



SAR Quality Markers and Guidance for Authors of Individual Management Reviews

Background

Each agency that has been involved in the case under review should, when requested, undertake an Individual Management Review (IMR) of its involvement.

What is an Individual Management Review?

An IMR is a report detailing, analysing and reflecting on the actions, decisions, missed opportunities and areas of good practice within the individual organisation.

The IMR process is not designed for identifying gaps in the actions/activities of other organisations. The aim of an IMR should be to look openly and critically at individual and organisational practice and at the context within which people were working. The following SAR Quality Markers apply to completion of an IMR:

Quality Marker 9: Assembling Information

Quality statement – The SAR gains sufficient information to underpin analysis of the case in the context of normal working practices and relevant organisational factors

Quality Marker 12: Analysis
Quality statement – The SAR analysis is transparent and rigorous. It evaluates and explains professional practice in the case, shedding light on routine challenges and constraints to practitioner efforts to safeguard adults.

Principles

Individual Management Reviews should be:

Systemic – Considers the influence of systems - how services are set up and provided, rather than solely individual actions.

Proportionate – Succinct and focussed on the Key Lines of Enquiry and relevant detail

Independent – Completed by someone who has not had prior involvement or case supervision responsibilities

Transparent – Open and honest in presenting and analysing the agencies involvement

The Individual Management Review Process

Individual Management Review Process

When undertaking an IMR the following process should be followed:

- Collate information (reading records, interviews etc)
- Analysis followed by identification of good practice and areas for improvement
- Identify findings and recommendations
- Report writing
- Follow up

Collating information

Explore a wide range of information from the sources available in order to carry out the analysis required.

Analysis of involvement- Good practice and areas for improvement

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

Identifying Findings - What do we learn from this case?

The following questions may assist with the identification of findings:

- Are there lessons from this case for the way in which this organisation works?
- Is there good practice to highlight, as well as ways in which practice or methodology can be improved?
- Are there implications for ways of working; training, management and supervision; working in partnership with other organisations.
- Are there any specific messages regarding how resources were used?

The Individual Management Review Process Continued

Author's considerations may include the following:

- Lack of availability of policy/guidance - If 'yes', in which areas?
- Policy/guidance not clear - If 'yes', in which areas?
- Policy/guidance out of date - If 'yes' in which areas?
- How were people who use the service involved in our work?
- Was action sensitive to any case specific equality and diversity considerations?
- How well did the agency work with other organisations?
- How were any contextual/environmental issues responded to?
- Lack of analysis of accumulative concerns
- Safeguarding concerns not identified
- Lack of staff training - If 'yes' in which areas?
- Issues with management oversight/decision making
- Staffing issues, sickness, vacancies etc
- Poor communication/information not shared

Recommendations for action:

- What action should be taken by whom and when?
- What outcomes should these actions bring, and how will the organisation evaluate whether they have been achieved?

Report Writing

Key of professionals involved

It is important that all names used in the Report are anonymised and this is usually done by using initials of job titles and numbers (e.g. SW1, GP1). This key gives you the opportunity to list the codes you have used for individuals and to give further information about their involvement.

Quality Assuring Individual Management Review Reports

Before the IMR report is provided to the safeguarding partnership it should be quality assured and agreed by a senior person within your organisation in line with internal processes

The purpose of quality assuring IMR reports is to promote consistency across the organisation and ensure they are fit for legal challenge and outside scrutiny. The factors that an effective IMR will include are:

- A comprehensive chronology
- A clear history of our involvement
- Identification of strengths
- Critical analysis
- Well focused, SMART recommendations

Follow-up action

On completion of the IMR report there should be a process of feedback and debriefing for the staff involved in the case. There should also be a follow-up feedback session with these staff once the Review report has been completed.

It is important that the Review process supports an open, just and learning culture and is not perceived as a disciplinary type process which may intimidate and undermine the confidence of staff.