:

I am satisfied that:

* The IMR conforms to the LSCB Report Template
* The IMR takes into account the specific Terms of Reference for this review
* The IMR has been checked against Ofsted descriptors
* The IMR is:
  + Comprehensive,
  + Well-structured,
  + Includes good analysis of the information
  + Provides explanations for any practice which may be of concern
  + Places emphasis on key findings and lessons
  + Has sound and SMART recommendations

|  |  |
| --- | --- |
| Signed: | Date: |
| ………………………………………………… | …………………….. |
| Name and Position: | ……………………………………………… (PLEASE PRINT) |

**Senior Manager responsible for signing off Individual Agency Management Report**

**APPENDIX C-** Records**/**documents reviewed**/**examined including policies and procedures

• Please list them here.

**APPENDIX D - Persons seen / interviewed**

|  |  |  |
| --- | --- | --- |
| **Name** | **Dates** | **Interviewed by** |
|  |  |  |
|  |  |  |
|  |  |  |