

Criteria		Yes/ No/ Partially/ Comments
	review and the requirements in Working Together para 8.27.	
29.	The IMRs identify the records accessed and others consulted or interviewed in the completion of the report.	
30.	The IMRS are comprehensive, well structured, analytical, and look openly and critically at practice, decisions reached and services offered to the child/ren and their family. Good practice is identified.	
31.	The IMRs reach well founded conclusions, identifying key lessons to be learned and make appropriate recommendations.	
32.	The IMRs have each retained a focus on the child/ren concerned and pay attention to their racial, cultural, linguistic and religious identity.	
33.	The IMRs are provided in the report format provided the SCR Panel, and are fully and appropriately anonymised.	
34.	The IMR recommendations are SMART and it is clear that the SCB will know how the recommendations have been implemented and that practice has improved.	
35.	The IMRs have each been signed off by a Senior Officer within the individual organisations and evidence of that is supplied.	
Overview Report		
36.	The independence of the Overview Report author is described and their background and expertise explained within the introduction of the Overview Report.	
37.	The Overview Report focusses on the child's experience and pays attention to their racial, cultural, linguistic and religious identity.	
38.	The Overview Report includes: <ul style="list-style-type: none"> • a summary of the circumstances leading to the review • the Terms of Reference • a list of contributors and Panel members • a genogram • a summary of the family history • an assessment of the IMRs • a chronology of agency involvement identifying when the child was seen and if the child was seen alone • a consideration of any ethnic, cultural or other equalities issues • analysis of decisions made, action taken, turning points and good practice. 	
39.	The Overview Report effectively brings together all the information provided from the IMRs, critically	

Criteria		Yes/ No/ Partially/ Comments
	analyses and evaluates the information known to agencies using the benefit of hindsight, and identifies the key lessons to be learned for individual agencies and the multi-agency network. The conclusions are logical and based on evidence.	
40.	The Overview Report details the engagement with family members and their views and contribution to the review.	
41.	The Overview Report is informed by and references appropriate research.	
42.	The Overview Report fulfils the Terms of Reference set for the review, exploring all areas.	
43.	The Overview Report is consistent as far as is appropriate with the format contained in Working Together para 8.28	
44.	The Overview Report includes a small number of recommendations related to the key findings of the review which are focussed, specific and achievable.	
45.	The Overview Report is clear about what is expected to change as a result of the recommendations being implemented and what the key lessons are for the SCB.	
46.	The Overview Report is suitably anonymised for publication.	
Executive Summary		
47.	The Executive Summary provides an accurate reflection of the key issues arising from the case; information about the review process and SCR Panel members and the recommendations and action plan in full.	
48.	The Executive Summary is fully anonymised and written in a style that is accessible and jargon free,	
49.	A media strategy is in place in preparation for the publication of the Executive Summary and Overview Report.	
Action Plan		
50.	Is it likely that the recommendation will lead to the desired outcome? Does it tackle the issues identified?	
51.	Are the actions SMART? <ul style="list-style-type: none"> - Specific - Measurable - Achievable - Realistic - Timely 	
52.	Have the resource implications been considered? Are they realistic?	

Criteria		Yes/ No/ Partially/ Comments
53.	Is there duplication in the action, has this been recommended before? Is there an ongoing piece of work looking into similar issues?	
54.	How would we measure the impact?	
55.	What is the impact on front-line practitioners?	
56.	The arrangements for monitoring and evaluating the progress of the SCR Action Plan and IMR Action Plans are clearly set out.	

Loxley House,
Station Street,
Nottingham, NG2 3NG

Tel: (0115) 8764718
Fax: (0115) 8763132



Date:

Recipients Address

Dear

Re: [insert child's name]

D.O.B: Date of Incident / Date of Death:

I am writing to notify you of my decision that a Serious Case Review, in accordance with the requirements of Chapter Eight of 'Working Together to Safeguard Children' (DfE2010) should be undertaken in relation to the above child.

This Serious Case Review has been commissioned as [insert name] a child living in Nottingham/Notts, died / was seriously injured on [insert date].

The case was considered by the Serious Case Review Standing Panel (SCRSP) on [insert date]. In view of the nature of the case it has been agreed that the criteria for a serious case review are met. Further details of the case, together with family details and the agreed focus of the review are included in the attached terms of reference.

In accordance with the Serious Case Review Practice Guidance and Toolkit each agency and organisation is required to secure their records and arrange for an Individual Management Review (IMR) to be undertaken in relation to the agency's involvement with the family. Where it is identified that no members of the family are or have been known to the agency, a report is still required to confirm this.

It has been agreed that staff involved with this child and family should/ should not be interviewed as part of the Individual Management Reviews.

You will find attached the IMR toolkit which includes:

- Guidance for IMR
- Format for IMR

- Guidance on completion of the chronology
- Information leaflet for professionals
- Guidance on interviewing staff
- Ofsted grade descriptors

All reports must be subject to Quality Assurance via internal agency mechanisms prior to submission. The agency commissioner of the report must sign off the report prior to submission, to confirm that the report reflects the views of the organisation and that the correct formats have been used. The agency commissioner will also need to identify a representative from the agency who will sit on the Serious Case Review Panel which will oversee the Serious Case Review. **The name of this person is to be submitted to the SCB administrator.**

Chronologies and reports should be submitted, by secure means, in an electronic format to INSERT NAME by INSERT DATE. If agencies are concerned that this timescale might not be met they must contact the SCB Administrator immediately.

[Insert Details Of Panel Meetings/Timescales]

Should any information come to light during the Individual Management Review which you feel could alter the scope of the overall review (e.g. with regard to the time period), please bring this to the attention of [insert name of Principle Manager – Children’s Safeguarding Board], as soon as possible. [insert name of Principle Manager – Children’s Safeguarding Board] should also be notified of any organisation that is not represented on the SCB which has had involvement, so that a relevant report can be commissioned. In addition, [insert name of Principle Manager – Children’s Safeguarding Board], should be notified if any other children and/or adults who may become relevant to the Serious Case Review in the course of enquiries.

I recognise the amount of work a review of this kind creates for staff in all agencies, alongside the support needs that may be generated for staff involved in the process and thank you in advance for your help with this task.

Yours sincerely,

Chair of SCB

Guidance for completion of Individual Management Reviews

Contents

- a) Introduction
- b) Scope and Terms of Reference
- c) Subjects of the review
- d) Format for Individual Management Review Report
- e) Guidance notes for Agency Chronology
- f) Ofsted grade descriptors for evaluation of Serious Case Reviews
- g) Guidance when interviewing staff as part of the Individual Management Review
- h) Guide for professionals involved in the Serious Case Review
- i) Front Sheet exemplar and Evaluation Statement
- j) Evaluation statement and QA form
- k) Guide to creating a Genogram
- l) Action Plan exemplar

a) Introduction

“The aim of IMRs should be to look openly and critically at individual and organisational practice and at the context within which people were working to see whether the case indicates that improvements could and should be made and, if so, to identify how those changes can be brought about.” Working Together 2010 8.35.

This document contains the Scope/Terms of reference for the serious case review along with formats and guidance notes for the completion of the IMR report and chronology. You will also find a copy of the latest grade descriptors from which you will see how Ofsted will evaluate your IMR. Finally, guidance for the interviews of staff and a leaflet for staff to be interviewed are included for use.

b) Scope and Terms of Reference

Decision to hold a SCR

Background

Identify here the background to involvement and the events circumstances of the death

Decision making process

Note here the process of deciding to undertake the SCR including the date the case was initially considered by the SCRSP; the reason for any delays; the results of the post-mortem; the date recommendation passed to Independent Chair of SCB; date of decision and all notifications to Ofsted. Also outline the chairing of the SCR and the aims of the SCR

Period to be covered by the review

Detail here the specific time frame for agencies to provide a chronology and any reasons for the time frame chosen. Also direct agencies to provide a summary of relevant family history and background information before this period that will help to better understand the recent past and present. Details of immediate actions following the death or serious injury of the subject child to safeguard the surviving sibling should also be included within the report in summary form.

Focus / key issues for the review

Direct IMR authors to focus here on specific issues or questions you want them to be focusing their analysis on. These questions may be drawn from the specific facts of the case and from the Government Office scoping tool seen at appendix of the SCR toolkit. Important here is to ask authors to consider what actions could have lead to a different outcome for the infant, child or young person

Involvement of family members in the review

Outline here how family members will contribute to the review.

Interviewing of staff

Agencies should be directed to immediately identify staff they wish to interview as part of their individual management review and forward the names to the appropriate SCB manager so that the process of clearance with the relevant Senior Investigative Officer can take place.

Expert opinion

Note here whether it is considered appropriate to acquire specific expertise to assist the SCR.

Other parallel reviews

Detail briefly any ongoing parallel reviews are currently ongoing and any impact this may have upon the SCR process.

Organisations to be involved in the SCR

Detail here the known organisations required to contribute to the review; actions regarding non-cooperation of agencies

Involvement of agencies in other LSCB areas

Detail briefly the process for ascertaining out of area agencies who will be asked to contribute to the review and how ongoing liaison will be pursued.

Coroner's inquiries / criminal investigations

Indicate here how the process of the serious case review will be informed by the work of the Coroner and SIO

Media coverage

Note briefly media coverage so far and how it is being planned for and how FOI requests will be responded to

Legal advice

Note here whether there is any need for independent legal advice at the current time and how this will be obtained if deemed necessary at a future point.

SCR timescales

Briefly outline the relevant dates in the process of the decision to undertake the SCR including the recommendation to and the decision from the SCB Chair, notifications to Ofsted and date for completion.

Commissioning of an Independent Author and Independent chair for the SCRP

Detail the process of commissioning; how their role will be coordinated and the responsibility for acceptance and sign off of the report.

Implementation of IMR recommendations and feedback to staff

Note here the need for action plans reflecting the recommendations arrived at and the expectation that required actions should be completed without waiting for the conclusion of the SCR process as a whole. Note the process of feedback sessions for authors and staff.

Liaison with Ofsted and DfE

Detail how this will be undertaken

c) Subjects of the review

Note here that a detailed chronology of all contact with the following persons, for the period from to the date of death is required and that relevant information before this period should be included in summary form only.

Full Name	Date of Birth	Relationship	Address

d) Format for Individual Management Reviews (IMR)

All IMR reports MUST use the following format and should be anonymised in terms of professionals involved i.e. HV1, SW3, with a key to the personnel involved provided as an appendix. All IMRs will require both paragraph and page numbering. An IMR template will be issued alongside this guidance, so that all agencies IMR will have a uniform structure, including a contents sheet and agreed version control.

1. Introduction

- Summary of reasons for the Serious Case Review taking place.
- Brief overview of the nature of agency involvement including timescales.
- Contextual information e.g. volume of work, staffing issues, organisational change, budgetary constraints and whether the context within which the case was conducted impacted upon decisions made.
- Process by which the IMR report was completed:
 - Records accessed
 - Staff interviewed
 - Qualification and Child Protection training of key staff
- Any immediate action that has been undertaken within the agency as a result of this case e.g. around addressing practice.
- Refer to the independence of the author
- Identify how feedback to staff will take place following completion of the IMR

2. Genogram

A guide to the symbols can be found on page 29 of the DOH 'Framework for the Assessment of Children in Need and their Families'. This should include family known to the agency at this time. (Appendix 2)

3. Background Information

Brief summary of any involvement with the family prior to the date of the detailed chronology which is felt to be relevant to the Serious Case Review. This section can include a commentary to inform the later analysis (see below)

4. Summary of Period Covered by Chronology

This part of the IMR will tell the 'story' of the agencies involvement. It will be detailed, but not include every entry of the chronology, just those that are most significant. Undertaking this should help focus the analysis. This section can include a commentary to inform the later analysis. Any commentary should be clearly marked as such (in bold is often a useful visual tool). This section can also include information from interviews undertaken as part of the IMR process.

5. Relevant post incident additional information that has come to light during the review process

Include any post incident information that has come to light which is felt to be relevant to the Serious Case Review and has not been included elsewhere.

6. Analysis

This section should be structured using sub headings matching the areas highlighted within the scope/ terms as the focus for the review. This should not be seen as an exclusive list should agencies identify other significant areas for comment. Authors should consider the events which occurred, the decisions made, and the actions taken or not. Where judgements were made, or actions taken, which indicate that practice or management could be improved, authors should try to get an understanding not only of what happened, but why.

Whilst considering the above, IMR reports must also consider the following:

- Were practitioners sensitive to the needs of the children in their work, knowledgeable about potential indicators of abuse or neglect, and about what to do if they had concerns about a child's welfare? Were practitioners appropriately trained/qualified/experienced?
- Did the agency 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? Were there any lost opportunities?
- Did actions accord with assessments and decisions made? Were appropriate services offered/provided or relevant enquiries made, in the light of assessments? Was there appropriate communication and information sharing processes between agencies, both 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?
- When, and in what way, were the child(ren)'s wishes and feelings ascertained and taken account of when making decisions about the provision of children's services. Was this information recorded?
- 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? Were appropriate services provided to meet the identified needs of the child and family?
- Were senior managers, or other organisations and professionals involved at points in the case where they should have been? Was there sufficient management accountability for decision making?
- Was the work in this case consistent with each agency's and the SCB's policy and procedures for safeguarding and promoting the welfare of children, and wider professional standards? (With specific reference to how agencies worked together and making recommendations regarding the agency's own practice and/or internal procedures that arise from the review. Agencies should make reference to practices and processes in other agencies that they feel to be significant)
- Were there organisational difficulties being experienced within or between agencies? Were these due to a lack of capacity on 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?

- Is there an urgent need to review those procedures or any other action that should be undertaken within the agency?
- Are there concerns about agency's systems and how these support the functioning of the agency?
- How were the case specific identified focus area addressed within the agency; as appropriate to the nature of agency involvement.
- Is there evidence of any positive practice by the agency or other agencies and/or protective factors within the family?

7. Conclusions/ Lessons to be learned

- What can be learned about the way in which the agency works to safeguard and promote the welfare of children drawing upon information obtained through the IMR? Are there implications for ways of working; training (single and interagency) management and supervision; working in partnership with other organisations; resources? Are there implications for current policy and practice?
- Give examples of good and poor practice specific to the case and also in general, if able to do so.
- Give specific conclusions in respect of the IMR, drawing from the analysis

8. Recommendations and Action Plan

Recommendations should be reached via the progression of a clear thread throughout the IMR, its analysis and conclusions:

How the organisation expects to work (context) →

What actually happened (chronology) →

What did and did not happen as expected (analysis) →

Why things did or did not happen (what we learn from this) →

What needs to change to achieve the desired outcome (recommendations for action)

Recommendations should relate specifically to the conclusions and lessons to be learned and should be specific, measurable and achievable. General comments such as 'staff need to be reminded...' or 'management to ensure staff adhere to procedures...' should be avoided. Consideration should be given to how the organisation will evaluate whether the desired outcomes have been achieved.

The Action Plan, using the format attached at Appendix 3, needs to be completed to show:

- a) What action needs to be taken
- b) By whom
- c) Performance indicator, if applicable
- d) Timescale for completion
- e) Evidence required to demonstrate that the action has been completed for quality assurance purposes.

The agency commissioner is responsible for ensuring a) to e) above are completed.

9. Signing Off

- The person within the agency who commissioned the report is responsible for the 'quality control' of the report and chronology, and should ensure that the agreed format has been used.
- The report should be dated and signed by both the report author and agency commissioner with the name and job designation clearly stated. The agency commissioner will also complete the Evaluation statement and the IMR QA form.

e) **Guidance Notes for Agency Chronology -**

To assist with the production of consistent quality individual agency chronologies and to help with the production of an integrated chronology a software application known as the 'Chronolator' will be utilised.

Chronolator is a tool which is used to produce chronologies for Serious Case Reviews. Chronolator Documents are Microsoft Word documents with extra features; since it is based on Microsoft Word little specialist knowledge is required to use it. All standard MS Word features are available within the document and work in the usual way. There are no new programs to learn or install, and only a basic knowledge of working with MS Word tables is required.

Internal chronology documents are initially set up and distributed by the SCB Serious Case Review Administrator, who specifies what information is to be collected and under what headings. A document will be distributed to the agencies undertaking an IMR for them to compile their chronology. **It is imperative that this template is used and not altered in any way, since it contains the relevant Chronolator features to enable the LSCB Serious Case Review Administrator to produce an integrated chronology for that specific SCR.**

Chronolator ensures the integrity of the document, checking that all mandatory fields are completed, checks that the events in a chronology table are in order and that what is entered fits the criteria set and conforms to all the rules specified.

It is essential that IMR Authors do not change, add or remove any headings in the Chronology Table, as Chronolator relies on them to check the data entered. IMR Authors can change the font, the column widths, the shading and so on, but must not change the heading text or add or remove columns.

Please note the following points in relation to each column:

- **Date** – this must be the date of the event or the start date of a time period. This date is mandatory. If there is an end date this must be added in the comments field.
- **Time** - The time should be entered, if known, using the 24 hour clock i.e. 17:45 (using a colon). If the exact time is not known, an estimated time in the same format must be entered. Please clearly mark in the comments field if the time is an estimate.
- **Agency** - This must be completed for every entry, and can take an abbreviated form.
- **Name of subject** – This should be completed for the significant people referred to in each entry
- **Age** - Enter the age of the subject of each entry if under 18 years.
- **Child seen** - Enter yes (Y) or no (N) as appropriate.
- **Source of Information** – this is a mandatory field. E.g. GP records, health visitor record, paper and electronic Social Care records

- **Event** - This should be a summary of the record, rather than an exact copy.
- **Authors Comment** - This is to allow the author to comment upon pertinent points about practice but does not require a comment for each entry - only when applicable.

Other Important Points to Note about the Chronology

- The chronology should cover only the period identified.
- Only information which was known to the agency at the time should be included in the chronology.

More comprehensive guidance will be issued with the Chronolator document at the instigation of the SCR process

f) Ofsted Descriptors for the Evaluation of Serious Case Reviews

	Outstanding	Good	Satisfactory	Inadequate
Timescales	Requests for extension to the timescale timely and are agreed in writing by Government Office; delays are unavoidable and the review is completed within the agreed timescale.	Requests for extension to the timescale are timely and are agreed in writing by Government Office. Any delays in completion of the review are unavoidable and it is completed broadly in line with an agreed time scale.	All extensions to the timescales are agreed in writing by Government Office. There are delays in the completion of individual management reviews and the overview report, some of which are avoidable.	The timescale for the review is outside the four month guidance and has not been agreed in writing by Government Office. The delay in completion of the review impedes the timely dissemination of the lessons to be learned.
Scope of the review	The decision to conduct a serious case review is appropriate. The scope of the review is unambiguous; outcome focussed and covers an appropriate time period to be investigated. It is supported by clear terms of reference which ensure that all relevant questions can be addressed through all the available information and the analysis completed within the agreed time scale. Good contingency arrangements help to ensure timely responses to new information or changes	The decision to conduct a serious case review is appropriate. The scope of the review is unambiguous; outcome focussed and covers an appropriate time period to be investigated. It is supported by clear terms of reference which ensure that nearly all relevant information can be obtained and analysed within the agreed time scale.	The decision to conduct a serious case review is appropriate. The scope of the review is defined and is supported by terms of reference which support the collation and analysis of most of the relevant information available to agencies.	The decision to conduct a serious case review is inappropriate; the criteria set out in WT are not met. The scope of the review is unclear or too limited. It is supported by imprecise terms of reference which fail to ensure that the relevant information can be obtained and analysed.

	during the process of the review.			
Contribution of relevant agencies	The contribution of all relevant agencies is maximised throughout the period of the review.	The contribution of all relevant agencies is secured.	The contribution of nearly all relevant agencies is secured.	The contributions of some relevant agencies are not secured.
Independent element	A high level of independence is built into the process including the appointment of an independent author of the overview report and access to expert advice on critical or complex aspects of the case. The independent author is not a member of the serious case review panel. The serious case review panel includes members who hold expert knowledge of the issues relevant to the case. Authors of individual management reviews are independent of line management of the service.	Independence is built into the process through the appointment of an independent author of the overview report. The independent author is not a member of the serious case review panel. The serious case review panel has access to legal advice on critical aspects of the case. Authors of individual management reviews are independent of line management of the service.	Independence is built into the process through the appointment of an independent author of the overview report. The independent author is not a member of the serious case review panel. Most individual management review authors are independent of line management of the service. Where this level of independence is not possible, the serious case review panel has demonstrated sufficient transparency and critical analysis of both the individual management reviews and overview report.	Insufficient independence is built into the process such as the appointment of an independent author of the overview report. The overview report author is a member of, and/or chairs the serious case review panel. The serious case review panel does not include an independent member. Authors of individual management reviews are not independent of line management of the service.
Involvement of family members	Arrangements to involve and support relevant family members are comprehensive,	Clear and appropriate arrangements have been put in place to secure the involvement of relevant	Arrangements have been put in place for relevant family members to contribute information to the	The contributions of relevant agencies are not clearly defined and arrangements for the involvement of

	appropriate, effective and take into account their ethnic, cultural, linguistic and religious needs.	family members. Where their involvement was not possible, the reasons are recorded and the members informed of the outcome of the review. The ethnic, cultural, linguistic and religious needs of the family are taken into account.	review. The ethnic, cultural, linguistic and religious needs of the family are taken into account.	relevant family members have not been agreed. The ethnic, cultural, linguistic and religious needs of the family are not taken into account.
Links to parallel investigations	All other parallel investigations including criminal investigations and coroner's enquiries are considered and where appropriate, effective information sharing processes or jointly commissioned review arrangements have been agreed.	Other parallel investigations including criminal investigations and coroner's enquiries are considered and where appropriate effective information sharing processes are in place.	Some parallel investigations such as criminal investigations and coroner's enquiries are identified and the outcomes of these are considered within the review.	Some parallel investigations including criminal investigations and coroner's enquiries have not been considered within the scope of the review and processes for communication are unclear.
Individual management reviews	All relevant agencies produce a comprehensive and well-structured management review of their full involvement with the child(ren) and family.	Most relevant agencies produce a comprehensive management review of their full involvement with the child and family.	Most relevant agencies produce individual management reviews of their involvement with the child and family.	Not all relevant agencies produce a management review of their involvement with the child and family.
	The review takes full account of the outcomes for the child(ren) concerned in light of their individual needs and their racial, cultural, linguistic and religious	Any gaps in information are minor and do not impact directly on the outcome for the child(ren) concerned. The review takes into account the individual needs	Most reviews take into account the individual needs of the child and family and record their racial, cultural, linguistic and religious identity.	Some reviews do not take into account the individual needs of the child and family including their racial, cultural, linguistic and religious identity.

	identity.	of the child or children and is sensitive to their racial, cultural, linguistic and religious identity.		
	Practice at individual and organisational levels is analysed openly, thoroughly and critically against national and local statutory requirements, professional standards and current procedural guidance. The information provided is comprehensive and fully addresses the terms of reference.	Practice at individual and organisational levels is analysed openly and critically against national and local statutory requirements, professional standards and current procedural guidance. The information provided fully addresses the terms of reference.	Practice is analysed by most agencies openly and critically against national and local statutory requirements, professional standards and current procedural guidance. Gaps in information are identified and explained.	The extent to which practice at individual and organisational levels is analysed openly and critically against national and local statutory requirements, professional standards and current procedural guidance is inconsistent across agencies. There are gaps in information which are not fully explained.
	Good practice is highlighted with appropriate consideration of its potential for wider implementation. Areas for changes in practice are clearly identified and supported with measurable and specific recommendations for improvement.	Good practice is highlighted. Nearly all areas for changes in practice are clearly identified and supported with measurable and relevant recommendations for improvement.	Areas for changes in practice are mostly identified and supported with measurable and relevant recommendations for improving practice.	Some areas for changes in practice are identified but are not always supported with measurable and relevant recommendations for improvement.
Overview report	The overview report coherently and accurately brings together the findings of all individual management reviews and	The overview report accurately brings together the findings of the individual management reviews and other relevant	The overview report brings together the key findings of all reports from agencies and other relevant investigations, reviews or	The overview report does not bring together effectively the findings of the individual management reviews and other relevant

	<p>other relevant investigations, reviews or enquiries. It summarises the facts of the case succinctly including a clear genogram and a comprehensive and well-organised chronology which maintain a clear focus on the child(ren) concerned throughout.</p>	<p>investigations, reviews or enquiries. It sets out the facts of the case logically and includes a clear genogram and a comprehensive chronology of events relating to the history of the child and family and agency involvement</p>	<p>enquiries. It sets out the facts of the case logically and includes a genogram and a chronology of the family history, circumstances of the child and agency involvement.</p>	<p>investigations, reviews or enquiries. There are some gaps in the genogram and chronology of information relating to the family history, circumstances of the child and agency involvement which impact adversely on the coherence of the report.</p>
	<p>Outcomes for the child(ren) are transparent and evidenced well by the information known to the agencies and professionals concerned about the parents, child and perpetrators, the family history and home circumstances.</p>	<p>Outcomes for the child(ren) are considered against the available information known to the agencies and professionals concerned about the parents, carers and perpetrators, the family history and home circumstances</p>	<p>Reference is made to the most important aspects of the information was known to the agencies and professionals concerned about the parents, carers and perpetrators, the family history and home circumstances of the child.</p>	<p>Reference is not always made to or effective use made of what information was known to the agencies and professionals concerned about the parents, carers and perpetrators, the family history and home circumstances of the child.</p>
	<p>The report reflects a robust examination of the facts and provides evidence-based explanations for how and why events occurred and actions or decisions by agencies were or were not taken.</p>	<p>The report reflects a critical examination of most facts and provides evidence-based explanations for how and why most events occurred and actions or decisions by agencies were or were not taken.</p>	<p>The report includes examination of the key facts and provides credible explanations for any gaps in information, how and why events occurred and actions or decisions by agencies were or were not taken.</p>	<p>The report lacks rigour in its examination of the facts and explanations on how and why events occurred and actions or decisions by agencies were or were not taken.</p>
	<p>The benefits of hindsight and evidence from research and previous reviews are used comprehensively by</p>	<p>The benefits of hindsight and research findings are used appropriately by reviewers to judge whether</p>	<p>The benefits of hindsight are used appropriately by reviewers to judge whether different actions or</p>	<p>The use of the benefit of hindsight by reviewers to judge whether different actions or decisions by</p>

	reviewers to judge whether different actions or decisions by agencies may have led to an alternative course of events.	different actions or decisions by agencies may have led to an alternative course of events.	decisions by agencies may have led to an alternative course of events.	agencies may have led to an alternative course of events is not supported by the evidence.
Lessons to be learned	Lessons to be learned, nationally and locally, are clearly identified and supported by specific and achievable recommendations for improving practice in a timely manner.	Lessons to be learned, nationally and locally, are identified and supported by specific and achievable recommendations for improving practice.	Lessons to be learned, nationally and locally, are nearly all identified and supported by relevant recommendations for improvement.	Some lessons to be learned, nationally and locally, are identified but not always supported by specific recommendations for improvement and a relevant action plan for implementation.
Action plan	A comprehensive joint agency action plan is in place, which matches the recommendations of the overview report, and contains clear lead responsibilities for action and target timescales for completion. The plan is outcome focussed and includes actions to disseminate good practice as well address areas for improvement. Robust arrangements are in place for the local safeguarding children board to monitor progress and evaluate the impact of actions taken.	A joint agency action plan is in place, which matches the recommendations of the overview report, and contains clear lead responsibilities for action and target timescales for completion. Arrangements for the local safeguarding board to monitor the plan and evaluate outcomes are identified.	A joint agency action plan is in place, which matches the recommendations of the overview report. Most aspects are supported by targets and lead responsibilities. Arrangements for the local safeguarding board to monitor the plan and evaluate outcomes are identified.	The joint agency action plan is not robust, and is not specific, measurable, achievable, relevant and time-focused (SMART). Arrangements for monitoring by the local safeguarding children board are not identified/not robust.

<p>Executive summary</p>	<p>An executive summary is completed and includes succinct information about the review process, practice issues and lessons learned from the case and recommendations which have been made. The summary is suitably anonymised to protect the confidentiality of the child/family members. Firm arrangements are in place for the publication of the executive summary, including progress on actions required as a result of the review. The executive summary is shared with the family as appropriate.</p>	<p>An executive summary is completed and includes succinct information about the review process, key issues arising from the case and recommendations which have been made. The summary is suitably anonymised to protect the confidentiality of the child/family members. Firm arrangements are in place for the publication of the executive summary, and for sharing the executive summary with the family.</p>	<p>An executive summary is completed and includes most relevant information about the review process, key issues arising from the case and recommendations which have been made. The summary is suitably anonymised to protect the confidentiality of the child/family members. Firm arrangements are in place for the publication of the executive summary and for sharing the executive summary with the family.</p>	<p>An executive summary is completed but there are gaps or contradictions in information about the review processor key issues arising from the case and recommendations which have been made. The summary is not suitably anonymised to protect the confidentiality of the child/family members. Arrangements for the publication of the review are not robust. No arrangements have been made to share the executive summary with the family.</p>
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g) Guidance when interviewing staff as part of an IMR

It may be useful for Authors to use the following format when conducting interviews in the process of compiling the IMR.

Details of Contributor

Full Name:

Qualifications:

Designation:

Time in Post:

Employing Body:

Employing Address:

Description of role in relation to particular case:

Matters to be covered in interviews

- a) Their knowledge of the history of the case, the child(ren) and family prior to the individuals involvement;
- b) their specific involvement in the case; any specific questions relating to information within the records
- c) their knowledge of the agency's policy and procedures in relation to safeguarding children;
- d) if appropriate, their knowledge of child development, identifying injuries in relation to abuse, understanding of the psychological effects of abuse upon a child, direct work techniques, and their role in relation to CP conferences;
- e) methods used to relate to/ communicate with other professionals in the case;
- f) the individual's record keeping;
- g) the supervision the individual received;
- h) the individual's feelings about the case, the carer or child and how those feelings were dealt with in supervision;
- i) training undertaken both within and outside the agency in the last two years;
- j) whether the agency can learn lessons from the experience;
- k) looking back, what the individual would now do differently;

- I) what lessons the individual can learn from the experience.
- J) What may have led to a different outcome in the case

Following the interview, it is good practice for the author to prepare an interview summary, a copy of which should be passed to the interviewee who, if in agreement, should sign both copies. Where there is disagreement on the content of the summary, this should be resolved where possible or identified and noted. The interview summaries are not required by the SCRP but are to assist in the preparation of the IMR.



h) Guide for Professionals involved in a Serious Case Review

What is a Safeguarding Children Board (SCB)?

A SCB is a statutory body which bring together senior representatives from each of the agencies involved in safeguarding and promoting the welfare of children in its area.

The responsibilities of the SCB include:

- To develop and agree local child protection policies and procedures
- To audit and evaluate how well services work together to protect children
- To encourage and develop effective working relationships
- To undertake Serious Case Reviews and review all child deaths
- To ensue that multi-agency safeguarding training is provided.

What is a Serious Case Review?

Chapter 8 of the Department for Children Schools and Families 'Working Together to Safeguard Children (2010)' sets out statutory guidance for SCBs to follow.

When a child dies and abuse or neglect is known or suspected to be a factor in the death a serious case review must be carried out by the SCB. Where a child is seriously injured, assaulted, harmed as a result of sexual abuse or their health or development are seriously and permanently impaired through abuse or neglect and there are concerns about interagency working, the SCB must consider carrying out a serious case review.

How long will a Serious Case Review take?

The guidance sets out a timescale of 6 months for the review to be completed. However this may vary depending on the needs of the case.

What is an Individual Management Review (IMR)?

A senior representative from your own agency will conduct an Individual Management Review of your agency's involvement with the child/ren and family subject of the SCR. The aim of the review is to look openly and critically at individual and organisational practice to determine whether changes could or should be made. You may be interviewed as part of this process. Your manager and colleagues may also be interviewed. The IMR will be submitted to the Serious Case Review Panel to consider with the IMRs from other agencies involved.

Who will interview me?

The senior representative conducting the IMR for your agency.

What will the senior representative be looking for and what will I be asked?

As per the guidance in 'Working Together' they will have to construct a chronology of involvement by you and other staff within your agency, over the period of time under review.

They will also consider:

- The events that occurred
- The professionals involved
- The actions taken, or not
- The decisions taken
- Whether policies and procedures were followed
- Whether appropriate services were offered
- Whether the child's wishes and feelings, racial, cultural, linguistic and religious circumstances were taken into consideration.

They will also ask about your qualifications and experience, the training you have received and your supervision arrangements

Notes will be taken at the meeting and a copy of what you have said will be sent to you. This will give you an opportunity to request any amendments. You will be asked to sign the record but this will only be to confirm it is an accurate reflection of the interview.

These findings will be reported in the IMR.

Can I have somebody with me when I am interviewed?

Yes, a colleague or trade union representative may be present. However, their role is to support you, not represent you.

What other form of support will I be able to have?

This can be a stressful time and you may like to talk to somebody about your feelings and about what has happened. The senior representative undertaking the IMR should tell you about the support arrangements within your agency. If they don't tell you, please ask.

Can I disagree with the IMR findings?

If you disagree with the notes of your interview you should send your comments to the senior representative of your agency completing the IMR in writing.

Is this part of a disciplinary procedure?

No. The purpose of SCRs is to learn lessons, not to attribute blame.

Will disciplinary action be taken against me?

As stated above the main purpose of the SCR is to identify lessons to be learned and review agency policies, procedures and practice. However, if the outcome of the IMR finds that policies and practices were not followed or other shortcomings were identified, there may be the possibility that action will be taken. In these circumstances you should refer to your agency's disciplinary procedures and seek advice from your trade union or professional body representative.

What happens next?

An Overview Report will be prepared by an Independent Author, this will include a detailed chronology of all agency contacts with the subjects of the review over a specified time. The Overview Report is commissioned by the SCB, it analyses the

findings of the IMRs and make recommendations for future action to improve outcomes for children and young people.

When will I know the outcome of the Serious Case Review?

Once the SCB have considered and accepted the Overview Report, feedback sessions for involved staff will be held, to which you will be invited.

Can I see the Overview Report?

Yes, both the Overview Report and an Executive Summary will become public documents and will be published on the SCB website. The documents will be anonymised.

Will I be named in the Overview Report?

No, nobody will be identified. Staff involved will be given an identifying number e.g. HV1 for Health Visitor 1, SW2 for Social Worker 2.

Who owns the Overview Report and what is it's legal status?

The SCR has been commissioned by the SCB and therefore the Overview Report is owned by SCB. Conducting Serious Case reviews is a requirement of all SCBs and are conducted in accordance with the statutory guidance contained in the document 'Working Together to Safeguard Children' 2010.

If you need to know anything else about the Serious case Review please ask the representative in your agency conducting the IMR, your manager or your agencies SCB representative.

i)

[Insert Agency Logo]

Strictly Confidential

[Insert Name Of Agency]

**Individual Management Review
In accordance with Chapter 8, Working
Together 2010**

In Respect of:

Name:

Ethnic Origin:

Author:

Date:

j) **Evaluation Statement of behalf of agency**

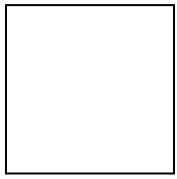
- The IMR conforms to the SCB IMR report template
- The IMR follows the specific Terms of Reference for the SCR
- The IMR has been checked against Ofsted grade descriptors
- The IMR has sound and SMART recommendations

I have read this report and confirm that I have approved it as my agency's IMR report to the Serious Case Review Panel.

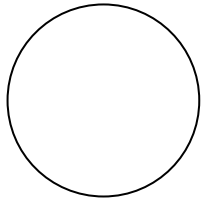
Signed.....
Date.....
Name.....
Title.....

Chief Officer/Chief Executive/Director/Commissioner responsible for quality assurance and sign off of the IMR.

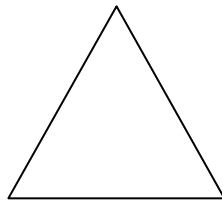
k) Genogram



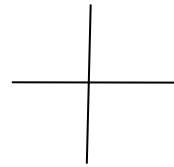
Male



Female

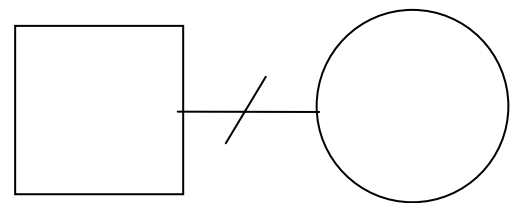
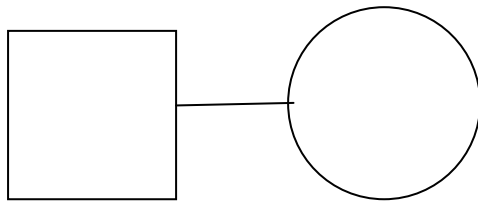


Gender unknown
(e.g. pregnancy)



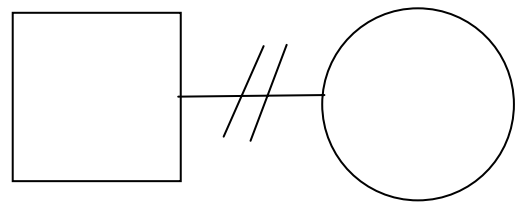
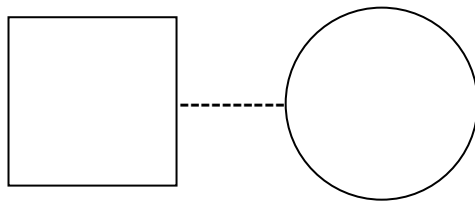
Death

Enduring
Relationship
(marriage or
co-habitation)

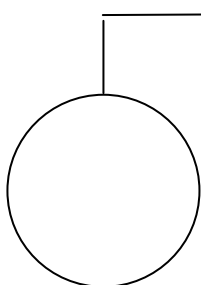
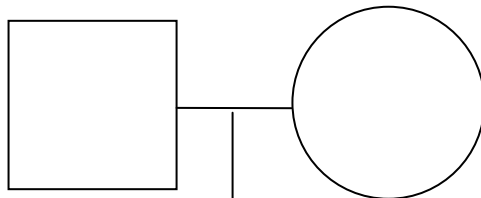


Separation

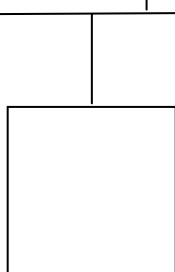
Transitory
Relationship



Divorce



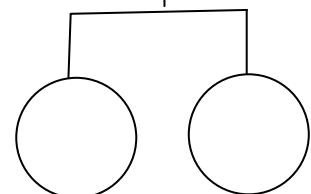
First child



Second child



Miscarriage or abortion



Twins

l) Name of Organisation:

Action Plan

Outcome	Recommendation	Action	By Whom	Timescale	Evidence of Implementation (Including Method of Audit)
		•			
		•			
		•			
		•			
		•			
		•			

Individual Management Review
Quality Assurance Form



NOTTINGHAM CITY
Safeguarding
Children BOARD

This Quality Assurance form is to assist in ensuring that all elements of a 'good' IMR have been considered. It should be used by the Commissioner of the IMR to check the content of the report, and any issues arising should be addressed before the IMR is submitted to NCSCB.

Please submit this completed form to Maureen Elliott (NCSCB Administrator) on:
maureen.elliott@nottinghamcity.gcsx.gov.uk

Agency	
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Name and Contact Details of Person Completing this Form	
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Child Identifier	
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Criteria	Yes	No	Partially	Comments
The IMR meets the Terms of Reference including any revisions to the Terms of Reference (and explains if not applicable) and the requirements of Working Together 2010 Paragraph 8.27.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
A suitably Independent Author completed the IMR, the independence of the Author from the case and its line management is explained in the IMR.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Access to legal advice available for critical aspects.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Report is completed within agreed timescale.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Report includes genogram and full details of changes to the family composition for the identified time period including transient members as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Report refers to all the key issues indentified within the chronology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Report identifies the records accessed and others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

consulted or interviewed in the completion of the report.				
Report takes account of the individual needs of the child(ren) and family members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Report is sensitive to the racial, cultural, linguistic and religious identity of the child(ren) and family members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Report retains a focus on the child(ren) concerned.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Report reflects a critical examination of the facts and provides a credible explanation for how and why events occurred; actions/decisions that were/were not taken, including any resource issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Practice at individual and organisation level is analysed openly and critically against local and national requirements, professional standards and local procedural guidance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Good practice is highlighted beyond expected minimum practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The report reaches well founded conclusions, identifies key lessons to be learned and makes appropriate recommendations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Report contains an action plan with measurable and relevant recommendations for improvement and a timescale for implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Action plan has been agreed with relevant senior management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The report has been completed in the NCSCB report format and is fully and appropriately anonymised.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Signed:	
Role:	
Date:	



GOVERNMENT OFFICE FOR THE EAST MIDLANDS

SCR Authors Standards Template

Final Draft

Working Together requires that the overview report should be commissioned from a person who is independent of all agencies/professional involved. Feedback from LSCB's has highlighted the difficulty in obtaining authors who are sufficiently skilled and the impact of this is evidenced by the recent Ofsted evaluation report (Dec08).

This document aims to assist LSCB's in appointing suitable independent people to author overview reports. It is intended as a tool to support existing good practice and to try and ensure some consistency of approach in commissioning across the region.

Standards why have them?

- They provide a benchmark against which practice can be measured
- A framework to assist those with responsibility in ensuring quality
- Make explicit what expected
- Provide a basis for accountability, challenge quality assurance audit and inspection.

In this case a standard is being used to define what level of competence and experience an independent author should have before being commissioned to undertake an SCR overview report. The standards also list criteria, which give details of evidence that would be needed to judge that the proposed author meets the standards set.

The following list outlines the critical attributes of a good report writer according to the Ofsted report (Dec 08) and some additional essential skills, which an independent author should be able to demonstrate.

Core essential skills

- The ability to stand back and critically analyse all the information
- The ability to collate and coordinate a large amount of information from which to distil the key findings
- Knowledge and expertise in child protection
- Negotiation
- Ability to maintain an open minded, independent approach to evidence

- Able to keep child focus
- Report writing and analytical skills
- Thoroughness
- Ability to challenge, be critical and rigorous
- Evidence of being up to date with key research and development issues pertinent to individual SCRs and the process
- Ability to work to deadlines and to contribute fully to the SCR process as required.

Desirable skills

- Experience of family visits
- Media experience

The following standards have merged some of the above into a tool to enable LSCBs to form a judgement as to whether suitable authors meet essential criteria. How each LSCB use the standards is their choice but they may want to consider sending them out to relevant potential authors so that they can prepare a response either written or for interview in lieu of becoming an approved independent author for a specific Board?

Standard One- Ability to produce a report that meets the requirements of Working Together.

Report writing and analytical skills.

Criteria	Evidence	Rating 1-4 (4 being excellent)
<ul style="list-style-type: none"> • Presentation of facts • Language and style for audience • Sufficiently analytical • Ability to meet timescales • Fit for purpose • Use of language • Quality assurance • Neutrality • Addresses original TOR and scope. 	<p>Information provided by author about previous SCR or other relevant analytical reports written, including who were the commissioning body and date of publication.</p> <p>Anonymous sample of at least one previous report provided. How were the essential criteria reflected in the report?</p> <p>How were they judged, evaluated (by Ofsted or others?)</p> <p>Reports should have been published in last 3 years.</p>	

Standard Two - Current knowledge and understanding of relevant safeguarding research and practice.

Evidence of being up to date with key research and development issues pertinent to individual SCRs and the process.

Evidence	Criteria	Rating
<ul style="list-style-type: none"> • Understanding of importance of safeguarding policies across agencies, legislation, policy and practice. • Area of specialist expertise • Evidence of own professional development. • Understanding of current developments and impact on agencies involved in safeguarding. 	<p>Demonstrate understanding of how a range of agencies operate within current legislative framework.</p> <p>Understanding of how organisational culture and customs can impact on practice and its relevance.</p> <p>Formal qualifications, work experience, training etc</p> <p>Include what areas of expertise are and how are these and how kept up to date.</p> <p>Knowledge of research and practice around child protection.</p>	

Standard Three- Rigorous analysis of complex information from a range of sources.

Analytical Skills

Criteria	Evidence	Rating
<ul style="list-style-type: none"> • Ability to identify key issues and themes. • Able to analyse complex information • Focus on learning. • Appropriate use of research, and lessons from similar SCR reports. • Able to take objective viewpoint • Draw conclusions and make appropriate recommendations • Draw out positive practice 	<p>Examples from previous SCR or other reports.</p> <p>Individual reflection on own style, methodology/approach to the interpretation of complex information.</p> <p>Evidence of how they have made a difference, handled conflict or challenge.</p>	

<ul style="list-style-type: none"> • Questions evidence • Criticism • Evaluation • Link back to Terms of Reference 		
--	--	--

Standard Four- Focus on child / children

Child Focused Report

Criteria	Evidence	Rating
<ul style="list-style-type: none"> • Able to keep focus on child / young person integral to the report. • Family involvement in SCR – how used • Family visits 	<p>Examples from previous reports.</p> <p>Experience of family visits and feedback on the process and their approach.</p>	

Experience of Handling High Profile Cases-(Desirable skill) **Standard Five- Media Experience**

Criteria	Evidence	Rating
<ul style="list-style-type: none"> • Ability to operate with integrity and manage any media in partnership with the Board and LA. 	<p>Experience of dealing with media on previous cases or work and preparing or giving statement or interviews.</p>	

Summary

These standards can only be sustained if the LSCB:

- Makes them explicit and visible
- See them as essential in the SCR process
- Reviews them in consultation with those who are subject to them.

**Contract for Commissioning The Services Of An Independent
Author – Working Together 2010 Chapter 8 Serious Case
Reviews**



This Contract is made the **DAY** of month 20...

Between: SCB details -

and **AUTHOR NAME** of **HOME ADDRESS**
(Hereafter referred to as 'the Consultant')

(the 'parties')

Recitals

- (A) The Consultant has the skills, knowledge and experience to carry out the Independent Author function as required by the SCB and in accordance with Working Together 2010.
- (B) The Consultant is an independent contractor willing to provide services to the SCB on the terms and conditions below

Terms and Conditions

1. Nature of the Work

- 1.1 The Consultant, on behalf of the SCB, will carry out the work set out in Schedule 1 of this Contract ('The Description of the Work') hereafter referred to as the 'Work'.

2. The Consultant

- 2.1 The Work will be carried out by the Consultant, who may not sub- contract the Work to a third party without the prior written agreement of the SCB, such agreement to be at the absolute discretion of the SCB.

3. Timetable

- 3.1 The Work will be for the equivalent of **NUMBER OF HOURS**. The Work will continue until **DATE in accordance with Ofsted requirements that Serious Case Reviews** are completed within 6 months of the decision to undertake a Serious Case Review and to take into account that the Consultant may be required to assist in the delivery of debriefing to staff involved or until terminated by one month's prior written notice by either party or by mutual agreement or any other arrangements agreed.
- 3.2 The Consultant shall inform the SCB if the agreed Work is going to take longer than specified within this contract. The Consultant needs to notify the SCB two weeks prior to the expected end of the contract should an extension be necessary. The contract will then need to be re-negotiated. The SCB shall then determine at its absolute discretion, acting reasonably, whether or not to allow an extension.

- 3.3 Should actions taken by the SCB result in the delay to the Consultant's Work, the NCSCB shall inform the Consultant of the likely delay and renegotiations to the contract should take place.
- 3.4 If so required in writing by the SCB, the Consultant shall undertake additional duties to be paid for by the SCB in accordance with clause 6.4 and to be treated for all purposes under the Contract as forming part of the Work.

4. Monitoring and Review

- 4.1 The Consultant shall have in place evidence demonstrating performance to date together with action being taken to rectify underperformance ('the evidence') and shall produce the evidence to the SCB for each period of [30 hours] work completed by the Consultant. The evidence shall enable the Consultant and the NCSCB to monitor the Work and compile a report forming the basis of a review of the Work involving both the Consultant and the SCB.

5. Termination

- 5.1 Without limitation the SCB may by notice in writing immediately terminate this Contract if the Consultant shall:
 - 5.1.1 be in breach of any of the terms of this Contract which, in the case of a breach capable of remedy, shall not have been remedied by the Consultant within 21 days of receipt by the Consultant of a notice from the SCB specifying the breach and requiring its remedy;
 - 5.1.2 be incompetent, guilty of gross misconduct and/or any serious or persistent negligence in the provision of the Work hereunder;
 - 5.1.3 fail or refuse after [21] days written warning to provide the Work reasonably and properly required hereunder.

6. Fees

- 6.1 In consideration of the provision of the Work, the SCB shall pay the Consultant at the agreed hourly rate as detailed in Schedule 2 of this Contract in accordance with the provisions of clause 6.2 below. The amounts payable to the Consultant are exclusive of VAT and all expenses referred to in clause 7 below unless agreed otherwise in writing between the parties [but are inclusive of income tax and national insurance].
- 6.2 All payments to the Consultant shall be made against the Consultant's invoices within 30 days from receipt by the SCB of such invoice.
- 6.3 The invoices shall detail the [Consultant's self assessment tax number and tax office telephone number] / [VAT registration number of the Consultant, the latter option should be used where a Consultant has their own company to which we make payment] and the work completed and number of hours spent to which the invoice relates.
- 6.4 Invoices shall be presented in arrears to the SCB [for not less than 30 hours] unless with the prior written agreement of the SCB in the following sums at the completion of the following stages in the provision of the Work.

STAGE	SUM PAYABLE UPON COMPLETION]
[DN: e.g. Draft Report]	[DN: e.g. 30 hours x hourly rate]

- 6.5 Subject to clause 6.4, the SCB shall in no circumstances be obliged to pay to the Consultant any monies other than those provided for in clause 6.1 above and clause 7 below [and VAT thereon where applicable].
- 6.6 In the event that the Consultant provides additional work under clause 3.4, the NCSCB shall pay the Consultant for such additional work at a rate to be agreed in writing between the parties. Such rates shall exclude [and include] the matters referred to in clause 6.1.
- 6.7 Payment by the SCB shall be without prejudice to any claims or rights, which the SCB may have against the Consultant and shall not constitute any admission by the SCB as to the performance by the Consultant of its obligations hereunder. Prior to making any such payments, the SCB shall be entitled to make deductions or deferments in respect of any disputes or claims whatsoever with or against the Consultant.

7. Expenses

- 7.1 The SCB will pay reasonable evidenced expenses accrued in the course of carrying out the Work agreed in this contract.

8. Access to Documents

- 8.1 The Consultant agrees to treat as secret and confidential and not at any time for any reason to disclose or permit to be disclosed to any person or otherwise make use of or permit to be made use of any unpublished information relating to the SCB's business, or finances or any information relating to the SCB's operations where the information is received during the period of this Contract and upon termination of this Contract for whatever reason the Consultant shall deliver up to the SCB all working papers, computer disk and tapes or other materials and copies provided to or prepared by the Consultant pursuant either to this Contract or to any previous obligation owed to the SCB.

- 8.2 Notwithstanding any other provision of this Contract:

- 8.2.1 in relation to all personal data, which shall have the meaning given to the phrase 'personal data' by the Data Protection Act 1998 (hereinafter referred to as DPA and as may be amended from time to time), which is acquired by or communicated to the Consultant in connection with the Work, the Consultant shall at all times comply with the DPA including without limitation as a data controller if necessary and shall ensure that any sub-Consultant shall at all times comply with the DPA including without limitation as a data controller if necessary, and also shall maintain a valid and up to date registration or notification under the DPA covering the data processing to be performed in connection with the Work and shall ensure that any sub-Consultant shall maintain a valid and up to date registration or notification under the DPA covering the data processing to be performed in connection with the Work;
- 8.2.2 the Consultant and any sub-Consultant shall only undertake processing of personal data reasonably required in connection with the Work and shall not transfer any personal data to any country or territory outside the European Economic Area;
- 8.2.3 the Consultant shall bring into effect and maintain all technical and organizational measures to prevent unauthorized or unlawful processing of personal data and accidental loss or destruction of, damage to, personal data including but not limited to take reasonable steps to ensure the reliability of sub-Consultant having access to the personal data;
- 8.2.4 the SCB may, at reasonable intervals, request a written description of the technical and organizational methods employed by the Consultant and the sub-Consultant referred to in Clause 8.2.3 and within [30] days of such a request, the Consultant shall supply written particulars of all such measures detailed to a reasonable level

such that SCB can determine whether or not, in connection with the personal data, it is compliant with the DPA;

8.2.5 the Consultant shall ensure that information held on behalf of the SCB or otherwise in connection with this Contract or the Work provided hereunder is retained for disclosure and shall permit the SCB to inspect such information from time to time;

8.2.6 the Consultant shall indemnify and keep indemnified the SCB against all losses, claims, damages, liabilities, costs and expense (including reasonable legal costs) incurred by it in respect of any breach of Clause 8.2 by the Consultant.

8.3 All records and documents in connection with the Work shall be retained indefinitely upon the expiry or earlier termination of this Contract.

9. Copyright

9.1 The entire copyright in all material written by the Consultant in the course of carrying out this work will be held by the SCB who shall have exclusive right to publish any such material throughout the legal term of copyright.

10. Contacts

10.1 The SCB contact person will be

11. Principles

11.1 The Consultant shall conduct themselves at all times considerately, respectfully and such as to enhance the image and reputation of the SCB. In particular the Consultant shall ensure that she does not:

11.1.1 harm or expose to danger any person;

11.1.2 use abusive or insulting language or behaviour towards or in the presence of any such person or discriminate against or harass any such person by reason of or by reference to the colour, race, nationality or ethnic origin, age, sex, creed, disability or sexual orientation;

11.1.3 display any pornographic material;

11.1.4 create avoidable noise or other nuisance or disruption.

11.2 In connection with this Contract the Consultant shall not unlawfully discriminate against any disabled person contrary to Section 19 Disability Discrimination Act 1995.

11.3 The Consultant shall undertake the Work to the standard of reasonable care and skill to be expected of a Consultant undertaking work similar to or the same as the Work provided by the Consultant under this Contract. This will include appropriate proof reading of documents produced.

11.4 The Consultant shall not support any organisation or activity, which is likely to bring the SCB into disrepute.

11.5 Information gained as a result of carrying out the Work will be confidential.

11.6 The Consultant will act upon any legal advice provided to the SCB in relation to the Work.

11.7 The Consultant shall not agree any further work with a member of the SCB whilst this Contract

is still in effect.

11.8 The Consultant shall not transfer, assign or sub-let the whole or any part of the Contract or the benefit thereof without the prior written approval of the SCB.

11.9 The Consultant shall not engage in any activity during the period of this Contract and upon termination of this Contract which conflicts with or could potentially conflict with the Work ('conflict of interests'). The Consultant shall notify the SCB immediately of a conflict of interests and shall advise the SCB of the course of action it intends to take to prevent such a conflict arising. The Consultant shall immediately carry out such course of action upon agreement between the parties.

12. Tax and Insurance

12.1 The Consultant's invoices will include details of the Consultant's self-assessment tax number and their tax office telephone number.

12.2 The Consultant will account to the appropriate authorities for any income tax and national insurance charges arising out of any payment made to the Consultant under this agreement.

12.3 The Consultant agrees to indemnify the SCB against any income tax or national insurance due by him/her, which may be levied on the SCB by the appropriate authorities.

12.4 It is the Consultant's responsibility to ensure they have professional indemnity insurance at a sufficient level to cover eventualities related to this contract.

13. Equal Opportunities

13.1 The Consultant agrees to abide by the Nottingham City Council's equal opportunities policy and ensure work carried out is done within this context.

14. Health and Safety

14.1 The Consultant shall at all times comply with all legislation relating to health and safety at work together with all relevant codes of practice or other authoritative guidance and observe and apply the provisions of the health and safety documents, systems and controls relating to the Contract and shall ensure that any sub-Consultant does so.

15. Publicity

15.1 The Consultant agrees to partake in agreed publicity activity related to the work undertaken. The Consultant is entitled to mention the fact that consultancy work with the SCB has taken place in any future publicity material.

16. Status

16.1 This agreement does not form the basis of an employment relationship between the SCB and the Consultant, and the Consultant is responsible for paying their own tax and national insurance contributions.

16.2 The Consultant is not an agent of the SCB and cannot create any obligations for it.

17. Alternation

17.1 This Contract shall not be amended, modified, varied or supplemented except in writing signed by duly authorised representatives of the parties.

18. Force Majeure

18.1 Neither party shall be deemed in default of its obligations under this agreement nor shall be liable to the other to the extent that it is unable to perform any of its obligations by reason of any event or circumstance beyond its reasonable control.

19. Governing law / jurisdiction

19.1 This agreement shall be governed by and construed in accordance with English law and the parties hereby submit to the exclusive jurisdiction of the English courts.

20. Notice

20.1 Any notice to be served under this agreement shall be served upon the recipient at the address set out herein either by hand or by first class post or otherwise by facsimile or e-mail transmission and shall be deemed served 48 hours after posting if sent by post or on delivery if it is delivered by hand and on completion of transmission if sent by facsimile or e-mail.

21. Illegality

21.1 If any provision or term of this Contract or any part thereof shall become or be declared illegal, invalid or unenforceable for any reason whatsoever (including but without limitation by reason of the provisions of any legislation or other provisions having the force of law or by reason of any decision of any Court or other body or authority having jurisdiction over the parties to this Contract including the EC Commission and the European Court of Justice) such provision or term shall be divisible from this Contract and shall be deemed to be deleted from this Contract. If the words omitted substantially affect or alter this Contract, the parties shall negotiate in good faith to amend and modify the provisions and terms of this Contract, as may be necessary or desirable in the circumstances.

22. Entire Agreement

22.1 This Contract sets out the entire agreement of the parties and supersedes all prior agreements and understandings relating to its subject matter.

23. Waiver

23.1 No failure or delay on the part of either party hereto to exercise any right or remedy under this Contract shall be construed or operated as a waiver thereof nor shall any single or partial exercise of any right or remedy as the case may be. The rights and remedies provided in this Contract are cumulative and are not exclusive of any rights or remedies provided by law.

24. Interpretation

24.1 In this Contract the masculine shall include the feminine and vice versa.

25. Contracts (Rights of Third Parties) Act 1999

25.1 A person who is not a party to this Contract shall have no rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any of its terms.

Signed.....Date.....
On behalf of the
SCB

Signed.....Date.....
Consultant

Draft

Overview Report Format

Introduction

- Summarise the circumstances that led to a Serious Case Review being undertaken in this case.
- State Terms of Reference of the Serious Case Review.
- Record the methodology used including the documents reviewed, and whether the information was provided in an interview or through written evidence.
- List agencies or types of contributors to the Serious Case Review and the nature of their contributions (e.g. IMRs), including a statement regarding IMR writers not having had involvement in the case.
- List the names of the SCB Chair, SCRP Chair, the Author of the Overview Report including the Authors background and authority, and the job titles and employing organisations of all the SCRP members.
- State the level of engagement with and feedback to the family and/or child(ren) and where this is not achievable explicitly state the reasons for this.
- List parallel processes, if any, that are being conducted.

The Facts

- Prepare an anonymised genogram showing membership of family, extended family and household.
- Consider explicitly any relevant ethnic, cultural or other equalities issues and whether these are relevant to the behaviours and approach taken by the organisations and professionals involved.
- Where known, include the Coroner's findings and comment on any implications.
- Compile an integrated chronology of involvement with the child and family on the part of all relevant agencies, professionals and others who have contributed to the review process. Note specifically in the chronology each occasion on which the child was seen and child's views and wishes sought or expressed.
- Prepare an overview which summarises what relevant information was known to the agencies and professionals involved, about the parents/carers, any perpetrator, and the home circumstances of the children.

Analysis

This part of the overview should look at how and **why** events occurred, decisions were made, actions taken or not taken. It is often helpful for the Independent Author to provide commentary (in bold) throughout the body of the report and for this commentary to inform the analysis and identification of key learning. The analysis section is the part of the report in which the Independent Author can consider, with the benefit of hindsight, whether different decisions or actions may have led to an alternative course of events. It is important to keep this objective and open, being clear where systems could improve. Missed opportunities should also be included in this section. The analysis section is also where any examples of good practice should be highlighted. The findings from this SCR should be considered alongside learning from previous SCRs undertaken by the SCB and findings from relevant research.

Conclusions and Recommendations

This part of the report should summarise what are the lessons to be drawn from the case and how these lessons should be translated into recommendations for action and to what timescale. It may be useful for the learning to be set out under the headings of the Terms of Reference. Recommendations should be few in number, focused and specific, and capable of being implemented. Recommendations regarding what interventions *should* have taken place need to be relevant to the context of the time. Each recommendation should link to the key learning points derived from the Overview Report.

Here the SCR can specifically consider whether the child death or serious incident was preventable. i.e. “one in which, with retrospective analysis, the review team determines that a reasonable intervention (e.g. medical, educational, social, legal, psychological) might have prevented the death. Reasonable is defined by taking into consideration the conditions, circumstances or resources available” (Durfee et al 2002). Consideration should also be given as to whether the death or serious incident could have been predicted given the findings of the review.

If there are lessons for national, as well as local policy and practice these should be highlighted and the information sent to the DfE.



Executive Summary

Serious Case Review: [Insert Pseudonym]

1. Preface

- 1.1 Serious Case Reviews are carried out by the Safeguarding Children Board, when a child dies or is seriously injured as result of abuse or neglect. This procedure is in accordance with the expectations set out in the Government guidance, "Working Together to Safeguard Children 2010".
- 1.2 This report summarises the findings from a Serious Case Review that was established to consider the professional interventions in respect of a family of a child, (who will be referred to as INSERT PSEUDONYM), and in particular to critically evaluate the circumstances that led to HIS/HER (death or serious injury)which is suspected of arising from neglect or abuse whilst residing at home with her parents. PSEUDONYM wasold at the time of this incident.
- 1.3 As part of the Safeguarding Children Board's commitment to manage and develop inter agency child protection practice within the City and County, this Serious Case Review was undertaken in order to establish the facts of the handling of the case and to analyse the professional involvement with this family. The purpose of the Serious Case Review was to identify and recommend any relevant changes to professional practice, and about the ways in which the different agencies work together to safeguard children and young people.

2. Serious Case Review Process

- 2.1 Each agency that had some direct involvement with the child/ren and their family was required to undertake an Individual Management Review, to look openly and critically at individual and organisational practice as it related to their involvement with this family. In undertaking this, each agency was required to produce a chronology of its contact with the family. Those managers conducting the Individual Management Reviews were not directly involved with the services provided for the child or family, nor were they the immediate line managers of the practitioners involved.
- 2.2 Selected representatives of the SCB and of key agencies within Nottingham/Nottinghamshire were brought together to form a Serious Case Review Panel to collate the information provided from the Individual Management Reviews and then to analyse the professional practice and inter agency working as it related to this family.

- 2.3 Members of the Serious Case Review Panel included senior experienced professionals from agencies working with children and families in Nottingham/Nottinghamshire. The Panel also included two independent people, with extensive experience in child protection, one who was the author of the Overview Report and one who chaired the Panel. The family of PSEUDONYM have also contributed to the Serious Case Review.

3. CASE SUMMARY

Brief anonymised summary of the case history. This should be an accurate précis of the chronology and the narrative should be consistent with the detailed chronology within the Overview report

4. KEY ISSUES OR THEMES ARISING FROM THE SERIOUS CASE REVIEW

Outline the key themes and key learning points arising from the analysis in the overview report and highlight the key decisions taken in respect of the child and their family and the opportunities for early intervention where they existed. Identify the priorities for learning and change, describe clearly the conclusions and lessons learned from the review, and identify examples of good practice as well as being clear where systems should improve.

5. RECOMMENDATIONS

Include the recommendations for agencies and for the SCB as well as the action plan, setting out progress that has already been made in implementing or completing recommendations and plans to evaluate the impact of these changes.

6. SUMMARY

7. ***List names of SCB Chair, SCRCP Chair, Independent Author, job titles and employing agencies of SCRCP members***

De-briefings for staff involved following a Serious Case Review

Following the completion of the SCR and prior to the publication of the Overview Report and Executive Summary, practitioners directly involved in the case will be invited to a de-briefing meeting. The purpose is to give feedback on the Overview Report, Recommendations, Action Plan and messages for learning from these, in advance of dissemination to a wider audience. For the purposes of the meeting, those attending will be sent a copy of the Executive Summary in advance.

Aims of the de-briefing session:

- Involvement: to appropriately involve all practitioners dealing directly with the case.
- Clarification: this is an opportunity to clarify and discuss the Serious Case Review process and its purposes. It is a highly anxious time for practitioners when there may be ongoing work with a family; juggling ongoing operational issues and being open to the perceived scrutiny of the SCR process, being interviewed by as part of an IMR etc.
- Participation: it provides the opportunity to meet other professional who may be experiencing similar anxiety and also to discuss their often-differing experiences within their agency.
- Support: some practitioners are well supported through the intense scrutiny of their practice by their own organisation. Others may seek outside, independent support. The briefing would aim to be supportive to practitioners and discuss support available.
- Learning: to discuss the recommendations and learning from the case and any implications for practice.

Focus of the de-briefing session:

- General issues relating to SCRs (as outlined in Working Together 2010).
- The process of a SCR
- The issues specific to the SCR (as outlined in the terms of reference)
- Clarification of any questions or queries that the practitioners may have.
- Lessons to be learned; and how these lessons will inform practice on an interagency, single agency and individual practitioner basis.

**Invitation to a Multiagency De-briefing Session following a
Serious Case Review**

Dear

SERIOUS CASE REVIEW IN RESPECT OF [Childs name]
MULTI AGENCY STAFF DE-BRIEFING SESSION

As you will be aware, a Serious Case Review has been conducted in respect of the above named child. This review has now been concluded and the Overview Report and Executive Summary are now published.

We recognise that it is important to share the Serious Case Review's findings with all those **directly involved** in the case, and would therefore request that you ensure that those staff members involved within your agency are informed of the de-briefing, including the author of your Individual Management Review.

The de-briefing session will be held on:

Date:

Time:

Venue:

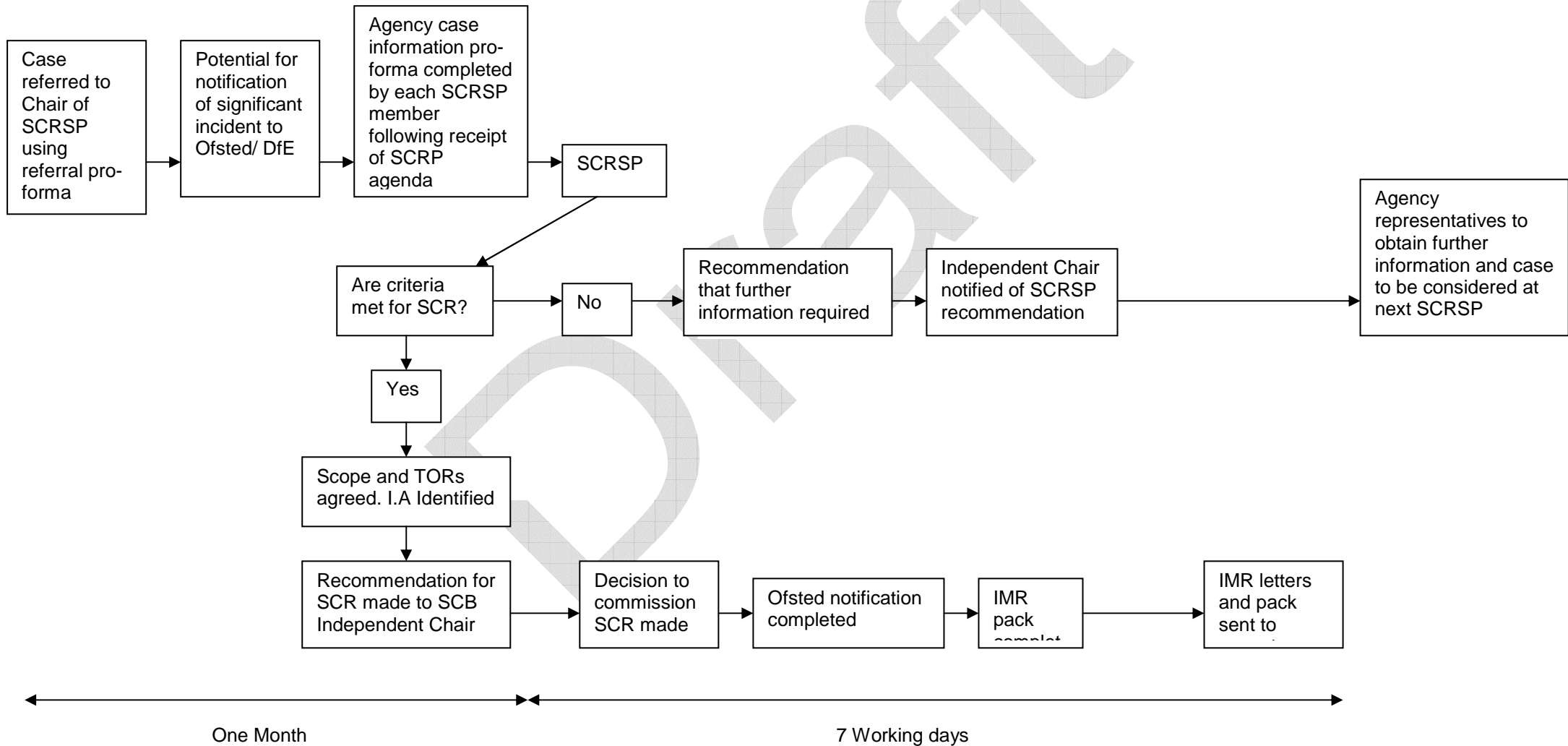
Please complete the attached slip to indicate which practitioners will be attending.

Thank You

Please return to:

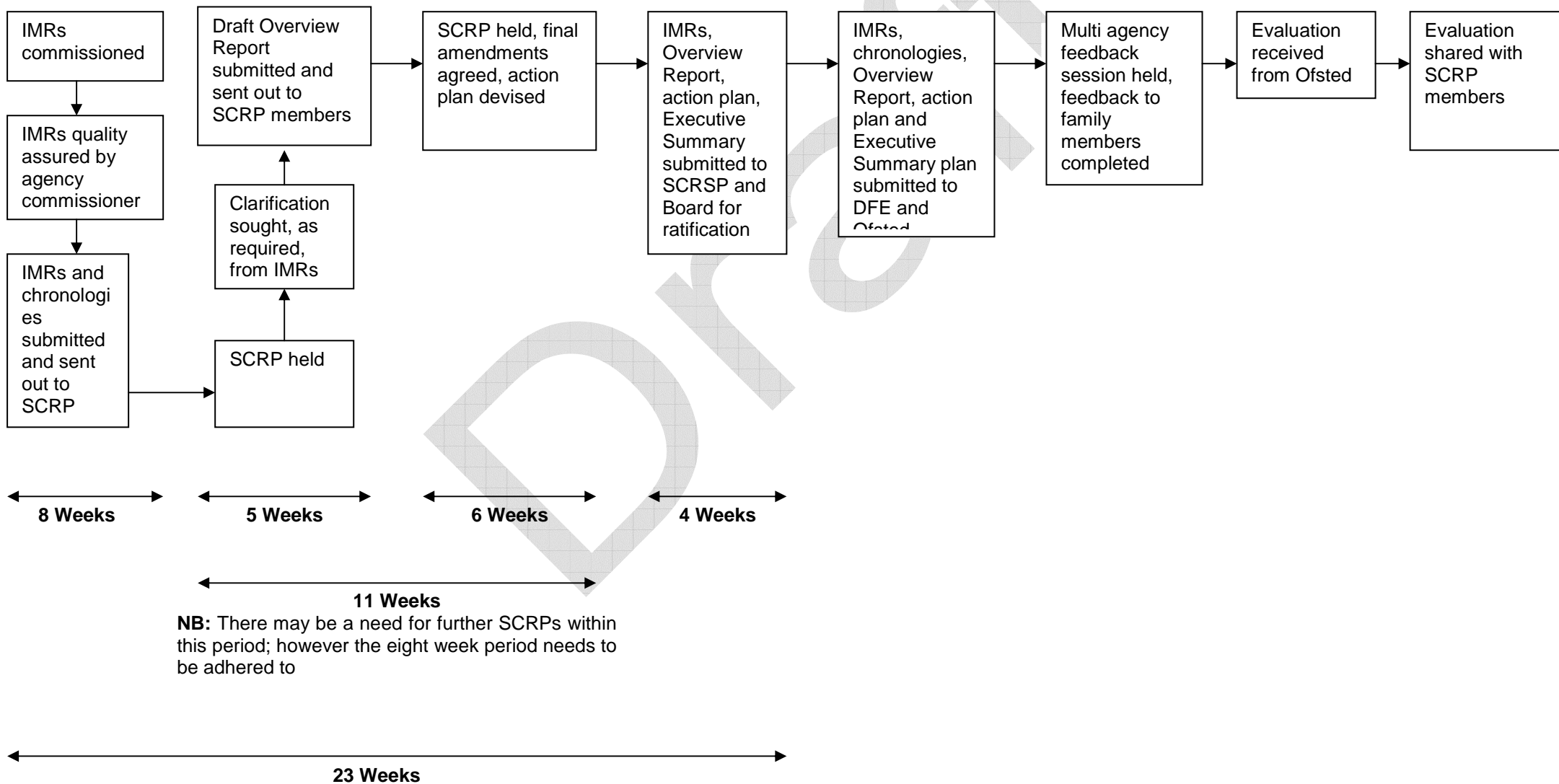
FLOW CHART FOR SERIOUS CASE REVIEW

STAGE 1: COMMISSIONING A SCR:



FLOWCHART FOR SERIOUS CASE REVIEW

Stage 2: Completing the SCR





Interface between Child Death Overview, Rapid Response and Serious Case Review Processes

