

IMR Guidance to be read in conjunction with the guidance notes included within the IMR template

SECTION 2 INTRODUCTION

This is an example introduction to the report. You do not have to use these phrases exactly, but this example introduction sets out the rationale for an Individual management review report according to 'Working Together' 2010.

This individual management review has been compiled by (insert NAME OF AUTHOR) on behalf of (insert NAME OF ORGANISATION here) in accordance with Bradford Safeguarding Children Board's procedure for conducting a Serious Case Review. (NAME OF AUTHOR)

Need to evidence that you are independent of both practice and direct line management of staff involved.

This IMR will inform a multi-agency Serious Case Review overview report as recommended in Working Together to Safeguard Children 2010, "a guide to inter-agency working to Safeguard and promote the welfare of children, Chapter 8 - Serious Case Reviews".

This report has been prepared following a review of the care/services provided to the child/family. Its purpose is to look openly and critically at individual and organisational practice to see whether the case indicates changes could and should be made, and if so, to identify how those changes will be brought about.

SECTION 3 METHODOLOGIES

We have included what we consider to be relevant to the terms of reference for this Serious Case Review. The following sources of information regarding (insert Name of Subject(s) here) have been used to inform the report:

Please list sources of information that your agency has used to compile your report here

The current draft terms of reference for the SCR have been taken into account in the completion of the management review report, with particular reference to numbers However, it is noted that these are currently draft only, and may be amended during the SCR Process.

You should have already been provided with the Draft Terms of Reference if they are not available please contact either your SCR Panel Representative or BSCB Staff.

SECTION 9 – CHRONOLOGY OF CONTACTS:

When completing the chronology, interviews with the professionals/staff/personnel involved, may be an integral part of the chronology and IMR report. Therefore a record of the interview must be signed and agreed by the interviewer and the interviewee. (See Appendix I: - Pro Forma Interview Record Sheet).

SECTION 10 – THE CHILD'S JOURNEY:

The Child's story/journey must take into consideration issues of race, culture, disability, gender and local context and, if relevant, a description of the community.

SECTION 11: ANALYSIS

The author must review the information in the comprehensive chronology and produce a report. All abbreviations and acronyms should be fully explained.

The report must consider how the services offered took account of the individual needs of the child and family, and were sensitive to their racial, cultural, linguistic and religious identity. Does your agency collect this information? Does your agency use this information in assessments? Have you any evidence that these have been taken account of in the delivery of a service to the child and their family?

Practice at individual and organisational levels must be openly and critically analysed against national and local statutory requirements, professional standards and current procedural guidance. Your analysis should reflect willingness by your agency to challenge practice and address wider agency responsibility.

Good practice should be highlighted and areas for change in practice must be clearly identified. Where practice has changed from that detailed in the chronology ie new service or revised procedures, this should be explained in the management report.

Analysis must always relate to the **terms of reference and the time period** at the beginning of the document. Using these as headings may be a good way to construct your report.

Additional considerations to support analysis

Consider the events that occurred, the decisions made, actions taken and actions not taken. Where judgments were made or actions taken that indicate that practice or management could be improved, try to get an understanding not only of what happened, but why. Consider specifically: -

- When and in what way were the child(ren)'s wishes and feelings heard and addressed? Was this information recorded? How was this responded to by your agency? Did your agency listen to the child? This is particularly important to include in your review report
- 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?
- Did the organisation have in place policies and procedures for safeguarding and promoting the welfare of children and acting on concerns about their welfare? If not, this needs to be addressed in your report. Were these adhered to? If not, why not?
- 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? If not, why not?
- Were the assessments/actions completed within timescales?
- Were appropriate services offered/provided or relevant enquiries made in the light of assessments?
- Where no assessments were made, or actions taken the report needs to provide a rationale as to why this happened
- Were senior managers or other organisations and professionals involved at points where they should have been?
- 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?
- Was the work in this case consistent with each organisation's and the Bradford Safeguarding Children's Board's policy and procedures for safeguarding and promoting the welfare of children, and with wider professional standards?
- Was there sufficient management accountability for decision making?

SECTION 12: WHAT DO WE LEARN FROM THIS CASE?

As part of critical analysis section has been completed, the author will identify specific lessons which his/her agency can learn from the case. These can include areas of good practice identified, as well as ways in which practice can be improved.

For example; have lessons from this case been identified for the way in which the 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 multi-agency), management and supervision, working in partnership with other organisations, resources? Working across children and adult services.

This section will inform the subsequent section on recommendations for action.

SECTION 13: RECOMMENDATIONS FOR ACTION PLAN

Recommendations for Action using the action plan template

Individual agency recommendations for action contained in this report will be considered by the SCR Panel for inclusion in the Overview Report. The SCR Panel may also recommend further actions for your agency to be included in the Overview Report. Any individual agency recommendations not included in the Overview Report are expected to be acted on within individual agency governance arrangements.

Recommendations for action must flow from the previous 'What do we learn from this case?' section. Recommendations must be included in the Action plan template and the template fully completed in order to be clear about;

What action should be taken by whom and by when?

What outcomes should these actions bring about and how will the organisation evaluate whether they have been achieved, and if action is required immediately?