



Children's MARS Policy and Procedures Improving Child Protection and Safeguarding Practice

February 2019

Contents Page

[Overview](#)

[Purpose of child safeguarding practice reviews](#)

[Responsibilities for reviews](#)

[Duty on Local Authorities to notify incidents to the child safeguarding practice review panel](#)

[Decisions on local and national reviews](#)

[The rapid review](#)

[Guidance for the national child safeguarding practice review panel](#)

[Multi agency local learning review](#)

[Interface with other reviewing processes](#)

[Commissioning a reviewer or reviewers for a local child safeguarding practice review](#)

[Local child safeguarding practice reviews](#)

[Expectations for the final report](#)

[Actions in response to local and national reviews](#)

[Guidance for the child safeguarding practice review panel – reviewer](#)

[The panel - expectations for the final report](#)

[Differences of opinion](#)

[Appendix 1: Flowchart 1 safeguarding arrangements to identify and review serious child safeguarding cases](#)

[Appendix 1: Flowchart 2 rapid review process](#)

[Appendix 1: Flowchart 3 local child safeguarding practice review procedure](#)

[Appendix 2: Flowchart 4 multi agency local learning review procedure](#)

[Appendix 3: Interface between safeguarding partners and those responsible for other review processes](#)

[Appendix 4: Criteria for an independent reviewer](#)

[Appendix 5: Local systems methodology framework](#)

Overview

Child protection in England is a complex multi agency system with many different organisations and individuals playing their part. Reflecting on how well that system is working is critical as we constantly seek to improve our collective public service response to children and their families.

Sometimes a child suffers a serious injury or death as a result of child abuse or neglect. Understanding not only what happened but also why things happened as they did can help to improve our response in the future. Understanding the impact that the actions of different organisations and agencies had on the child's life, and on the lives of his or her family, and whether or not different approaches or actions may have resulted in a different outcome, is essential to improve our collective knowledge. It is in this way that we can make good judgments about what might need to change at a local or national level.

Purpose of child safeguarding practice reviews

The purpose of reviews of serious child safeguarding cases, at both local and national level, is to identify improvements to be made to safeguard and promote the welfare of children. Learning is relevant locally, but it has a wider importance for all practitioners working with children and families and for the government and policy-makers. Understanding whether there are systemic issues, and whether and how policy and practice need to change, is critical to the system being dynamic and self-improving.

Reviews should seek to prevent or reduce the risk of recurrence of similar incidents. They are not conducted to hold individuals, organisations or agencies to account, as there are other processes for that purpose, including through employment law and disciplinary procedures, professional regulation and, in exceptional cases, criminal proceedings. These processes may be carried out alongside reviews or at a later stage. Employers should consider whether any disciplinary action should be taken against practitioners whose conduct and/or practice falls below acceptable standards and should refer to their regulatory body as appropriate.

Responsibilities for reviews

The responsibility for how the system learns the lessons from serious child safeguarding incidents lies at a national level with the Child Safeguarding Practice Review Panel (the Panel) and at local level with the safeguarding partners.

The Panel is responsible for identifying and overseeing the review of serious child safeguarding cases which, in its view, raise issues that are complex or of national importance. The Panel should also maintain oversight of the system of national and local reviews and how effectively it is operating.

Locally, safeguarding partners must make arrangements to identify and review serious child safeguarding cases which, in their view, raise issues of importance in relation to their area. They must commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken. In North Lincolnshire, the safeguarding partners have published their Children's Multi agency Resilience and Safeguarding (MARS) Local Arrangements that incorporate and point to this policy and procedure for identifying serious

child safeguarding cases, commissioning a reviewer, reviewing and overseeing reviews of serious child safeguarding cases.

The Panel and the safeguarding partners have a shared aim in identifying improvements to practice and protecting children from harm and should maintain an open dialogue on an ongoing basis. This will enable them to share concerns, highlight commonly recurring areas that may need further investigation (whether leading to a local or national review), and share learning, including from success, that could lead to improvements elsewhere.

Safeguarding partners should have regard to any guidance that the Panel publishes. Guidance will include the timescales for rapid reviews and for the Panel response.

Serious child safeguarding cases are those in which:

- abuse or neglect of a child is known or suspected **and**
- the child has died or been seriously harmed

Serious harm includes (but is not limited to) serious **and/or** long-term impairment of a child's mental health or intellectual, emotional, social or behavioural development. It should also cover impairment of physical health¹. This is not an exhaustive list. When making decisions, judgment should be exercised in cases where impairment is likely to be long-term, even if this is not immediately certain. Even if a child recovers, including from a one-off incident, serious harm may still have occurred.

Duty on local authorities to notify incidents to the Child Safeguarding Practice Review Panel

16C(1) of the Children Act 2004 (as amended by the Children and Social Work Act 2017) states:

Where a local authority in England knows or suspects that a child has been abused or neglected, the local authority must notify the Child Safeguarding Practice Review Panel if –

- (a) the child dies or is seriously harmed in the local authority's area, or
- (b) while normally resident in the local authority's area, the child dies or is seriously harmed outside England.

The local authority must notify any event that meets the above criteria to the Panel². They should do so within five working days of becoming aware that the incident has occurred. The local authority should also report the event to the safeguarding partners in their area (and in other areas if appropriate³) within five working days.

The local authority must **also** notify the Secretary of State and Ofsted where a looked after child has died, whether or not abuse or neglect is known or suspected.

¹ Child perpetrators may also be the subject of a review, if the definition of 'serious child safeguarding case' is met.

² Online notifications to the Panel will be shared with Ofsted (to inform its inspection and regulatory activity) and with DfE to enable it to carry out its functions.

³ If, for example, the event relates to a looked after child who has been placed out of area.

The duty to notify events to the Panel rests with the local authority. Others who have functions relating to children⁴ should inform the safeguarding partners of any incident which they think should be considered for a child safeguarding practice review. Contact details and notification forms for local authorities to notify incidents to the Panel are available from [the notification to Ofsted page on Gov.uk](#).

Decisions on local and national reviews

Safeguarding partners must make arrangements to:

- identify serious child safeguarding cases which raise issues of importance in relation to the area **and**
- commission and oversee the review of those cases, where they consider it appropriate for a review to be undertaken

When a serious incident becomes known to the safeguarding partners⁵, they must consider whether the case meets the criteria for a local review.

Meeting the criteria does not mean that safeguarding partners must automatically carry out a local child safeguarding practice review. It is for them to determine whether a review is appropriate, taking into account that the overall purpose of a review is to identify improvements to practice. Issues might appear to be the same in some child safeguarding cases but reasons for actions and behaviours may be different and so there may be different learning to be gained from similar cases. Decisions on whether to undertake reviews should be made transparently and the rationale communicated appropriately, including to families.

Safeguarding partners must consider the criteria and guidance below when determining whether to carry out a local child safeguarding practice review.

The criteria which the local safeguarding partners must take into account include whether the case⁶:

- highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified
- highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children
- highlights or may highlight concerns regarding two or more organisations or agencies working together effectively to safeguard and promote the welfare of children
- is one which the Child Safeguarding Practice Review Panel have considered and concluded a local review may be more appropriate

⁴ This means any person or organisation with statutory or official duties or responsibilities relating to children.

⁵ Safeguarding partners should also take account of information from other sources if applicable.

⁶ [The Child Safeguarding Practice Review and Relevant Agency \(England\) Regulations 2018](#).

Safeguarding partners should also have regard to the following circumstances:

- where the safeguarding partners have cause for concern about the actions of a single agency
- where there has been no agency involvement and this gives the safeguarding partners cause for concern
- where more than one local authority, police area or clinical commissioning group is involved, including in cases where families have moved around
- where the case may raise issues relating to safeguarding or promoting the welfare of children in institutional settings⁷

In North Lincolnshire, the safeguarding partners have delegated the responsibility to the following representatives for them to consider the criteria and guidance above and determine whether to carry out a local child safeguarding practice review:

- Designated Nurse (North Lincolnshire Clinical Commissioning Group)
- Head of Safeguarding Children (North Lincolnshire Council) and
- Detective Superintendent (Humberside Police)

The safeguarding partners' representatives will consider the above criteria and circumstances, and make a recommendation to the safeguarding partners about whether a local or national practice review should be completed or neither. See the section below on 'Guidance for the national Child Safeguarding Practice Review Panel' for the criteria for a national review. In such cases, a Child Safeguarding Practice Review Group will be convened with the safeguarding partners' representatives as the core members.

In such cases in North Lincolnshire the process in Appendix 1, flowchart 1 is followed.

The rapid review

The safeguarding partners should promptly undertake a rapid review of the case, in line with any guidance published by the Panel.

On 4 July 2018, the Chair of the National Panel notified safeguarding partners that a rapid review should be promptly undertaken in all serious child safeguarding cases and completed within 15 working days of the safeguarding partners becoming aware of the incident.

In such cases in North Lincolnshire the process in Appendix 1, flowchart 2 is followed.

The aim of this rapid review is to enable safeguarding partners to:

- gather the facts about the case, as far as they can be readily established at the time

⁷ Includes children's homes (including secure children's homes) and other settings with residential provision for children; custodial settings where a child is held, including police custody, young offender institutions and secure training centres; and all settings where detention of a child takes place, including under the Mental Health Act 1983 or the Mental Capacity Act 2005.

- discuss whether there is any immediate action needed to ensure children's safety and share any learning appropriately
- consider the potential for identifying improvements to safeguard and promote the welfare of children
- decide what steps they should take next, including whether or not to undertake a child safeguarding practice review

During the rapid review process all agencies should consider the impact of the serious child safeguarding case on the welfare of the relevant staff and provide support that is in line with their organisation's policies and procedures.

As soon as the rapid review is complete, the safeguarding partners should send a copy to the Panel⁸. They should also share with the Panel their decision about whether a local child safeguarding practice review is appropriate or whether they think the case may raise issues which are complex or of national importance such that a national review may be appropriate. They may also do this if, during the course of a local child safeguarding practice review, new information comes to light which suggests that a national review may be appropriate. As soon as they have determined that a local review will be carried out, they should inform the Panel, Ofsted and DfE, including the name of any reviewer they have commissioned.

In such cases in North Lincolnshire the process in Appendix 1, flowchart 3 is followed.

The rapid review process will be facilitated by the Multi Agency Innovation Hub guided by the safeguarding partner's and their representatives. This will be undertaken via agencies providing a written report about the facts of the case and the potential for identifying improvements. There will be discussion between the representatives and any agency where clarity is required.

The safeguarding partners representatives will form a Child Safeguarding Practice Review Group and meet to evaluate agencies reports and decide the next steps, including their recommendation to the safeguarding partners about whether or not to undertake a child safeguarding practice review or whether they think the case may raise issues which are complex or of national importance such that a national review may be appropriate.

⁸ The Panel may share this with DfE if requested, to enable DfE to carry out its functions.

Guidance for the national Child Safeguarding Practice Review Panel

On receipt of the information from the rapid review, the Panel must decide whether it is appropriate to commission a national review of a case or cases. They must consider the criteria and guidance below.

The criteria which the Panel must take into account include whether the case⁹:

- highlights or may highlight improvements needed to safeguard and promote the welfare of children, including where those improvements have been previously identified
- raises or may raise issues requiring legislative change or changes to guidance issued under or further to any enactment
- highlights or may highlight recurrent themes in the safeguarding and promotion of the welfare of children

The Panel should also have regard to the following circumstances:

- significant harm or death to a child educated otherwise than at school
- where a child is seriously harmed or dies while in the care of a local authority, or while on (or recently removed from) a child protection plan
- cases which involve a range of types of abuse¹⁰
- where the case may raise issues relating to safeguarding or promoting the welfare of children in institutional settings¹¹

As well as considering notifications from local authorities and information from rapid reviews and local child safeguarding practice reviews, the Panel should take into account a range of other evidence, including inspection reports and other reports and research. The Panel may also take into account any other criteria they consider appropriate to identify whether a serious child safeguarding case raises issues which are complex or of national importance.

In many cases there will need to be dialogue between the safeguarding partners and the Panel to support the decision-making process. The safeguarding partners must share further information with the Panel as requested.

The Panel have given a commitment to respond promptly to the safeguarding partners with a decision on the majority of cases within 15 working days of a rapid review being received.

The Panel should inform the relevant safeguarding partners promptly following receipt of the rapid review, if they consider that:

⁹ [The Child Safeguarding Practice Review and Relevant Agency \(England\) Regulations 2018](#)

¹⁰ For example, trafficking for the purposes of child sexual exploitation.

¹¹ Includes children's homes (including secure children's homes) and other settings with residential provision for children; custodial settings where a child is held, including police custody, young offender institutions and secure training centres; and all settings where detention of a child takes place, including under the Mental Health Act 1983 or the Mental Capacity Act 2005.

- a national review is appropriate, setting out the rationale for their decision and next steps
- further information is required to support the Panel's decision-making (including whether the safeguarding partners have taken a decision as to whether to commission a local review)

The Panel should take decisions on whether to undertake national reviews and communicate their rationale appropriately, including to families. The Panel should notify the Secretary of State when a decision is made to carry out a national review.

If the Panel decides to undertake a national review they should discuss with the safeguarding partners the potential scope and methodology of the review and how they will engage with them and those involved in the case.

There will be instances where a local review has been carried out which could then form part of a thematic review that the Panel undertakes at a later date. There may also be instances when a local review has not been carried out but where the Panel considers that the case could be helpful to a national review at some stage in the future. In such circumstances, the Panel should engage with safeguarding partners to agree the conduct of the review.

Multi agency local learning review

Some cases may not meet the definition of a 'serious child safeguarding case', but nevertheless raise issues of importance to the local area. That might, for example, include where there has been good practice, poor practice or where there have been 'near miss' events. Safeguarding partners may choose to undertake a local child safeguarding practice review in these or other circumstances.

In North Lincolnshire where the case does not meet the definition of a 'serious child safeguarding case', but raises issues of importance to the local area, either a local child safeguarding practice review or a multi agency local learning review may be undertaken.

If a senior manager from an organisation with statutory or official duties or responsibilities relating to children believes that a multi agency local learning review should be undertaken due to good practice, poor practice, near miss events or other circumstances they will notify the safeguarding partners representatives and the Multi Agency Innovation Hub.

The safeguarding partners representatives will discuss the case and determine the most appropriate and proportionate process to follow to enable them to make a recommendation to the safeguarding partners about whether to undertake a multi agency review or not to complete a review.

The safeguarding partner representatives have been delegated the responsibility to make a recommendation to the safeguarding partners about undertaking a non-statutory multi agency local learning review or not to complete a review.

During the review process all agencies should consider the impact of the child's case on the welfare of the relevant staff and provide support that is in line with their organisation's policies and procedures.

In North Lincolnshire, should it be decided that a local learning review is to be undertaken the process in Appendix 2, flowchart 4 is followed.

Interface with other reviewing processes

Alongside any national or local reviews, there could be a criminal investigation, a coroner's investigation and/or professional body disciplinary procedures. The Panel and the safeguarding partners should have clear processes for how they will work with other investigations, including Domestic Homicide Reviews, Multi Agency Public Protection Arrangements Reviews or Safeguarding Adults Reviews, and work collaboratively with those responsible for carrying out those reviews. This is to reduce burdens on and anxiety for the children and families concerned and to minimise duplication of effort and uncertainty.

In North Lincolnshire, the safeguarding partners and/or their representatives will liaise with the relevant lead for the other review process(es) to ensure that a parallel review process(es) are undertaken to reduce burdens on and anxiety for the children and families concerned and to minimise duplication of effort and uncertainty.

In such cases in North Lincolnshire the process in Appendix 3 is followed.

Commissioning a reviewer or reviewers for a local child safeguarding practice review

The safeguarding partners are responsible for commissioning and supervising reviewers for local reviews¹².

In all cases they should consider whether the reviewer has the following:

- professional knowledge, understanding and practice relevant to local child safeguarding practice reviews, including the ability to engage both with practitioners and children and families
- knowledge and understanding of research relevant to children's safeguarding issues
- ability to recognise the complex circumstances in which practitioners work together to safeguard children
- ability to understand practice from the viewpoint of the individuals, organisations or agencies involved at the time rather than using hindsight
- ability to communicate findings effectively
- whether the reviewer has any real or perceived conflict of interest

For more information about the criteria for a reviewer, see Appendix 4.

¹² Safeguarding partners may also consider appointing reviewers from the Child Safeguarding Practice Review Panel's pool of reviewers where available.

Local child safeguarding practice reviews

The safeguarding partners should agree with the reviewer(s) the method by which the review should be conducted, taking into account this guidance and the principles of the systems methodology recommended by the Munro review¹³. The methodology should provide a way of looking at and analysing frontline practice as well as organisational structures and learning. The methodology should be able to reach recommendations that will improve outcomes for children. All reviews should reflect the child's perspective and the family context.

North Lincolnshire Children's MARS Board are committed to the use of a systems methodology where appropriate. Whilst North Lincolnshire Children's MARS Board have developed a Local Systems Methodology Framework to undertake reviews of cases, it is recognised that the exact methodology utilised on a case will depend on the issues in the case and the reviewer.

For more information about the local systems methodology framework, see appendix 5.

The review should be proportionate to the circumstances of the case, focus on potential learning, and establish and explain the reasons why the events occurred as they did.

As part of their duty to ensure that the review is of satisfactory quality, the safeguarding partners should seek to ensure that:

- practitioners are fully involved in reviews and invited to contribute their perspectives without fear of being blamed for actions they took in good faith
- families, including surviving children, are invited to contribute to reviews. This is important for ensuring that the child is at the centre of the process¹⁴. They should understand how they are going to be involved and their expectations should be managed appropriately and sensitively

The safeguarding partners must supervise the review to ensure that the reviewer is making satisfactory progress and that the review is of satisfactory quality. The safeguarding partners may request information from the reviewer during the review to enable them to assess progress and quality; any such requests must be made in writing. The President of the Family Division's guidance covering the role of the judiciary in SCRs¹⁵ should also be noted in the context of child safeguarding practice reviews.

The President of the Family Division's guidance states:

It is apparent that there is widespread misunderstanding as to the extent to which judges (which for this purpose includes magistrates) can properly participate in Serious Case Reviews (SCRs). The purpose of this Guidance is to clarify the position and to explain what judges can and cannot do.

For important constitutional reasons, judicial participation in SCRs must be limited: therefore, judges do not respond to questions from SCRs, or requests from SCRs to complete IMRs, do not attend

¹³ [The Munro Review of Child Protection: Final Report: A Child Centred System](#) (May 2011).

¹⁴ [Morris, K., Brandon, M., and Tudor, P., \(2013\) 'Rights, Responsibilities and Pragmatic Practice: Family participation in Case Reviews'](#).

¹⁵ [President of the Family Division's Guidance covering the role of the judiciary in serious case reviews.](#)

evidence sessions or other meetings with SCRs and are under no obligation to provide information to SCRs.

Expectations for the final report

Safeguarding partners must ensure that the final report includes:

- a summary of any recommended improvements to be made by persons in the area to safeguard and promote the welfare of children
- an analysis of any systemic or underlying reasons why actions were taken or not in respect of matters covered by the report

Any recommendations should be clear on what is required of relevant agencies and others collectively and individually, and by when, and focused on improving outcomes for children.

Reviews are about promoting and sharing information about improvements, both within the area and potentially beyond, so safeguarding partners must publish the report, unless they consider it inappropriate to do so. In such a circumstance, they must publish any information about the improvements that should be made following the review that they consider it appropriate to publish. The name of the reviewer(s) should be included. Published reports or information must be publicly available for at least one year.

When compiling and preparing to publish the report, the safeguarding partners should consider carefully how best to manage the impact of the publication on children, family members, practitioners and others closely affected by the case. The safeguarding partners should ensure that reports are written in such a way so that what is published avoids harming the welfare of any children or vulnerable adults involved in the case.

Safeguarding partners must send a copy of the full report to the Panel and to the Secretary of State no later than seven working days¹⁶ before the date of publication. Where the safeguarding partners decide only to publish information relating to the improvements to be made following the review, they must also provide a copy of that information to the Panel and the Secretary of State within the same timescale. They should also provide the report, or information about improvements, to Ofsted within the same timescale.

Depending on the nature and complexity of the case, the report should be completed and published as soon as possible and no later than six months from the date of the decision to initiate a review. Where other proceedings may have an impact on or delay publication, for example an ongoing criminal investigation, inquest or future prosecution, the safeguarding partners should inform the Panel and the Secretary of State of the reasons for the delay. Safeguarding partners should also set out for the Panel and the Secretary of State the justification for any decision not to publish either the full report or information relating to improvements. Safeguarding partners should have regard to any comments that the Panel or the Secretary of State may make in respect of publication.

Every effort should also be made, both before the review and while it is in progress, to (i) capture points from the case about improvements needed, and (ii) take corrective action and disseminate learning.

¹⁶ 'Working day' means any day which is not a Saturday, Sunday or Bank Holiday.

Actions in response to local and national reviews

The safeguarding partners should take account of the findings from their own local reviews and from all national reviews, with a view to considering how identified improvements should be implemented locally, including the way in which organisations and agencies work together to safeguard and promote the welfare of children. The safeguarding partners should highlight findings from reviews with relevant parties locally and should regularly audit progress on the implementation of recommended improvements¹⁷. Improvement should be sustained through regular monitoring and follow up of actions so that the findings from these reviews make a real impact on improving outcomes for children.

In North Lincolnshire, the Child Safeguarding Practice Review Group will take the leadership, in conjunction with the reviewer, on devising an action plan following the completion of a local child safeguarding practice review or a multi agency local learning review. The group will regularly monitor and follow up on actions taken to ensure that the recommended improvements in agencies and how they work together to safeguard and promote the welfare of children are completed. This group will report regularly to the safeguarding partners also the Children's MARS Board and clearly demonstrate that the findings from a review has made an impact on improving outcomes for children. The safeguarding partners may decide to request that an independent scrutiny officer complete an audit/assurance event to ensure that the recommended improvements are embedded in multi agency practice.

The Child Safeguarding Practice Review Group will continue to give oversight to the action plan until completion or with agreement from the safeguarding partners the action plan will be monitored by the Safeguarding Practice Learning and Improvement Group (SPLIG). The action plan will be finally signed off by the safeguarding partners at the Children's MARS Board.

The SPLIG will focus on:

- Learning from local child safeguarding practice reviews or multi agency local learning reviews
- Learning from other areas local child safeguarding practice reviews and national child safeguarding practice reviews
- Other reports and research
- Improvement and development work following local Line of Sight meetings
- Communication of learning to and development of professionals and the wider public
- Training on new arrangements or policies and procedures

Guidance for the Child Safeguarding Practice Review Panel – reviewer

The Panel must set up a pool of potential reviewers who can undertake national reviews, a list of whom must be publicly available. If they consider that there are no potential reviewers in the pool with availability or suitable experience to undertake the review, they may select a person who is not in the pool. When selecting a reviewer, the Panel should consider whether they have any conflict of interest which could restrict their ability, or perceived ability, to identify improvements impartially.

For national child safeguarding practice reviews, the Panel should follow the same guidance on procedure and supervision as for local child safeguarding practice reviews.

¹⁷ See [Children's MARS Policy and Procedures Multi Agency Safeguarding Arrangements](#)

The Panel – expectations for the final report

The Panel must ensure that the final report includes:

- a summary of any improvements being recommended to the safeguarding partners and/or others to safeguard and promote the welfare of children
- an analysis of any systemic or underlying reasons why actions were taken or not taken in respect of matters covered by the report

The Panel must publish the report, unless they consider it inappropriate to do so. In such a circumstance they must publish any information about the improvements that should be made following the review that they consider it appropriate to publish. The name of the reviewer(s) should be included.

The Panel should work with safeguarding partners to identify and manage the impact of the publication on children, family members, practitioners and others closely affected by the case.

The Panel must ensure that reports or information published are publicly available for at least three years. The Panel must send a copy of the full report to the Secretary of State no later than seven working days before the date of publication. Where the Panel decides only to publish information relating to the improvements to be made following the review, they must also provide a copy of that information to the Secretary of State within the same timescale. The Panel should also send a copy of the report or improvements to the relevant safeguarding partners, Ofsted, the Care Quality Commission and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

Reports should be completed and published within six months of the date of the decision to initiate a review. Where other proceedings may have an impact on or delay publication, for example an ongoing criminal investigation, inquest or future prosecution, the Panel should advise the Secretary of State of the reasons for the delay. The Panel should also set out for the Secretary of State the explanation for any decision not to publish either the full report or information relating to improvements. During the review, the Panel should share any points that arise about improvements needed with the safeguarding partners in any local authority areas covered by the review and others as applicable.

The Panel should send copies of published reports of national and local child safeguarding practice reviews, or published information relating to improvements that should be made following those reviews, to the What Works Centre for Children's Social Care and relevant inspectorates, bodies or individuals as they see fit. Where a local review results in findings which are of national importance, or in recommendations for national government, the Panel should consider the potential of those recommendations to improve systems to safeguard and promote the welfare of children and how best to disseminate and embed such learning.

Differences of opinion

The Children's MARS Escalation and Resolution procedure outlines the below:

Should there be any differences of opinion about:

- *whether a case meets the criteria of a serious child safeguarding case*
- *whether a child safeguarding practice review or multi agency local learning review should be undertaken or*
- *any part of the process*

the organisation(s) representative, who holds the difference of opinion, will liaise with the safeguarding partners/their representatives and the Multi Agency Innovation Hub in relation to this issue.

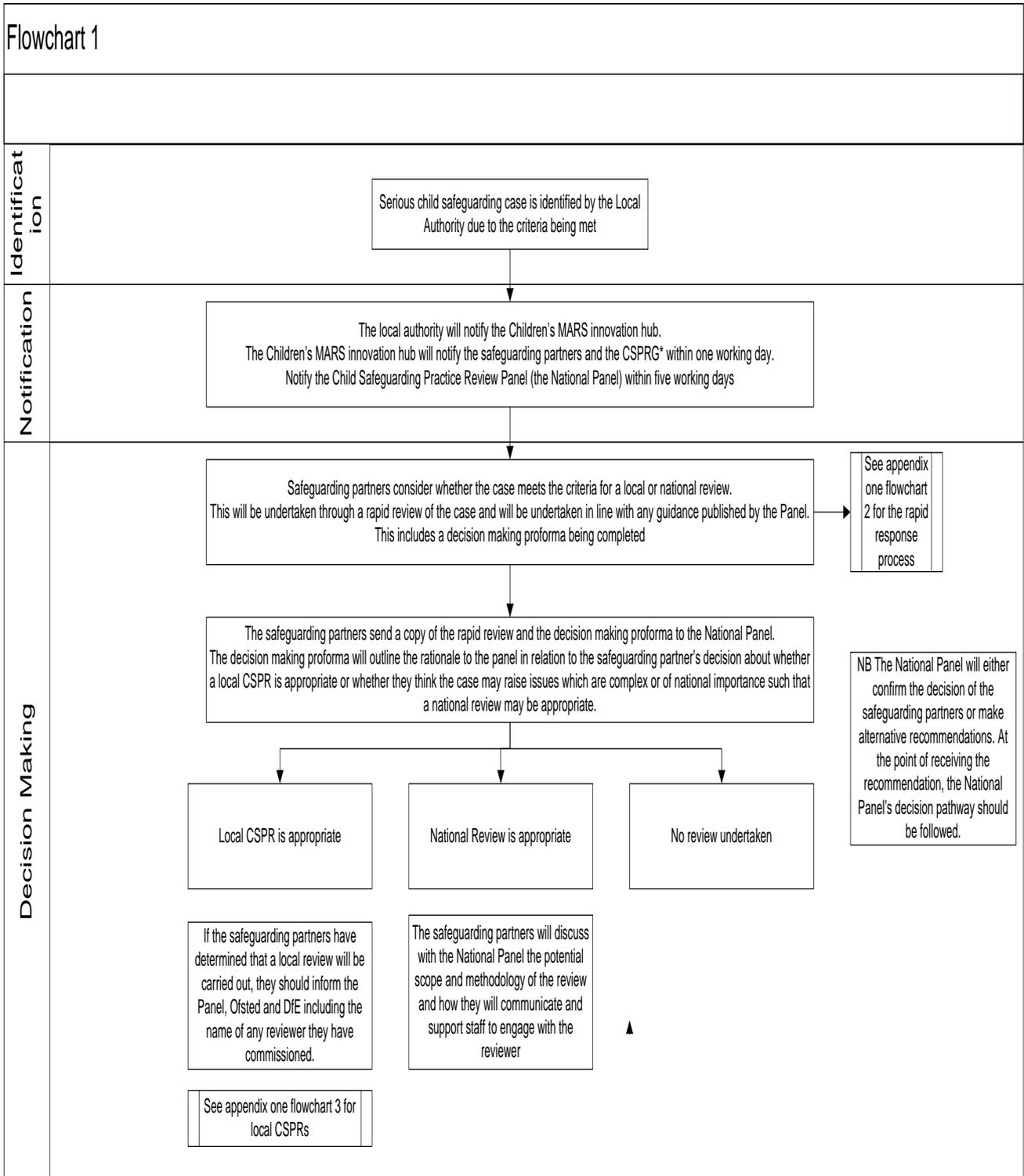
The safeguarding partners representatives are the Designated Nurse (North Lincolnshire Clinical Commissioning Group), Head of Safeguarding Children (North Lincolnshire Council) and Detective Superintendent (Humberside Police). The safeguarding partners representatives have been delegated as being responsible for making recommendations to the safeguarding partners.

Should the matter remain unresolved the safeguarding partner's representatives will refer the case to the safeguarding partners for them to reach resolution.

If the matter remains unresolved, an Independent Scrutiny Officer will be requested to facilitate a mediation meeting with appropriate staff from the relevant organisations.

Appendix 1: Flowchart 1

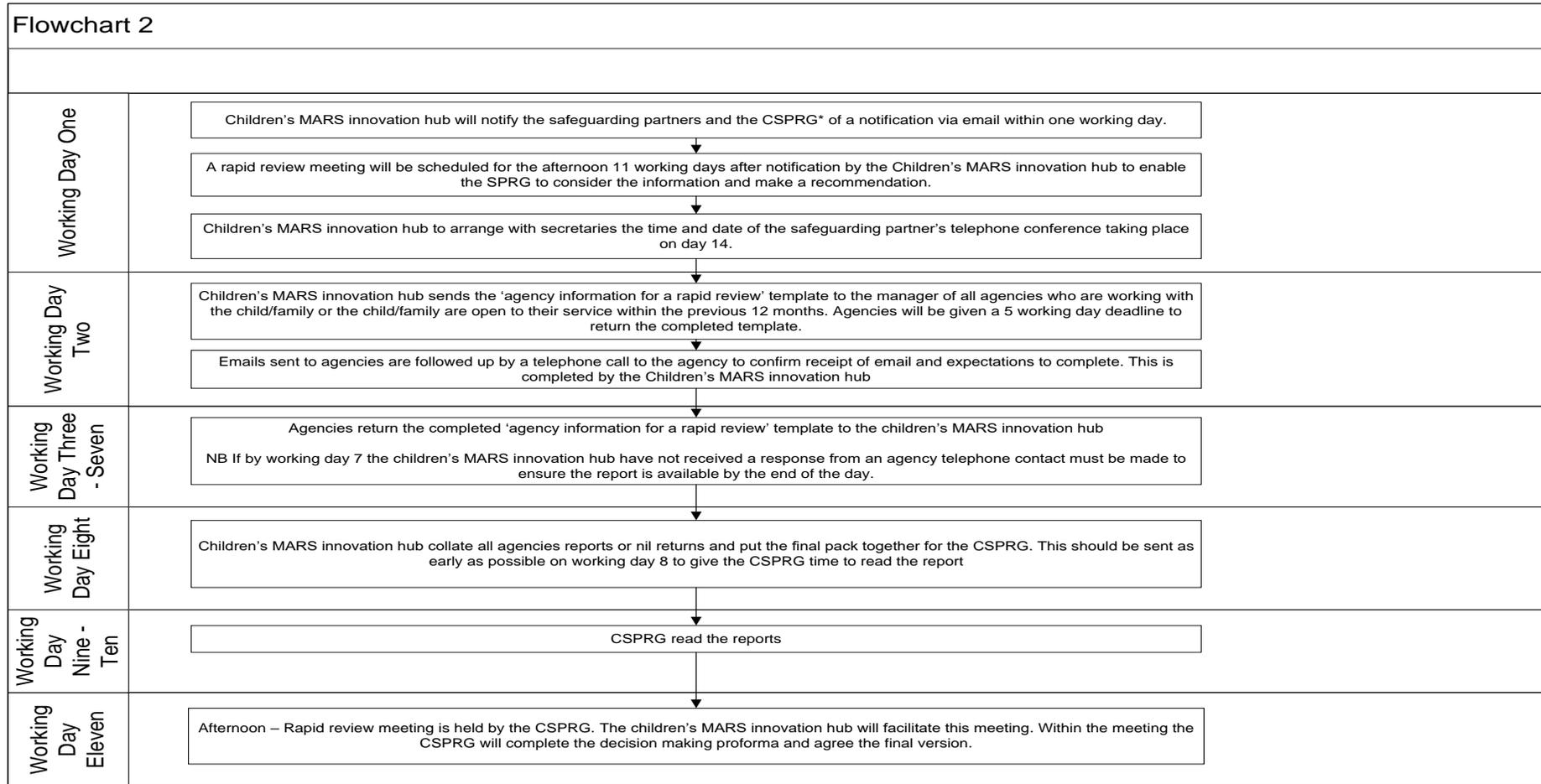
Safeguarding partners arrangements to identify and review serious child safeguarding cases



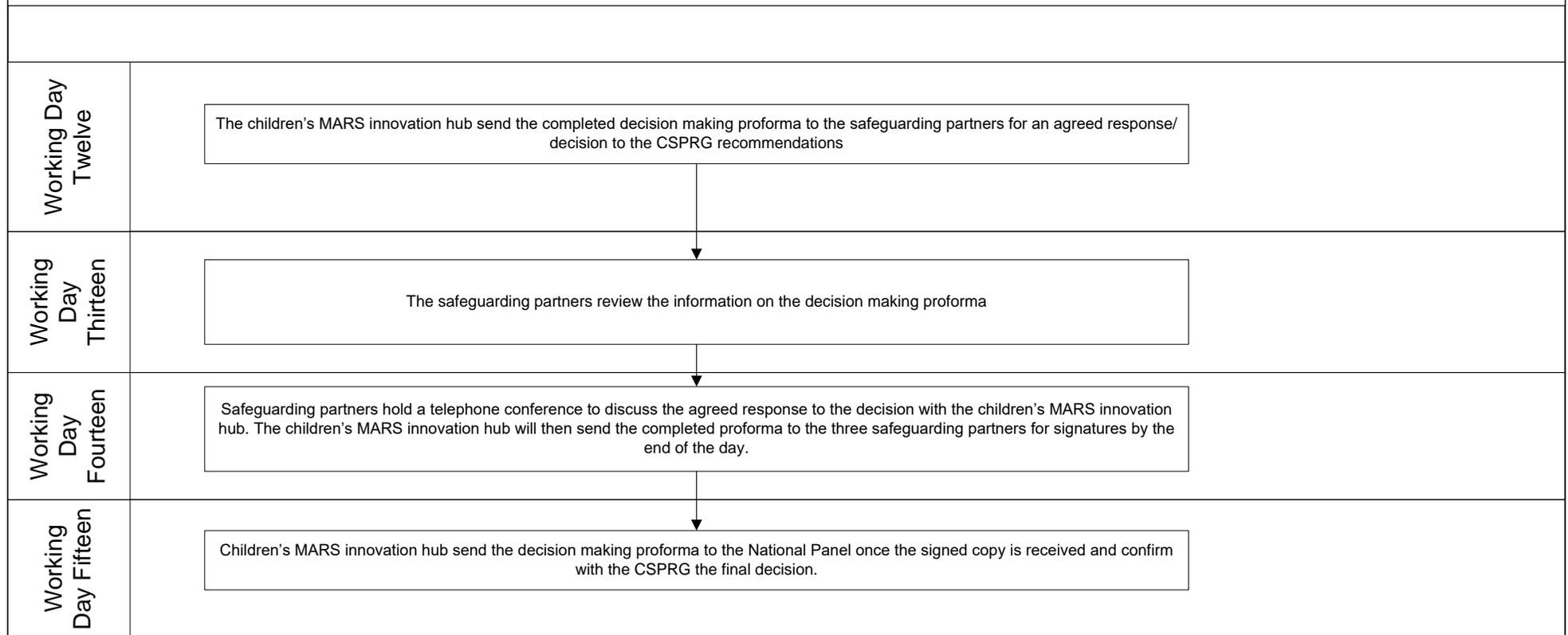
* Child Safeguarding Practice Review Group (CSPRG)

Appendix 1: Flowchart 2

Rapid review procedure



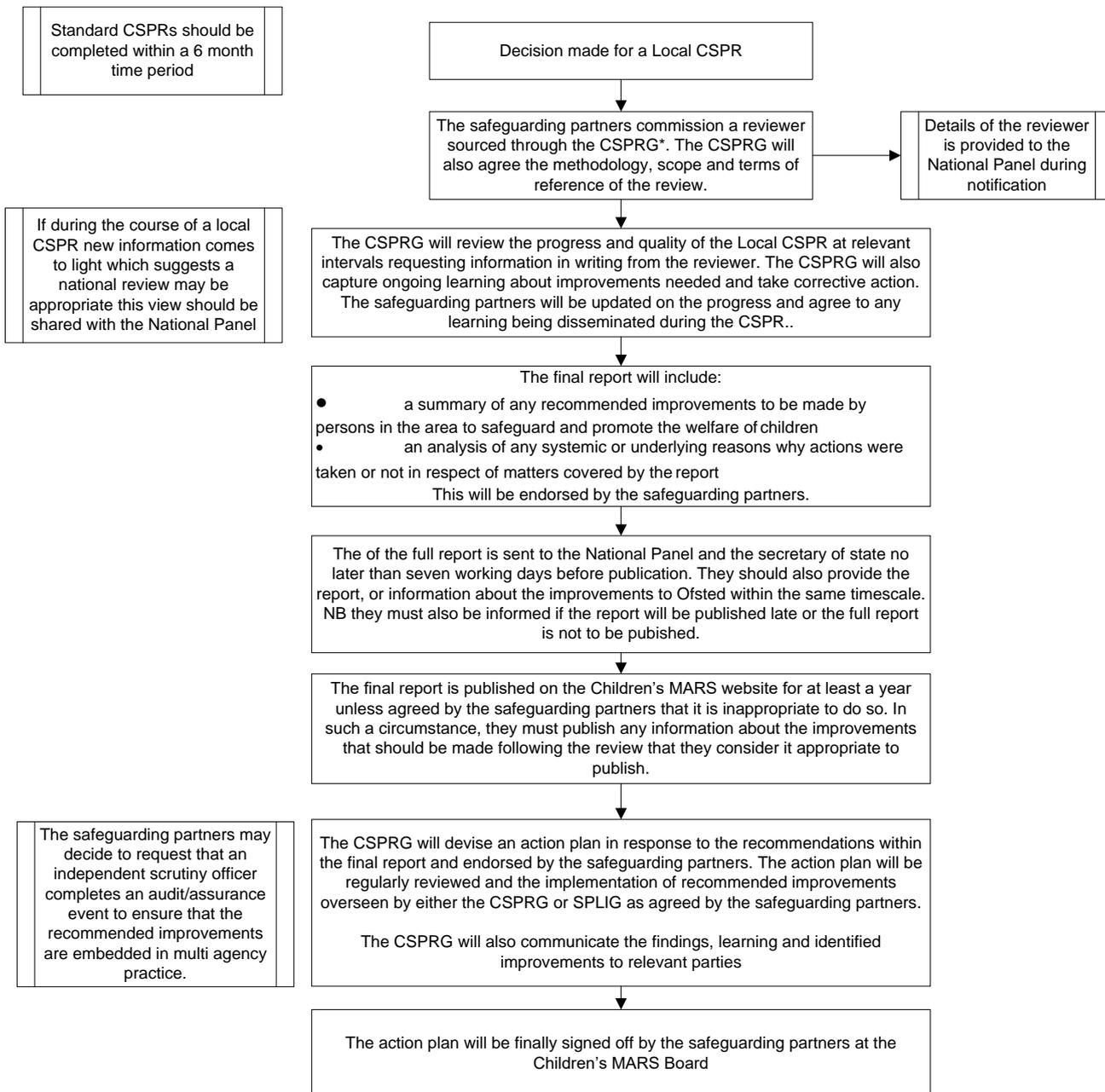
Flowchart 2



* Child Safeguarding Practice Review Group

Appendix 1: Flowchart 3

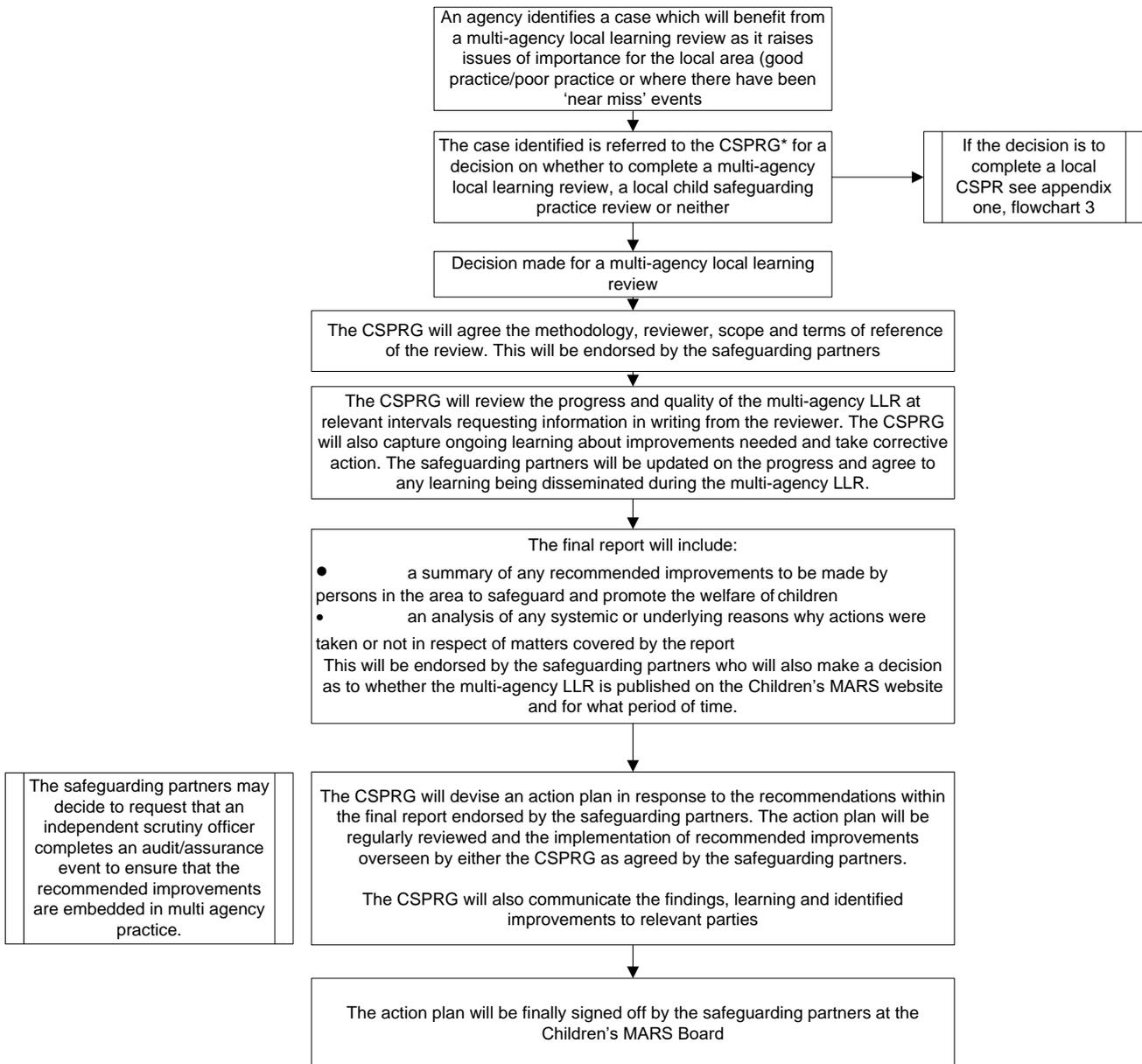
Local child safeguarding practice review procedure



* Child Safeguarding Practice Review Group (CSPRG)

Appendix 2: Flowchart 4

Multi agency local learning review procedure



* Child Safeguarding Practice Review Group (CSPRG)

Appendix 3: Interface between Safeguarding Partners and those responsible for other review processes

In North Lincolnshire, the safeguarding partners or a representative(s) will liaise with the relevant lead(s) for other investigations/procedures invoked at the time that a serious child safeguarding case is identified or at any time during the reviewing process as necessary. This may include the police investigating a criminal investigation, a coroner's investigation and/or professional body disciplinary procedures being undertaken.

In North Lincolnshire, the safeguarding partners or a representative(s) will liaise with the relevant lead for the other review process(es) to ensure that a parallel review process(es) are undertaken to reduce burdens on and anxiety for the children and families concerned and to minimise duplication of effort and uncertainty.

The principles are outlined below and it is acknowledged that a child safeguarding practice review may take place alongside more than one review process in exceptional circumstances.

Principles

These include:

- A system of notifying other agencies, partnerships or boards that a child safeguarding practice review is being considered and identifying whether any other review is taking place
- Immediate discussion between the safeguarding partners or their representative(s) and the relevant lead, agency or partnership for the other review process(es) so that collaboration and initial planning is coordinated from the start of the reviewing processes to include a focus on the statutory requirements for those responsible to undertake a review
- Joint or parallel rapid review of the case(s)
- Joint or parallel initial evaluation of the case(s) against specific criteria for the reviewing processes
- Discussion about any immediate action needed to ensure children's or adult's safety and how to share any early learning
- Discussion about decision making to confirm the type of review(s) to be undertaken
- Consideration of joint or parallel commissioning of a reviewer(s)
- Agreement on the review(s) methodology and conduct including how children/family members or significant others and practitioners will be included
- Agreement on the supervision of the reviewer(s) in terms of progress and quality
- Expectations of the final report(s) to ensure that recommended improvements are clear and focused on improving outcomes for children and adults also that the underlying analysis is systemic in nature
- Agreement and co-ordination of the publication of the report(s) and management of the impact of this on children and adults, family members, significant others, practitioners and others closely affected by the case
- Agreement and co-ordination of devising an action plan(s) following the completion of the review(s) including disseminating learning and how these will be monitored to ensure that the recommended improvements are made with an impact on improving outcomes for children and adults
- Consideration of independent scrutiny to ensure that the recommended improvements are

embedded in multi agency practice

Child safeguarding practice review and domestic homicide review

The safeguarding partners who make up the Children's Multi Agency Safeguarding and Resilience (MARS) Board are all members of the North Lincolnshire Community Safety Partnership (CSP) and the Chief Superintendent, who is a safeguarding partner, chairs the CSP.

Therefore, in relation to identifying, reviewing, commissioning a reviewer(s) and overseeing a child safeguarding practice review alongside a Domestic Homicide Review (DHR), the same strategic leaders are the decision-makers alongside the three other agencies that make up the CSP.

Overall responsibility for establishing a DHR and review panel rests with the North Lincolnshire CSP.

The chair of the CSP holds responsibility for establishing whether a homicide is to be the subject of a DHR by giving consideration to the definition within the statutory guidance under section 9(3) of the Domestic Violence, Crime and Victims Act 2004 which states:

In this section "domestic homicide review" means a review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by –

- a person to whom he was related or with whom he was or had been in an intimate personal relationship, or
- a member of the same household as himself,
- held with a view to identifying the lessons to be learnt from the death

NOTE: legislation states that words importing the masculine gender includes the feminine.

The Multi agency Statutory Guidance for the Conduct of Domestic Homicide Reviews (2016) states:

'It should be noted that, when victims of domestic homicide are aged between 16 and 18, there are separate requirements in statutory guidance for child Serious Case Reviews, Safeguarding Adults Review and a Domestic Homicide Review. Consideration should be given to how these reviews can be managed in parallel in the most effective manner possible so that organisations and professionals can learn from the case – for example, considering whether some or all aspects of the reviews can be commissioned jointly so as to reduce duplication of work for the organisations involved and provide an improved experience for families, subject to the final shape of the review meeting the requirements of both as set out in the statutory guidance.'

For further information, see the [Multi agency Statutory Guidance for the Conduct of Domestic Homicide Reviews \(2016\)](#) Home Office.

Child safeguarding practice review and a multi agency public protection arrangements review

The safeguarding partners are members or have representatives who attend the Humberside Multi agency Public Protection Arrangements (MAPPA) Strategic Management Board (SMB) that covers the Humberside Area. This includes Humberside Police as a Responsible Authority for MAPPA also the Duty to Co-operate agencies including North Lincolnshire Council and a representative from the Clinical Commissioning Group within the area.

The chair of the MAPPA SMB has the responsibility to decide whether a case requires a MAPPA Serious Case Review (SCR).

It is a MAPPA SMB responsibility to commission a MAPPA SCR when the mandatory criteria have been met.

The SMB must commission a MAPPA SCR if both of the following conditions apply:

- The MAPPA offender (in any category) was being managed at level 2 or 3 when the offence was committed or at any time in the 28 days before the offence was committed
- The offence is murder, attempted murder, manslaughter, rape, or attempted rape

It is an SMB responsibility to decide whether to commission a discretionary MAPPA SCR.

There will be other Serious Further Offences that may trigger a MAPPA SCR. It is difficult to prescribe discretionary criteria as much will depend on the circumstances of the particular case and whether there has been a significant breach of the MAPPA Guidance, but MAPPA SCRs might be commissioned when:

- A level 1 offender is charged with murder, manslaughter, rape or an attempt to commit murder or rape
- An offender being managed at any level is charged with a serious offence listed in PI 10/2011 or
- It would otherwise be in the public interest to undertake a review, e.g. following an offence which results in serious physical or psychological harm to a child or vulnerable adult but which is not an offence listed in PI 10/2011

However, as a review of the lead agency's management of the case will be conducted under these circumstances, careful consideration should be given to whether any value would be gained by conducting a MAPPA SCR for level 1 cases. This is especially relevant if cases have never been managed at level 2 or 3.

For further information, see [MAPPA Guidance \(2012\)](#) Ministry of Justice.

Child safeguarding practice review and a safeguarding adults review

The safeguarding partners or representatives are members of the North Lincolnshire Safeguarding Adults Board (SAB) and also represented on the SABs Serious Adult Review (SAR) Group. Therefore, in relation to identifying, reviewing, commissioning a reviewer(s) and overseeing a child safeguarding practice review alongside a Safeguarding Adults Review, the same strategic leaders or their representatives have involvement, alongside other SAB members in the decision making process which enhances co-ordination of reviewing processes.

The SAB must arrange for a SAR when an adult in its area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult. It is the responsibility of the three lead agencies for safeguarding to ask the SAR Group to consider whether a referral meets the criteria for a full safeguarding adults review. This recommendation must be taken back to the SAB chair for their final decision.

The SAB must also arrange a SAR if an adult in its area has not died, but the SAB knows of, or suspects that the adult has experienced serious abuse or neglect. In the context of SARs, something can be considered serious abuse or neglect, where, for example the individual would have been likely to have died but for an intervention, or has suffered permanent harm or has reduced capacity or quality of life as a result of abuse or neglect. SAB's are free to arrange for a SAR in any other situations involving an adult in its area with care and support needs.

SARs can also be arranged to explore examples of good practice where this is likely to identify lessons

that can be applied in future.

The SAB should determine what type of review will promote effective learning and improvement action to prevent future deaths or serious harm occurring again. For more information see the [North Lincolnshire Safeguarding Adults Policy and Procedures 2017-2019](#).

Appendix 4: Criteria for an Independent Reviewer

The independent reviewer for a local child safeguarding practice review should provide evidence of an ability to:

- Involve safeguarding partners and practitioners to contribute their perspectives without fear of being blamed for actions they took in good faith
- Recognise the complex circumstances in which practitioners work together to safeguard children
- Understand practice from the viewpoint of the individuals and organisations involved at the time rather than using hindsight
- Distil findings and analysis from a number of studies and cases relevant to the review in order to inform the report's recommendations
- Conclude with evidence-based recommendations which focus on professional learning and increasing expertise
- Involve families, including surviving children, sensitively and transparently, so that they understand how they will be involved and have appropriate expectations. This is important for ensuring that the child is at the centre of the process
- Work to an agreed schedule. In most cases this will be within a maximum of 6 months, with set dates for sharing drafts of a review with the North Lincolnshire safeguarding partners
- Build relationships with relevant or interested parties quickly and instill their confidence
- Deploy political intelligence, with an understanding of the critical levers for and obstacles to change
- Handle information securely, being transparent about the way data is collected and analysed
- Handle media attention sensitively and in consultation with the child safeguarding practice review group and the safeguarding partners in North Lincolnshire, having an awareness of how information affects the public domain

The independent reviewer must have knowledge, understanding and practice experience relevant to the ability to undertake and write a local CSPR. This may involve professional knowledge and practice specific to the case or cases under review. For most cases a reviewer will be required to handle and quickly grasp the:

- complex circumstances in which professionals work together to safeguard children, including the impact of management, supervision, resources, skills and training
- relevant national and local legislative and policy frameworks within which services operate
- local and national safeguarding system, including an understanding of the critical levers for change, the priorities involved and how these interact across networks
- principles of the systems methodology recommended by the Munro review. The methodology used by the reviewer should provide a way of looking at and analysing front line practice as well as organisational structures and learning. The methodology should be able to reach recommendations that will improve outcomes for children

Safeguarding partners and the Child Safeguarding Practice Review Group may require different or additional skills and experience from those listed above depending on the nature of the review.

Appendix 5: Local Systems Methodology Framework

Introduction

This Appendix applies to the completion of a:

- child safeguarding practice review undertaken when a case meets the definition of a 'serious child safeguarding case' (as per 16C(1) of the Children Act 2004 as amended by the Children and Social Work Act 2017)
- non-statutory multi agency local learning review completed where the definition of a 'serious child safeguarding case' is not met, but the case raises issues of importance to the local area, as a result of identified:
 - good practice
 - poor practice
 - 'near miss' events

Values

This Appendix builds on reflections from [The Munro Review of Child Protection: Final Report: A Child Centred System](#), the principles and ethos of the Social Care Institute for Excellence's (SCIE) [Learning together to safeguard children: a 'systems' model for case reviews](#), and Sydney Dekker's "New View of Human Error"¹⁸.

The Children's MARS Board is committed to utilising a 'systems approach' to undertaking reviews and will ensure any reviewers leading a review on their behalf adheres to the values, principles and framework outlined below.

During the process of planning a review, safeguarding partner representatives and other agencies senior leaders should give consideration to the welfare of staff involved in the case and make arrangements for a multi agency de-brief at the most appropriate time.

Definition: Systems

When talking about '**systems**', people often think in terms of policies, procedures and protocols, hence the question: 'Are the appropriate systems in place?'

However, in the systems review approach, the term is used in a far broader sense and includes all the possible variables that make up the workplace and influence the efforts of frontline workers in their engagement with families.

Importantly, as well as the more tangible factors such as procedures, tools and aids, working conditions, resources and skills, a systems approach also includes issues such as team and organisational cultures. These factors are treated as systems issues as well. (SCIE, 2012¹⁹)

Aim of 'systems approaches'

The aim of a systems approach is not limited to understanding why specific cases developed in the way they did, for better or for worse. Instead, a case is made to act as a 'window' on the system

¹⁸ As proposed by Sydney Dekker in "The Field Guide to Understanding Human Error", 2006, Ashgate Publishing Ltd, Farnham, Surrey.

¹⁹ Social Care Institute for Excellence (2012) Learning together to safeguard children: a 'systems' model for case reviews. At a glance 01.

(Vincent, 2004²⁰, p 242). It provides the opportunity to study the whole system, learning not just of flaws but also about what is working well.

A key value within these approaches is that individuals are not totally free to choose between good and problematic practice. The standard of their performance is influenced by the nature of:

- the tasks they perform
- the available tools designed to support them
- the environment in which they operate

These approaches, therefore, look at why particular routines of thought and action take root in multi agency professional practice. It does this by taking account of the many factors that interact and influence individual worker's practice.

Ideas can then be generated about ways of re-designing the system at all levels to make it safer. The aim is to 'make it harder for people to do something wrong and easier for them to do it right' (Institute of Medicine²¹, 1999, p 2).

Rationale for use of 'systems approaches'

We have two options in making sense of human error following accidents, incidents or mishaps. Dekker²² proposes that the choice made determines the focus, questions, answers and ultimately the success of your efforts, as well as the potential for progress on safety in organisations and systems. He suggests that human error can be seen as:

- **the cause of a mishap** (Dekker describes this as the **Old View**)
This view focuses on the concept that unreliable people (Bad Apples) undermine basically safe systems. The purpose of investigations is to identify people's shortcomings and failings. During efforts to improve safety, we must make sure people do not contribute to trouble again (so make more rules, more 'automation', more reprimands (blame).
- **the symptom of deeper trouble** (Dekker describes this as the **New View**)
This view seeks to explain how human error is a symptom of trouble (engineered, organised, social etc.) deeper inside the system, and that efforts to understand error begin with seeing how people try to create safety through their practice of reconciling multiple and often competing goals (safety, resource, performance targets, organisational/service priorities) in a complex dynamic setting. This New View recognises that people do not come to work to do a bad job. Safety in complex systems is not a result of getting rid of people or reducing their degrees of freedom. Safety in complex systems is **created by people through practice** – at all levels in organisations and systems. It is only people who have the flexibility to hold together the patchwork of tools, technologies and processes and do the work in environments where irreconcilable goals compete for their attention.

²⁰ Patient safety, Vincent, C. (2006), quoted in SCIE (2012) Op cit

²¹ Quoted in SCIE (2012) Op cit

²² from Preface of Dekker, S (2006) The Field Guide to Understanding of Human Error pp x-xii

Dekker summarises these views in the tables below:

The Old View of human error on what goes wrong	The New View of human error on what goes wrong
Human error is a cause of trouble	Human error is a symptom of trouble deeper inside a system
To explain failure, you must seek failures (errors, violations, incompetence, mistakes)	To explain failure, do not try to find where people went wrong.
You must find people's inaccurate assessments, wrong decisions, bad judgements	Instead, find how people's assessments and actions made sense at the time, given the circumstances that surrounded them.

The Old View of human error on how to make it right	The New View of human error on how to make it right
Complex systems are basically safe	Complex systems are not basically safe
Unreliable, erratic humans undermine defences, rules and regulations	Complex systems are trade-offs between multiple irreconcilable goals (e.g. safety and efficiency)
To make systems safer, restrict the human contribution by tighter procedures, automation, supervision	People have to create safety through practice at all levels of an organisation

Hindsight bias

Hindsight bias leads us to grossly overestimate how obvious the correct action or decision would have looked at the time and how easy it would have been for the worker to do the right thing.

The central idea of systems approaches is that any worker's performance is a result of both their own skill and knowledge and the organisational setting in which they are working.

Improving safety therefore means clarifying which aspects of the work context make errors more likely to happen, and which support workers to accomplish their tasks successfully. This clarification triggers ideas for re-designing the system at all levels to better support people to carry out their work to the highest standards.

A framework for understanding the influences on practice

Underlying patterns of systemic factors contributing to good or problematic practice

Good or problematic practice may, on the surface, look different in different cases, but the sets of underlying causes may be the same. Reviewers need to identify these 'patterns' of systemic factors that contribute towards good or poor quality work. They can be either constructive patterns of influence or create unsafe conditions in which poor practice is more likely.

SCIE have developed a six-part typology of patterns relevant to child welfare. Each highlights interactions involving specific elements of the system. In practice, however, the categories are not rigidly distinct but overlap. However, it provides a framework for organising the complex set of factors that influence work with children, families and carers:

1	Human–tool operation	e.g. the influence of assessment forms	<p>Frameworks for the assessment of need and associated electronic and paper forms, such as specific assessment proforma and professional electronic recording databases/systems, are all tools.</p> <p>Instead of being seen as passive objects that help professionals do the same tasks as before but better or faster, they actually alter the nature of the task the human does.</p> <p>It is important, therefore, to find out how people and tools interact with each other and, over a period, change each other in complex and often unforeseen ways and examine whether these changes improve or hinder practice.</p>
2	Human–management system operation	e.g. resource–demand mismatch	<p>Management systems include:</p> <ul style="list-style-type: none"> • resourcing issues • performance management and associated indicators • particular styles and content of supervision <p>They are explicitly designed to influence practice.</p> <p>A systems approach can help highlight for senior management how they impact on direct work with families. This includes highlighting trade-offs that staff feel they are being encouraged to make between competing goals, such as completing a thorough assessment of a child and meeting the prescribed timescale and linked performance indicator.</p>
3	Communication and collaboration in multi agency working in response to incidents/crises	e.g. referral procedures and cultures of feedback	<p>SCIE have identified that agencies tend to work relatively well together in crises where they are all using the same, well-established guidance which is in keeping with that in Working Together.</p> <p>Where any agency process varies from multi agency agreed processes/ Working Together compliance, communication/ collaboration falters</p>
4	Communication and collaboration in multi agency working in assessment and longer-term work	e.g. understanding the nature of the task; assessment and planning as one-off event or on-going process?	<p>In day-to-day work, the differences in the roles and responsibilities of different agencies in relation to different members of the family produce very varied patterns of working together. It is important, therefore, to distinguish the two.</p>
5	Family–professional interactions	e.g. salience of the mother in social care involvement	<p>Child welfare professionals do not just act on but interact with the people they are trying to help, and social and emotional interactions shape the nature of the work. A techno-rational approach tends to overlook the significance of the specific relationship a worker forms with parents and children and how this affects what information they receive, how they interpret it, and how they use it. Yet analysis of child abuse inquiries has revealed the powerful impact of the relationships, often in a destructive way.</p>
6	Human judgement/reasoning	e.g.	<p>Designing a safe system means taking into account people’s psychological limitations and</p>

		failure to review judgements and plans	<p>typical human errors of reasoning and then building in strategies for detecting and correcting these.</p> <p>One of the most common, problematic tendencies in human cognition, for example, is our failure to review judgements and plans - once we have formed a view on what is going on, we often fail to notice or to dismiss evidence that challenges that picture.</p>
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This framework for analysis is focused on the interactions between different parts of the system. Ideas can then be generated about ways of redesigning particular parts of the system in order to better keep children safe.

Heroic workers can achieve good practice in a poorly designed system, but efforts to improve practice will be more effective if the system is redesigned so that it is easier for average workers to do so. This approach enables cumulative learning from a series of case reviews. Because data is collected and analysed in a consistent way it is possible to make comparisons across cases.

Local rationality

A key assumption in a systems approach and a value held by Children’s MARS Board is that human behaviour is fundamentally understandable: actions or decisions that later turned out to be mistaken or to lead to unwanted outcomes, seemed sensible to the individual at the time. It is, therefore, important to try and avoid hindsight in reviewing professional practice. Instead, it is necessary to reconstruct how people were making sense of an evolving situation. This is referred to as their ‘local rationality’: how the situation looked to someone at the time.

What the world looked like for each person involved will differ according to various factors including:

- what information was available to them
- what was capturing their attention
- what bodies of knowledge and experience they drew on to make sense of things
- the goals they were trying to achieve
- the conflicting priorities they were juggling.

The perspective from ‘inside of the tunnel’
This is the point of view of people in the unfolding situation. To them the outcome was not known (or they would have done something else). They contributed to the direction of the sequence of events on the basis of what they saw on the inside of the unfolding situation. To understand human error you need to attain this perspective.
Reviews completed on behalf of the Children’s MARS Board will consider:

- How the situation looked to those involved at the time
- How did the situation unfold around them: what cues did they get when?
- What goals were they likely pursuing at that time?

The outcome of a systems review is rather than to make sense of the situation in hindsight we are trying to understand why things made sense to the people involved at the time and they then took the actions they did.

Conversations

Understanding people’s ‘local rationality’ requires talking with them, and having ‘conversations’. This describes the process of establishing how the situation looked for someone better than ‘interviews’. Interviews, used to seek a formal view of an individual’s activity, or establishing facts, is not well suited

to the task of trying to see what the world looked like through someone else's eyes. Instead the concept of 'conversations' highlights that one of the main aims is to identify, respectfully, the approach taken by the person.

Who needs to learn and from whom?

Learning, like safeguarding, needs to be everyone's business. Learning through a systems approach must not be something only for managers to request that practitioners undertake:

- Front-line practitioners from different agencies and professions need opportunities to learn about and from each other
- Senior managers and policy makers need to be open to learning from those at the 'sharp end'

In a multi agency context, it is increasingly difficult to predict with any certainty the impact of new policies and guidance, strategic and operational decisions on direct work with children, young people and families. Intelligent reforms can inadvertently create new problems. This is because reforms do not take effect in a vacuum. Instead each innovation interacts with others, as well as with existing aspects of practice. It is therefore difficult to predict with any certainty what the effects of any change to working practices will be. Translating policy aspirations into practice requires learning across boundaries of two different kinds:

- across agency and professional boundaries, and
- across hierarchical and management boundaries

However, any learning process needs to be acutely aware of the **opportunities**, and **challenges** which come from direct conversations that include front-line practitioners through to senior managers/policy makers from across all involved services/agencies. In particular:

- front-line practitioners may be inhibited by openly discussing challenges in the system in which they are operating in the presence of their line-manager, or senior officer from their organisation
- senior officers may feel limited in sharing resource challenges which are beyond their control

Family involvement

Children, young people and their parents/carers need to be seen as active participants within the system and not outside it. As such, in order for a clear understanding of the 'system', it is necessary to consider the appropriate involvement of family members in any review. Without family members key perspectives will be missed.

Where reviews are undertaken in cases which are not 'serious child safeguarding cases' then consent to complete the review **must be sought**.

Eileen Munro²³ suggested that

'in the majority of cases, families will consent to a review of how professionals endeavoured to help them in the past, if it is for the explicit purpose of trying to learn and improve the effectiveness of this help giving. Obtaining the consent of the child's family should, therefore, always be the first option to be considered by [those] wishing to carry out case reviews [which do not meet the criteria for a statutory review]... If, for some reason, it is not possible or appropriate to seek consent from families, then [those undertaking reviews] will need to consider, on a case-by-case basis whether the review should and can lawfully be carried out without such consent. They will need to consider the purposes of the review, their powers for undertaking a case review and the Data Protection Act requirements to ensure that any sharing of information in such circumstances (i.e. without consent and for the purposes of a case review) is lawful and is appropriate.'

Careful consideration needs to be given to how family are involved in the review process. Identifying

²³ [The Munro Review of Child Protection: Final Report: A Child Centred System](#)

key professionals who have a continuing relationship with the family, to work in collaboration with the reviewer to involve the family at an appropriate level should be explored.

Narrative of multi agency perspectives

Fish, Munro and Barstow (SCIE²⁴) in 2009 identified that:

- Different professionals will inevitably have something of a differing view of a case
- Getting to understand the 'why' questions about multi agency working requires capturing these different multi agency perspectives
- A usual 'chronology' is not helpful because it presents a unitary account and so tends to erase differences
- A more novel-like structure better captures a diversity of perspectives or multiple narratives
- it is 'a major fault to assume that we all share the same picture of reality'

The nature of different agency involvement with families and the nature of different roles within agencies mean that there will invariably be a diversity of perspectives, although the differences can range from slight to radical.

Within the SCIE document, Fish et al identify that it becomes important to move beyond the basic factual detail of a case, such as that in a chronology. **Instead what is required is to recognise and coordinate the different 'local rationalities' of individuals and agencies, to establish a set of multiple and differing perspectives.**

Key practice episodes

In order to achieve these perspectives it may be helpful to identify Key Practice Episodes:

- significant episodes that require further analysis
- may include particular actions/inactions or can extend over time
- may be good or problematic
- are likely to be a selection, not all episodes in a case, but may be judged to be significant to understanding the way that the case developed and was handled

Contributory factors

In analysing multi agency activity it may be useful to clarify contributory factors which could include all the possible variables that make up the workplace and influence practice. They are not just policies, procedures and protocols, but include 'softer' factors such as team and organisational cultures.

SCIE developed a single framework of contributory factors relevant to child welfare work. These are divided into three different levels reflecting where in the child welfare system they originate: front-line, local or national.

- Front-line factors:
 - aspects of the family
 - personal (staff) aspects
 - aspects of the role
 - conditions of work
 - own team factors
 - inter-agency/inter-professional factors
- Local strategic level factors:

²⁴ Learning together to safeguard children: developing a multi agency systems approach for case reviews. Children's and Families' Services SCIE Guide 24, 2009

- organisational culture and management
- resource allocation
- National/government level factors:
 - political context and priorities

Accountability and responsibility within systems reviews

Whilst 'Systems Approaches' seek to view individual behaviour in the setting and the sense people made at the time, it is not an approach which allows for tolerance of absence of accountability. Within a systems review, those involved will consider whether the information made available and the subsequent decisions made sense to others. Where it is recognised any other practitioner would have done the same thing as the one whose assessments and actions are now controversial, the substitution test will be applied. If you substitute one practitioner for another and imagine the same thing would have happened, the focus for learning needs to be on the system NOT the individual. However, if this 'substitution test' cannot be applied and there are concerns regarding an individual's conduct, these should be dealt with through individual agencies professional conduct/ disciplinary procedures.

Leading a review

This section does not propose any specific methodology. However, reviews commissioned and undertaken on behalf of the Children's MARS Board should follow the principles outlined below:

The **methodology** will (unless clear rationale is identified):

1. include collaborative participation of:
 - Front-line practitioners
 - Operational managers
 - Senior managers and policy makers
 - Children, young people and their family/carers

To allow for full engagement by all involved in cases, consideration may need to be given for individual/group conversations utilising a matrix approach.

2. view 'accidents' as emerging from interactions between components and processes rather than failures within the.
3. seek to provide a window of opportunity to review a system and the experiences of the practitioners at all levels in that system

Values

The Children's MARS Board believes that systems are not basically safe – with people in them having to create safety.

Those involved in reviews will take all reasonable measures to:

- avoid hindsight bias
- reject the person centred approach to human error
- recognise errors are not the cause of trouble; they are consequences of symptoms
- attain individuals 'local rationality' – what sense practitioners and children, young people, families and carers made of the situation at point(s) in the process
- recognise that people are a source of safety
- identify human error as the starting point and not the conclusion of an investigation
- recognise sources of error are structural not personal

Selecting a reviewer

In selecting a reviewer, consideration will be given to the following features:

- The review will be led by one or more individuals who have had no direct involvement in the management of the case
- The involvement of at least one reviewer who has no professional connections to services in North Lincolnshire may help practitioners or the children, young people, families and carers to engage openly in the process
- Undertaking a systems review requires a team to lead, or support, the review process. It cannot be the responsibility of a single individual
- The professional and/or the knowledge of local arrangements, in leading/supporting the review may be beneficial
- Reviewers will need to be supported by key individuals from across involved agencies/services in completing the analysis

Identifying key lines of enquiry and setting terms of reference

The reviewer, the safeguarding partners, will set the terms of reference for any review and/or their representatives and senior officers involved in the review. Other professionals may also be used, as appropriate, dependent on the case.

The information shared at Child Safeguarding Practice Review Group or the Safeguarding Practice Learning and Improvement Group, depending on where the decision was taken to complete the review, will inform the key lines of enquiry and questions which the review should address.

The key lines of enquiry could arise from the identification of key practice episodes.

The terms of reference will be approved by the safeguarding partners.

Time period of review

The time period reviewed will be dependent on the key lines of enquiry or key questions. It is highly likely, but not definite that the review will explore a period of time leading up to the incident which precipitated the review.

In some circumstances, exploration of a theme or themes over a longer period of time will be identified in order to get a window on the system and to gain some understanding about what sense practitioners made of the context of work they were involved in i.e. the perspective from 'inside the tunnel'.

Identifying who should be involved

All front-line staff who were/are working with the child, young person, family and carers should be actively involved in the review. They provide a source of information and will contribute to the analysis.

Given their management roles and responsibilities related, for example, to supervision, budgets and performance indicators, it will be important to include significant first-line supervisors/managers. Senior managers and policy makers need to be open to learning from those at the 'sharp end'.

Gathering information

In identifying the information which is required to be considered, it should allow for responding to the questions identified in the terms of reference. This approach should be taken, rather than taking a 'shopping bag approach' where all incidents and cues are collected and provided to the reviewer in a way which it would not have been available to individuals operating within the system. The 'shopping bag approach' encourages hindsight bias and does not assist in trying to understand how people

made sense of the situation at the time.

The gathering of information should focus on reconstructing the 'local rationality' for individuals/services.

Analysis

Analysis will focus upon 'why' incidents occurred and where in the system the causal factors lie. Analysis of the information available will take place whilst noting that:

- There is no absolute truth about a case and putting together the various accounts requires interpretation by the reviewer
- Participants provide a vital check on basic accuracy of the facts
- Participants also need to validate the prioritisation of issues by the reviewer

The analysis may include:

- Identification and prioritising generic patterns of systemic factors
- Identification of contributing factors

Reports

Reviewers will prepare a report based on the issues identified within the review that may include:

- A narrative of agency involvement in the case
- Individual organisation and multi agency reflections arising from the review
- Key practice episodes that participants and the reviewer believe to be significant
- Reflecting on contributory factors from across the various participants accounts
- Identifying findings
- Making recommendations

Making recommendations

In completion of systems reviews – there needs to be an acknowledgement that not all findings can be transferred into specific, measureable, achievable, realistic and time-bound (SMART) recommendations. Understanding the complex influences on practice does not mean that there are any simple solutions. Learning, like safeguarding, needs to be everyone's business. This is a system-wide approach – improving practice can require change from people at all levels of the system, not just on the part of front-line practitioners.

SCIE identify the possibility of three different kinds of recommendations that can be distinguished as issues:

- with clear-cut solutions that can be addressed locally and by all agencies relevant to the review
- where solutions cannot be so precise because competing priorities and inevitable resource constraints mean there are no easy answers
- that require further research and development in order to find solutions, including those that would need to be addressed at a national level