



**ABERDEEN ADULT PROTECTION COMMITTEE  
LEARNING STRATEGY AND FRAMEWORK**

**May 2021**

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## **Aberdeen Adult Protection Committee (APC) Learning Strategy & Framework**

### Message from APC Convener

**“Aberdeen City is committed to ensuring an effective, responsive and inclusive approach to the support and protection of adults at risk of harm”.**

In striving to achieve this vision, the Adult Protection Committee (APC) places great value on a ‘learning culture’, being proactive to help prevent problems, and not just react after the event. The APC wants to promote a fair, open, and just culture that abandons blame and promotes the belief that incidents cannot simply be linked to the actions of individual staff involved but rather the system in which the individuals were working. Looking at what was wrong in the system will help to prevent an incident recurring and contribute to improved outcomes for all.

Across the board, we should use mistakes as invaluable lessons, understand the decisions that caused them and essentially what we can learn from them in an effort to prevent a repeat. This framework will go some way to help us to achieve this.”

### Context

#### i) APC Functions and Responsibilities

The functions of the Adult Protection Committee (APC) under the Act include:

- To make or assist in or encourage the making of arrangements for improving the skills and knowledge of officers or employees of local agencies who have responsibilities related to safeguarding of adults at risk.

The APC’s responsibilities, as defined by its Terms of Reference, include the following:

(e) Considering learning and agreeing actions proposed in respect of initial and significant case reviews undertaken both locally and nationally including measuring the impact of such actions.

#### ii) APC Action Plan

Priority 004 of APC Action Plan: Local and national case reviews contribute to learning and continuous improvement of services and systems

4.1 Objective: APC and operational sub-group will proactively consider all potential cases where there are learning opportunities by utilising the Initial Case Review (ICR) process.

Actions:

- Operational Sub Group to consider ICRs. APC Significant Case Review (SCR) Sub Group to be established as required for each SCR, to include relevant partners;
- The lessons learned from case reviews are widely disseminated and incorporated in improvement plans.

4.3 Objective: A learning framework in response to identified needs e.g. ICR/SCRs will be developed and include methods of evidencing learning.

iii) Purpose of Framework

This paper sets out a framework for improving practice and embedding learning, by answering the following questions:

1. How are opportunities for learning / improving practice identified?
2. Under which circumstances should a Case Review be considered?
3. What is the process for Case Reviews?
4. How should learning be disseminated and embedded (including learning arising from Case Reviews) and practice improvements made?
5. How will the APC seek assurance that learning has been embedded, and practice – and outcomes – improved?

## **1. How are opportunities for learning / improving practice identified?**

Opportunities to share learning and improve practice may be identified in a number of ways, including, but not limited to:

- i. As a result of regular or ad hoc Quality Assurance case file reviews, whether single or multi agency;
- ii. From the findings of audits or inspections (again, single or multi agency);
- iii. As a result of complaints or feedback received – from clients, carers or other services / agencies;
- iv. Any time a worker from any organisation or service comes across an opportunity to improve practice; and
- v. When serious incidents occur – see section 2 below regarding Case Reviews.

NB Opportunities for learning and improvements to practice will also arise from Case Reviews originating in other areas. These will be considered by the Grampian SCR Sub Group and proposed implications provided to APCs via Conveners and Lead Officers, for taking forward locally (in accordance with this framework) as appropriate.

## **2. Under which circumstances should a Case Review by the APC be considered?**

The overarching objectives of Case Reviews are to:

- Establish whether there are lessons to be learned about how better to support and protect adults at risk of harm, and help ensure they get the help they need when they need it;
- Learn and improve services as well as recognise good practice;
- Make recommendations for actions, if and when appropriate (Note - immediate action to improve service or professional shortcomings should not await the outcome of a formal review);
- Consider how any findings, recommended actions and learning will be implemented;
- Address the requirement to be accountable, both at the level of the responsible agencies/authorities and the professional groups involved;
- Increase public confidence in public services, providing a level of assurance about how those services acted in relation to a significant case about an adult at risk.

Reviews should be viewed as a process for learning and improving public protection.

The table at Section 2i on the following page sets out when a Case Review should be considered, and at what level. Any agency can ask for a case to be considered for review by the APC. The criteria for a Significant Case Review (SCR) can be found at Section 2ii.

NB A family cannot ask for a review - any concerns raised by families should be addressed through relevant agencies' normal complaints procedures.

The three APCs in Grampian have agreed to the development of a [Grampian Adult Protection Committees Serious Case Review \(SCR\) and Case Review Protocol](#) which aims to:

- clarify the referral process;
- define how reviews will be managed;
- decide how completed reviews are communicated; and
- decide how recommendations are actioned.

The Grampian Protocol document sets out how the SCR process will be implemented by the Executive Groups for Public Protection (EGPPs (also referred to as Chief Officers Group (COG)) and Aberdeen City, Aberdeenshire and Moray Adult Protection Committees (APCs).

The Grampian Protocol forms the basis of this Learning Strategy & Framework in relation to Case Reviews.

## i) Levels of Case Review

The purpose of a case review is to establish whether there are lessons to be learned about how better to support and protect adults at risk of harm – reviews should be viewed as a process for learning and improving public protection.

Reviews should be undertaken at a level which is necessary, reasonable and proportionate and should not be escalated to what is beyond proportionate.

Type	Threshold	Review Team	Process	Timescales
SCR Internal	<ul style="list-style-type: none"> <li>Meets SCR criteria</li> <li>The case is extremely complex, with the involvement of several agencies, and/or the family/carers or significant adults may have already expressed concerns about the actions of the agencies.</li> <li>Local recommendations are likely to be interagency rather than for a single agency.</li> </ul>	Identified by APC.	<p>Term of reference for review and review team to be agreed by APC in consultation with COG</p> <p>Improvement plan to be developed and put through governance structures</p>	<p>The SCR should be undertaken as speedily as feasible.</p> <p>APC's are required to agree timescales for when reports should be produced in light of the circumstances and context of that particular case.</p>
SCR external	<ul style="list-style-type: none"> <li>Fulfils the threshold for an internal SCR and meets at least one of the following: <ul style="list-style-type: none"> <li>- There are likely to be national as well as local recommendations.</li> <li>- The case is already high profile, or is potentially likely to attract a lot of media attention.</li> <li>- Councillors or MSPs or other elected members have voiced their concerns about services locally.</li> </ul> </li> </ul>	APC.	<p>Term of reference for review and review team to be agreed by APC in consultation with COG</p> <p>Improvement plan to be developed and put through governance structures</p>	<p>The SCR should be undertaken as speedily as feasible.</p> <p>APC's are required to agree timescales for when reports should be produced in light of the circumstances and context of that particular case.</p>
Multi-agency Review	<ul style="list-style-type: none"> <li>Does not meet the SCR Criteria but harm has occurred and it is felt that the case review would lead to</li> </ul>	Identified by APC.	Term of reference for review and review team to be agreed by APC.	The MAR should be undertaken as speedily as feasible.

Type	Threshold	Review Team	Process	Timescales
(MAR)	<p>significant learning.</p> <ul style="list-style-type: none"> <li>The case is complex, with the involvement of several agencies, and/or the family/carers or significant adults may have already expressed concerns about the actions of the agencies.</li> <li>Local recommendations are likely to be interagency rather than for a single agency.</li> </ul>		Improvement plan to be developed and put through governance structures	APC's are required to agree timescales in which reports should be produced taking account of the circumstances and context of that particular case.
Single Agency Review (SAR)	<ul style="list-style-type: none"> <li>Does not meet the SCR Criteria but harm has occurred and it is felt that the case review would lead to significant learning.</li> <li>The case is complex, and/or the family/carers or significant adults may have already expressed concerns about the actions of a single agency.</li> <li>Local recommendations are likely to be for a single agency rather than interagency.</li> </ul>	Approved by APC	Terms of reference developed by single agency. Noted by APC.	Completed within 8 weeks.
Multi-agency case review meeting	<ul style="list-style-type: none"> <li>Does not meet the SCR Criteria but it is felt that a case review would lead to multi- agency learning.</li> <li>The case is complex, with the involvement of several agencies, and/or the family/carers or significant adults may have already expressed concerns about the actions of agencies.</li> <li>Local recommendations are likely to be interagency rather than for a single agency.</li> </ul>	Professionals involved in the case, chaired by the lead agency in the case.	Meeting (see agenda Annex 1)	Completed within 8 weeks.



## ii) Criteria for Significant Case Reviews

A SCR may not be about just one significant incident. In some cases, for example, neglect, concerns may be cumulative.

The criteria for referral for a SCR are as follows:

When an adult at risk of harm dies and the incident or accumulation of incidents gives rise to serious concerns about professional and/or service involvement or lack of involvement, **and one or more of the following apply:**

- harm is known or suspected to be a significant factor in the adult's death; or
- the death is by suicide or accidental death; or
- the death is by alleged murder, culpable homicide, reckless conduct, wilful neglect or an act of violence

A referral may also be made where an adult at risk of harm has not died but has sustained serious harm or is at risk of serious harm and in addition to this the incident or accumulation of incidents gives rise to serious concerns about professionals and or service involvement or lack of involvement.

## 3. What is the process for Case Reviews?

*NB If the case is high profile or is likely to attract media attention the agency's lead representative and the APC Independent Convener must be informed immediately.*

The Referrer, following discussion with their line manager, should send the referral to the agency's lead representative on the APC using the Initial Case Review Notification Form Template (Annex 2). The agency lead will forward the completed Initial Case Review Template to the APU.

A summary of the process for Case Reviews following receipt of a Referral, in line with the Grampian Serious Case Review Protocol, is set out on the following page. The following Annex's (from the Grampian Protocol) are referenced and attached as appendices to this Framework:

Annex 1 – Grampian Adult Protection Multi-agency Case Review Agenda

Annex 2 - Grampian Adult Protection Committees Initial Case Review Notification Form

Annex 3 - Grampian Adult Protection Committees Initial Case Review Report

Annex 4 - Case Review Terms of Reference

Annex 5 - Grampian Adult Protection Committees Person Specification for Lead Reviewer

Annex 6 - Grampian Adult Protection Case Review Template

Annex 7 provides a template for an Implementation Plan for disseminating learning to improve practice and outcomes.

**NB PLEASE REFER TO THE [GRAMPIAN PROTOCOL](#) FOR FULL DETAILS ON UNDERTAKING A CASE REVIEW**

## Initial Case Review Process

## Significant Case Review Process



#### **4. How should learning be disseminated and embedded (including learning arising from Case Reviews) and practice improvements made?**

It may be helpful to consider the following questions when planning how to disseminate and embed learning and make improvements to practice (it may be necessary to apply these questions in relation to each separate area of improvement):

- i) What specifically needs to improve, eg which specific processes / elements of processes? To achieve what outcomes?
- ii) Are there elements of electronic 'systems' which need to be improved?
- iii) Who needs to change their behaviour, or be aware of changes being made to systems, in order to achieve the improvements sought?
- iv) Which stakeholders, senior leaders etc do you need to seek buy-in from, to take forwards the improvements?
- v) What would be the best way/s to ensure that the changes are made, eg training (what specific training?), practice note, cascade communication via Team Meetings etc, practitioner forums, etc?
- vi) Do any changes need to be tested on a small scale, prior to roll-out?
- vii) Do changes need to be made to policies / procedures / practice notes?
- viii) How will we make sure the improvements are embedded into practice? (See Section 5 below)

The Implementation Plan template at Appendix 7 should be used to capture thinking and plan the way forward. The Implementation Plan should be submitted to the APC for endorsement, and then re-submitted once the actions have been progressed, for information and to ensure measurement of impact is incorporated into performance measurement arrangements as appropriate.

#### **5. How will the APC seek assurance that learning has been embedded, and practice – and outcomes – improved?**

As referenced above, once the APC have received the completed Implementation Plan, consideration will be given to the incorporation of measures as relevant into the APC Quality Assurance and Performance Framework, in order to gain assurance about the impact on practice and outcomes for individuals. This may include thematic review as part of an annual audit programme.

	<b>Adult Protection Multi-agency Case Review Agenda</b>
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**1. Introduction and Apologies**

**2. Purpose of Case Review**

**3. Background facts**

This should include the family background and circumstances, including agency involvement. A chronology of significant events should also be discussed.

**4. Analysis**

Critically assess the key circumstances of the case, the interventions offered, decisions made etc. It should always be remembered that the review is taking place with the benefit of hindsight and the analysis should consider the actions of services within the context of the circumstances of the time.

**5. Key Issues**

Following on from the analysis and depending on the circumstances of the case, the review should clearly identify the key areas that impacted on the adult and agency responses and then explore these further to understand how they came about. The review should discuss the 'why' of what happened and a level of root cause analysis should be applied. It would be helpful to explore key areas within a framework of cause and effect factors – for example, resourcing, organisational culture, training, policies etc.

**6. Learning Points**

Highlight the key learning points from the review – again the focus here should not be on 'what happened', but the reasons why it happened as it will be these areas that services and organisations can actively take forward and address. Discussion should also actively promote strengths and good practice identified as well as the learning that has taken place since the incident, any changes in practice and policy that have been implemented and the outcome of changes.

**7. Recommended Actions**

Recommended actions should be recorded indicating who is responsible for the action and a timeframe for completion.

Annex 2

	<p style="text-align: center;"><b>Grampian Adult Protection Committees Initial Case Review Notification Form</b></p>
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The designated person within any agency should complete this initial case review notification and send it electronically by email to the SCR Administrator for the local area as soon as possible and in any case within 7 days of first informing the SCR co-ordinator.

**Name of Referrer:**

**Contact details:**

**Agency:**

**Local Authority:** Moray  Aberdeenshire  Aberdeen City

**Date of Referral:**

<p><b>Adult's Name/Identifier:</b></p> <p><b>Date of Birth:</b></p> <p><b>Address:</b></p>
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<p><b>Basis for referral (the reasons that meet the SCR referral criteria- refer to page 5):</b></p>
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<p><b>Brief description of case:</b></p>
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**Are there any immediate concerns? If is so, what are these and have they been passed to the relevant agency for consideration/action?**

**Name of service/agency/professionals involved with the adult (include email address if known):**

<b>To be completed by Administrator:</b>	
Referral acknowledged date	
Unique identifier No.	
Date all agencies notified	

	<p style="text-align: center;"><b>Grampian Adult Protection Committees Initial Case Review Report</b></p>
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A referral under the Grampian APCs Significant Case Review Protocol has been made regarding the adult identified below. The first part of the process is to collate information in order that an interagency decision is made as how the referral should be progressed.

Your agency is asked to provide the local APC with the relevant information by completing this initial case review report and send it electronically by email to the SCR Administrator **as soon as possible and in any case within 28 calendar days.**

This report should contain information relevant to the agency/service contact/interaction with the adult. Each agency/service will submit details of their own involvement with the adult.

All initial case review reports reviewed will be acknowledged by the SCR Administrator.

Part A – For completion by SCR Administrator

<p><b>Date sent:</b></p> <p><b>Date to be completed:</b></p> <p><b>Service/agency:</b></p> <p><b>APC area:</b></p>
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<p><b>Adult's Name:</b></p> <p><b>Unique Identifier for Case Review:</b></p> <p><b>Date of Birth:</b></p> <p><b>Address:</b></p> <p><b>Basis for referral:</b></p>
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PART B – For completion by Service/agency

**Please summarise your involvement with the adult**

- What was your involvement
- What was your intervention
- What was the outcome of the intervention

**Outline of key issues**

- AP concerns regarding the adult
- Vulnerabilities of the adult
- Were there strategies and actions to minimise harm/risks?
- Did agencies work in partnership?
- Was there recognition and assessment of risk?
- Was timely and effective action taken?
- Was there evidence of planning and review?
- How good was record keeping?
- Were legal measures considered and used appropriately?

**Any other proceeding relating to this adult occurring within your agency/service** (service reviews, disciplinary action, PF decisions)

**Please highlight any areas which may require further considerations**



PART C – For completion by APC mandated sub-group

**Options Considered:**

- SCR External
- SCR Internal
- Multi-agency Review
- Single Agency Review
- Multi-agency Case Review Meeting
- No Further Action

**Recommendation made:**

**Reason:**

**Date:**

PART D – For completion by APC

**Date notified of above decision:**

**Note of discussion at APC:**


**Actions made:**

PART E– For completion by Chief Officers Group

**Date notified of above decision:**

**Note any comments/discussion by Chief Officers:**

**Actions made:**

	<b>Case Review Terms of Reference Template Example</b>
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The following example provides a framework for APCs in the development of a terms of reference for use during a Case Review. It includes suggested references to the key areas covered in the section **Objectives Of The Serious Case Review** and can be adapted to fit with local arrangements and the specific case being considered.

## Terms of Reference

### Introduction

In accordance with the Grampian Adult Protection Committees Serious Case Review and Case Review Protocol the [APC name] has decided to conduct a serious case review following [details of incident].

### Decision to hold a serious case review

[Insert full information regarding the reasoning behind decision to hold SCR including both first and second test/criteria for SCR. Also consider inserting text related to commitment to learning and interest from for example media, Scottish Government, Care Inspectorate, local communities]

### Purpose of the review

This is an example of suggested wording and should be adapted to reflect your APC position and purpose

The purpose of the review is to establish whether there are corporate lessons to be learned about how better to protect Adults. To that end, the review is a process for learning and improving services and is a means of recognising good practice.

The review will assess the agency and inter-agency decision making and involvement with the family and others relevant to the case.

### Time period to be covered

The period to be covered by the review will be from [Insert timeframes]

### Methodology

This section should cover the practices being used, for example RCA methodology.

The suggested wording below refers to traditional methods.

Established practices for conducting an SCR should be used, including reviewing case files and records, development of a multi-agency chronology and timeline of what information was known to whom and when, and considering policies and guidance available to staff during the timescales the review will cover.

Any significant risks/needs identified by the lead reviewer during the review process will be reported immediately to the relevant chief officer [The reporting lines may differ and should be agreed on following internal discussions] from the agency concerned.

The lead reviewer will have unrestricted access to policies, protocols, procedures, case records and, at a date to be set, relevant staff. All necessary arrangements will be put in place to facilitate this.

General practitioners and practice staff are independent contractors. Their cooperation will be facilitated by [this should be discussed and agreed internally], as required. This is an example and inclusion will depend on situation.

Administrative support for the lead reviewer will be provided by [This crucial area requires internal discussion and agreement]

### **Specific issues to be considered in the review**

[Insert specifics regarding the key areas to be considered by Lead Reviewer – bullet points may be helpful]

### **Involvement of family members**

Consideration to be given to involvement of family members and carers taking into account any ongoing criminal proceeding and direction from the COPFS.

If appropriate, the lead reviewer will inform the family and identify a liaison person who will provide a link between the family and the review team.

For this matter the family will include [Insert specific info related to your case]

### **Staff welfare**

Full consideration must be given to staff welfare and support throughout the review, particularly for those who had direct involvement in the case and may be interviewed as part of the review process. This will be the responsibility of each service/agency. Consideration should be given to a single point of support for staff. Regular updates to staff should be agreed by the Review Team.

### **Ethnicity, religion, diversity, gender, disability, language and equalities**

The review will take account of any learning in respect of ethnicity, religion, diversity, gender, disability, language and equalities. [This is broad so may need specifics]

### **Organisations involved in the review**

Example wording - the case and local arrangements will inform wording

The following representation should make up the review team as single points of contact from each of the relevant agencies to support the lead reviewer. The lead reviewer will chair this group as appropriate and report to the case review group. The list will depend on your specific case

Administrative support will be provided to the review team through the [requires internal discussion and agreement]

The review team will act as single points of contact for any information required and will assist in setting up any interviews related to their particular service/agency. The chair of the review team will be the lead reviewer who will report to the case review group.

If any other agencies are known to have had involvement with the family during the period under review, the review team will ask them to provide relevant information as required.

Chief Officers from all partner agencies expect all relevant services to assist in the review process. Any difficulties will be addressed by the lead reviewer through the case review group and if necessary with the relevant chief officer of the agency concerned.

### **Support to lead reviewer**

**Example wording- you may have a critical friend(s) arrangement which differs to this**

The partners will arrange to provide a critical friend(s) if needed to assist the lead reviewer in their role, as required.

### **Reporting arrangements**

**Example wording the case and local arrangements will inform wording**

The lead reviewer should complete the agreed template for the review report as shown in Annex 5. Along with the main review, the reviewer will be expected to provide an executive summary. The lead reviewer should ensure that the summary is fully anonymised and written so as to avoid the need for future redactions.

The draft report should be submitted to the case review group for consideration and thereafter to the chair of the APC.

### **Expert opinion**

**Wording may differ depending on local arrangements**

Although not considered necessary from the outset, the use of expert opinion in a consultative capacity will be kept under review.

### **Criminal investigations**

**May or may not apply to your case**

Police Scotland is investigating the circumstances of the case and will report to the Procurator Fiscal.

### **COPFS**

**May or may not apply to your case**

There will be ongoing liaison with COPFS through [named contact who is part of Review Group/Team useful but this will require internal discussion and agreement]

### **Other parallel reviews**

**Include whether any parallel reviews are ongoing.**

Consideration should be given regarding a joint case review. For example, in the case of 16/17 year olds who are being considered under adult support and

protection, Child Protection Committees will want to liaise closely with APCs to determine if the criteria for an SCR have been met under this guidance, and whether a joint SCR is required.

### **Media coverage/enquiries**

**The case and local arrangements will inform wording here**

There is high level media interest in the case, locally and nationally. APC have agreed a broad media statement, if this is required. There will be key points as the criminal case proceeds where the media may become involved and ask for information/statements.

There should be no proactive engagement with the media; rather due process should be followed, however, the Review Team and APC should be prepared at key milestones for media requests, in particular any subsequent trial, sentence and the publication of any review.

A single point of contact for media enquiries is to be agreed. **[insert person responsible following internal discussion and agreement]** will be responsible for the media strategy on behalf of all partners in respect of any queries regarding the SCR and dissemination/publication, following the conclusion of the SCR. Family members will be informed of the findings of the SCR in advance of publication of the executive summary.

### **Process and timescales**

**The case and local arrangements will inform wording here**

Appointment of lead reviewer and review team by **[insert agreed date]**

The first meeting of the review team to take place once the lead reviewer is confirmed. The first meeting with the lead reviewer will scope and agree the process of the review and agree an outline of the work plan and timeline. This will take into account the two distinct phases of the review as outlined earlier.

The review team will submit a written progress report on the SCR regularly to the **[insert local reporting arrangements as discussed and agreed]**

Any anticipated delays in the review process must be highlighted by the lead reviewer and agreed by the chair of case review group **[insert local arrangement as discussed and agreed]**

The final draft report and will be submitted to the chair of the case review group **[insert timescale as discussed and agreed]** for consideration and the development of an agreed action plan in response to identified areas of learning and recommendations. The lead reviewer will also prepare an executive summary, which will be fully anonymised for publication. In the first instance, the Review Team will correct factual errors or misunderstandings in drafts of the report. Any unresolved matters should be referred to the case review group and ultimately to the APC if required. **Local reporting arrangement may differ.**

The final report, executive summary and action plan will be submitted to the Case Review Group and thereafter to the **[insert local reporting arrangements as discussed and agreed]**

The final report will be owned by the APC. The decision regarding what should be published will rest with them. [Insert local arrangements as discussed and agreed internally]

### **Dissemination and publication**

The case and local arrangements will inform wording

The APC will agree a local dissemination approach which ensures the spread of any identified good practice as well as learning, particularly to front line staff.

In order to promote national learning, the findings and recommendations from the SCR will be shared nationally with WithScotland or by specially convened meetings or seminars. This will be taken forward by the Chair of the APC.

### **Publication**

The case and local arrangements will inform wording

The APC has decided that an anonymised executive summary will be published. The APC will arrange to give the identified family members a copy of the executive summary, and will discuss the findings of the review with them before publication.

The APC will decide who should get a copy of the full report or the executive summary based on recommendations by the case review group.

The APC will give full consideration to the adult's right to privacy and the adult's right to be protected.

Publication of the report/executive summary will be discussed with COPFS.

The APC will consider whether an oral briefing for relevant parties in advance of publication is required.

The APC will ensure that they have considered the integrity of staff and the duty of care.

	<p><b>Grampian Adult Protection Committees Person Specification for Lead Reviewer</b></p>
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The skills and qualities required for the lead reviewer, include:

**Leading and directing**

- Consider practice experience required for person chairing review – this may differ depending on the particular circumstances of the case
- Responsible for ensuring the required skills and experiences of the Review Team are made available
- Role of body/person setting terms of reference and providing progress reports
- Should have no preconceived views of the case/outcome
- Quality – ability to set out ground rules

**Knowledge**

- Should have a broad knowledge of protecting adults at risk in line with the Adult Support and Protection (Scotland) Act 2007.
- Knowledge of other relevant legislation (AWI 2000, MHCT 2003)
- RCA or appropriate alternative trained

**Analytical skills**

- Those chairing/leading reviews must have the ability to interpret and analyse complex multi-agency processes and information.
- Know where, and from whom, to get specific information or expertise
- Logical thinking and ability to map out review process
- Need to understand the context in which services are delivered
- Ability to identify and manage competing interests in a Case Review (for example, professional; political, organisation; public, media)

**Person qualities**

- Those conducting reviews need to be open minded, fair, a good listener and a logical thinker.
- Experience of practice at various levels across an organisation
- A blend of confidence and humility (to be prepared to learn)
- Need to understand professional backgrounds of those involved and be a multi-agency team player
- Approachable
- Risk assessment/management
- Ability to challenge constructively
- Emotional intelligence

	<p><b>Grampian Adult Protection Case Review Template</b></p>
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**Exemplar SCR Report**

<b>Adult's Name:</b>	
<b>Unique Identifier for Case Review:</b>	
<b>Date of Birth:</b>	
<b>Gender:</b>	
<b>Basis for referral: (Include vulnerability and harm as it relates to adult at risk of harm criteria)</b>	

**Introduction**

This should include the circumstances that led to the review, the purpose and focus of the review, the periods considered and agencies involved, the extent of the family's/carers' involvement. Note how long the report has taken and reasons for any delays.



**The facts**

This should include the family background and circumstances, including agency involvement. A chronology of significant events, (which should also include when the adult was seen and by whom and whether the adult's views were sought) should also be included. Where appropriate, the chronology may be presented in a number of distinct phases and should be supplemented by a written account of what happened during each phase. In the reviewing of the case, a full chronology will be required but for the purpose of the report, the primary aim at this stage is to highlight areas of practice or events that are considered by the review to be particularly relevant, not to provide an overly detailed account of events. As such the full chronology should not be included within the body of the report. Details of all significant people in the adult's life should also be included.

**Analysis**

This section should critically assess the key circumstances of the case, the interventions offered, decisions made etc. For example, were the responses appropriate, were key decisions justifiable, was the relevant information sought or considered, were there early, effective and appropriate interventions? Were any concerns about safety and/or wellbeing recognised? Was there a timely and appropriate response? Were the adult's circumstances sufficiently assessed? Were compulsory/legal measures properly considered? If so, when? It should always be remembered that the review is taking place with the benefit of hindsight and the analysis should consider the actions of services within the context of the circumstances of the time.

**Key issues**

Following on from the analysis and depending on the circumstances of the case, the review should clearly identify the key areas that impacted on the adult and agency responses and then explore these further to understand how they came about. This section should assist readers to understand the 'why' of what happened and a level of root cause analysis should be applied. It would be helpful to explore key areas within a framework of cause and effect factors – for example, resourcing, organisational culture, training, policies etc.

**Learning points**

This section should highlight the key learning points from the review – again the focus here should not be on 'what happened', but the reasons why it happened as it will be these areas that services and organisations can actively take forward and address. This section should also actively address strengths and good practice identified as well as the learning that has taken place since the case, any changes in practice and policy that have been implemented and the outcome of changes.

## Recommendations

These should be SMART: **S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**imed

## 7. Implementation Plan Template

Case Review Recommendation/s (if relevant):

What needs to be addressed (include specific systems / processes)	Specific Actions to be taken (including Comms)	Stakeholders / staff groups affected	Desired Outcome	Action Lead	Timescales	Progress	How Impact will be measured (for inclusion in APC Performance Framework)