



# Safeguarding Adults Review (SAR) Policy

Leicester, Leicestershire and Rutland  
Safeguarding Adults Boards

Conducting Safeguarding Adults Reviews in Leicester, Leicestershire and  
Rutland under Section 44 of the Care Act 2014

# Foreword

One of the core duties of a Safeguarding Adults Board (SAB) is to review cases in its area (in this instance Leicester, Leicestershire and Rutland) where an adult with needs for care and support:

- *Has died and the SAB knows or suspects that the death resulted from abuse and neglect, or*
- *Is alive and the SAB knows or suspects that they have experienced serious abuse or neglect*

Importantly, Safeguarding Adults Reviews are about how agencies **worked together** to safeguard adults; they are in their nature multi-agency reviews. For a review to be mandatory in legislation, there must be reasonable cause for concern about how the SAB, its members (or others with relevant functions) worked together to safeguard the adult.

*IN ORDER TO ACHIEVE THE AIMS OF SAFEGUARDING, IT IS IMPORTANT TO 'SUPPORT THE DEVELOPMENT OF A POSITIVE LEARNING ENVIRONMENT ACROSS THESE PARTNERSHIPS AND AT ALL LEVELS WITHIN THEM TO HELP BREAK DOWN CULTURES THAT ARE RISK-AVERSE AND SEEK TO SCAPEGOAT OR BLAME PRACTITIONERS'*

*(DEPARTMENT OF HEALTH AND SOCIAL CARE STATUTORY GUIDANCE)*

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# Introduction

## 1.1 Purpose of Policy

The purpose of this policy is to outline the process for the management of notifications of Safeguarding Adults Reviews (SARs) in Leicester, Leicestershire and Rutland under Section 44 of the Care Act 2014. This protocol has been developed to simplify and clarify our local process by:

- Providing an overview of how to notify serious incidents which may be suitable for review
- Enabling a consistent approach to SAR decision making and practice
- Supporting high quality Safeguarding Adults Reviews leading to a report which clearly identifies systems improvements which are then implemented, and quality assured
- Demonstrating how local processes comply with legal requirements and best practice
- Clarifying review timeliness in line with legislation and statutory guidance
- Clarifying roles and responsibilities
- Providing transparency about the review process
- Supporting practical planning and preparation of reviews

## 1.2 Legislation and Statutory Guidance

The Care Act 2014 outlines a Safeguarding Adults Board's core duty to conduct safeguarding adults reviews in accordance with Section 44 of the Act, which can be found here:

<http://www.legislation.gov.uk/ukpga/2014/23/part/1/crossheading/safeguarding-adults-at-risk-of-abuse-or-neglect/enacted>

*An SAB must arrange for there to be a review of a case involving an adult in its area with needs for care and support (whether or not the local authority has been meeting any of those needs) if—*

*(a) there is reasonable cause for concern about how the SAB, members of it or other persons with relevant functions worked together to safeguard the adult, and*

*(b) condition 1 or 2 is met.*

*(2) Condition 1 is met if—*

*(a) the adult has died, and*

*(b) the SAB knows or suspects that the death resulted from abuse or neglect (whether or not it knew about or suspected the abuse or neglect before the adult died).*

# Introduction

*(3) Condition 2 is met if—*

*(a) the adult is still alive, and*

*(b) the SAB knows or suspects that the adult has experienced serious abuse or neglect.*

*(4) An SAB may arrange for there to be a review of any other case involving an adult in its area with needs for care and support (whether or not the local authority has been meeting any of those needs).*

*(5) Each member of the SAB must co-operate in and contribute to the carrying out of a review under this section with a view to—*

*(a) identifying the lessons to be learnt from the adult's case, and*

*(b) applying those lessons to future cases.*

Statutory Guidance published by the Department of Health and Social Care in relation to safeguarding adults reviews can be found here:

<https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance>

## **1.3 SAR Quality Markers**

The Social Care Institute for Excellence (SCIE) has developed Quality Markers for SARs. They are a tool to support people involved in commissioning, conducting and quality assuring SARs to know what good looks like. Covering the whole process, they provide a consistent and robust approach to SARs. The Quality Markers are based predominantly on established principles of effective reviews / investigation as well as experience, expertise and ethical considerations.

# Purpose of a SAR, Local Process and Timelines

## 2.1 Purpose of a SAR

The purpose of a SAR is noted in the Statutory Guidance as being to:

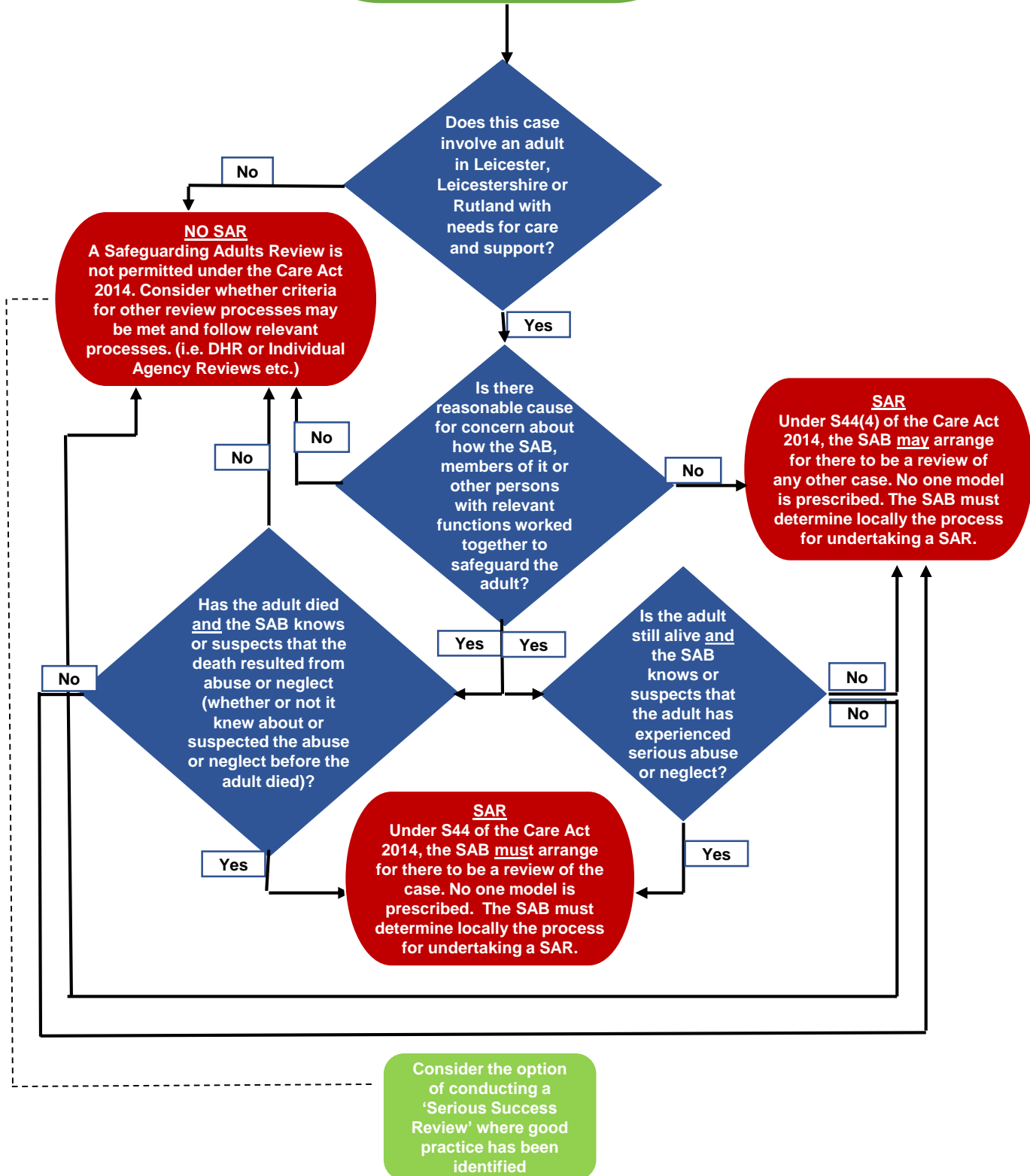
*'promote effective learning and improvement action to prevent future deaths or serious harm occurring again. This may be where a case can provide useful insights into the way organisations are working together to prevent and reduce abuse and neglect of adults. SARs may also be used to explore examples of good practice where this is likely to identify lessons that can be applied to future cases... SARs should seek to determine what the relevant agencies and individuals involved in the case might have done differently that could have prevented harm or death. This is so that lessons can be learned from the case and those lessons applied to future cases to prevent similar harm occurring again. Its purpose is not to hold any individual or organisation to account.'*

## 2.2 SAR Criteria

The criteria for conducting a safeguarding adults review can be found under Section 44 of the Care Act 2014 (see the link on page 4). Locally, a flowchart has been developed to support the Safeguarding Adults Board with making decisions about whether or not these criteria have been met:

# Process Flowchart

Case referred to SAB



# Purpose of a SAR, Local Process and Timelines

## Care and Support Needs

There is no specific definition of ‘needs for care and support’ adopted nationally specifically in relation to safeguarding. The Care and Support (Eligibility Criteria) Regulations 2014 may be used to guide professionals to make decisions regarding SARs but it should be noted that this is not an exhaustive list of qualifying criteria.

*1. These Regulations may be cited as the Care and Support (Eligibility Criteria) Regulations 2014 and come into force immediately after section 13(7) of the Care Act 2014 comes fully into force (2).*

*Needs which meet the eligibility criteria: adults who need care and support*

*2.(1) An adult’s needs meet the eligibility criteria if—*

*(a) the adult’s needs arise from or are related to a physical or mental impairment or illness;*

*(b) as a result of the adult’s needs the adult is unable to achieve two or more of the outcomes specified in paragraph (2); and*

*(c) as a consequence there is, or is likely to be, a significant impact on the adult’s well-being.*

*(2) The specified outcomes are—*

*(a) managing and maintaining nutrition;*

*(b) maintaining personal hygiene;*

*(c) managing toilet needs;*

*(d) being appropriately clothed;*

*(e) being able to make use of the adult’s home safely;*

*(f) maintaining a habitable home environment;*

*(g) developing and maintaining family or other personal relationships;*

*(h) accessing and engaging in work, training, education or volunteering;*

*(i) making use of necessary facilities or services in the local community including public transport, and recreational facilities or services; and*

*(j) carrying out any caring responsibilities the adult has for a child.*



# Purpose of a SAR, Local Process and Timelines

*(3) For the purposes of this regulation an adult is to be regarded as being unable to achieve an outcome if the adult—*

*(a) is unable to achieve it without assistance;*

*(b) is able to achieve it without assistance but doing so causes the adult significant pain, distress or anxiety;*

*(c) is able to achieve it without assistance but doing so endangers or is likely to endanger the health or safety of the adult, or of others; or*

*(d) is able to achieve it without assistance but takes significantly longer than would normally be expected.*

*(4) Where the level of an adult's needs fluctuates, in determining whether the adult's needs meet the eligibility criteria, the local authority must take into account the adult's circumstances over such period as it considers necessary to establish accurately the adult's level of need.*

## 2.3 Referral & Decision

If agency representatives are unsure whether to refer a case, it is recommended that a discussion takes place with the relevant Board office who can give appropriate advice.

Any agency can make a referral for a SAR where it is believed that it meets the criteria. Referrals should be made via an organisation's safeguarding lead, using the LLR SAB SAR referral form (Appendix 1) and e-mailed to [lsab@leicester.gov.uk](mailto:lsab@leicester.gov.uk) for Leicester City or [sbbo@leics.gov.uk](mailto:sbbo@leics.gov.uk) for Leicestershire & Rutland. Upon receipt of the referral, the Board Office will, within 5 working days, send an email to the referrer confirming receipt. The Board Office will also notify the following individuals that the referral has been made:

- SAB Independent Chair
- SAB Legal Advisor
- SAB Review Subgroup / Case Review Group Chair

The referral must be heard at a meeting of the SAB Review Subgroup / Case Review Group within 5 weeks of the date that it is received (unless the SAB Review Subgroup/Case Review Group Chair determines that it must be heard sooner, in which case an extraordinary meeting will be called). Referrals made less than 7 calendar days prior to the scheduled meeting of the SAB Review Subgroup / Case Review Group will be heard at the subsequent meeting, unless there is a reason it must be heard sooner. There is an expectation that members of the group will have checked if the person(s) is known to their agency prior to the meeting to support effective decision-making.

# Purpose of a SAR, Local Process and Timelines

After the SAR referral has been heard, the LSAB Review Subgroup may decide that further information is required to support the decision-making process. Where this is required, the request for further information should be provided by organisations, within 10 working days of receiving the additional information request and in time for the information to be considered at the subsequent LSAB Review Subgroup/ Case Review Group. The request for further information needs to clearly set out the information needed to make a decision – e.g. based upon the SAR criteria.

Having considered the SAR referral, legal advice and, where relevant, the additional information provided, it will be the responsibility of the SAB Review Subgroup / Case Review Group to make a recommendation to the SAB Independent Chair about whether or not to commission a safeguarding adults review (see Appendix 2 for relevant form) and the scope of this. The SAB Independent Chair will notify the SAB Review Subgroup / Case Review Group of their decision.

## 2.4 Review Timeline

Section 14.173 of the Statutory Guidance states, *'The SAB should aim for completion of a SAR within a reasonable period of time and in any event within 6 months of initiating it, unless there are good reasons for a longer period being required; for example, because of potential prejudice to related court proceedings.'*

To ensure that reviews are completed in line with statutory guidance, the timeframes at Appendix I for safeguarding adults' reviews have been agreed locally.

SABs will use flexible approaches to SARs to ensure that they are able to gain and respond to learning in a timely manner; this could include methodologies such as Action Learning, Peer Review, SARs in Rapid Time, Root Cause Analysis or Appreciative Inquiry in place of the traditional panel-based approach.

# Contact with the Individual at the Centre of the Review and/or Their Family

## 3.1 Statutory Guidance & Best Practice

The ADASS and LGA publication 'Making Safeguarding Personal for safeguarding adults boards' (Lawson, 2017) recommends that '*Safeguarding adult reviews (SARs) and other review processes engage with people in receipt of support and services and/or their families*'

Department of Health and Social Care statutory guidance outlines the following in relation to the adult, their family, and friends when it comes to SARs: '*7.3 There is also a separate duty to arrange an independent advocate for adults who are subject to a safeguarding enquiry or Safeguarding Adults Review (SAR)...*

*14.54 The Care Act requires that each local authority must arrange for an independent advocate to represent and support an adult who is the subject of a safeguarding enquiry or Safeguarding Adult Review where the adult has 'substantial difficulty' in being involved in the process and where there is no other suitable person to represent and support them...*

*14.165 Early discussions need to take place with the adult, family and friends to agree how they wish to be involved. The adult who is the subject of any SAR need not have been in receipt of care and support services for the SAB to arrange a review in relation to them.'*

## 3.2 Local Approach

Engagement of the individual at the centre of the review and/or their family will be authorised by SAB Review Subgroup / Case Review Group and facilitated by the SAB Board Office. To enable the individual and/or their family to be fully briefed on what to expect from the review, contact will be made after the review methodology has been agreed. However, wherever possible contact must be made early enough to enable the individual and/or their family to contribute to the terms of reference of the review should they choose to.

SAB Board Officer will be the main point of contact for the individual and/or their family throughout the review. Early discussions will take place to agree how they wish to be involved. Should an independent advocate be required, the Board Office will liaise with the relevant Adult Social Care Local Authority in order to arrange this. Where such services exist, consideration should be given to signposting the individual and/or their family to independent services who will support them through the review process. One such example is AAFDA who in certain circumstances would be able to offer independent guidance and support throughout the review <https://aafda.org.uk/>

# Roles and Responsibilities

## **4.1 SAB Independent Chair:**

- Decide whether or not a SAR should be undertaken
- In conjunction with SAB Board Members, sign off final Overview Report, Executive Summary and recommendations, ensuring that multi-agency recommendations have Specific Measurable Achievable Realistic and Timebound (SMART) actions and clear action owners
- In conjunction with SAB Board Members make a decision about publication

## **4.2 SAB Review Sub Group/Case Review Group Members:**

- Scrutinise and analyse information provided to support the group in making recommendations to the SAB Independent Chair
- Coordinate additional information from own agencies as required to make a recommendation about whether or not to commission a SAR and to determine the scope of the SAR
- Determine SAR methodology
- Agree draft Terms of Reference
- Agree draft scoping period
- Confirm organisations to be involved in the review. Confirm initial membership of panel (or attendance at learning event etc. dependant on the review methodology)
- Approve any changes to Terms of Reference and scoping period
- Approve any changes to panel membership
- Ensure that relevant members of own organisation (including Board Member, agency report author, SAR Panel Member) are updated about commissioned SARs (including sharing review timeline, terms of reference, emerging learning as appropriate)
- Quality assure final draft of Overview Report, Executive Summary and recommendations, ensuring that the review is of a sufficiently high standard and that wherever possible, multi-agency recommendations are SMART and clearly identify the responsible organisation
- Ensure own organisation is adequately represented at relevant meetings (i.e. Review Sub Group / Case Review Report meetings, SAR panel meetings, SAR publication meetings) and in key discussions
- Review Sub Group / Case Review Group chair to chair SAR publication meetings
- Ensure that individual agency learning from SARs is shared within own organisation and that assurance is provided to the relevant SAB sub group that this has been done
- Oversee the setting up of the SAR Action Plan to monitor the progress of the actions from the recommendations
- Be the main point of contact within own organisation for single agency SAR actions updates

## **4.3 Panel Members / Review Participants:**

- Attend and contribute to panel meetings (or learning events / audits etc depending on methodology used)
- Contribute agency information and/or specialist knowledge to the review

# Roles and Responsibilities

- Support the development of a positive learning environment across the partnership and support the SAR author to extract learning from the review
- Analyse information provided and support the SAR author to develop review recommendations
- Have an awareness of the legislation and statutory guidance in relation to SARs and ensure that appropriate systems learning is developed whilst adhering to review timelines
- Quality assure drafts of Overview Report, Executive Summary and recommendations, ensuring that the review is of a sufficiently high standard and that multi-agency recommendations are SMART and clearly identify the responsible organisation
- Escalate to Review Subgroup / Case Review Group where recommendations do not have a clear owner
- Arrange for sign off (at senior officer level) final draft reports prior to them being sent to Review Subgroup / Case Review Group and the Board

## **4.4 Board Office:**

- Project manage SARs to ensure that they are completed to a sufficient standard within an appropriate timeframe
- Prepare report including draft terms of reference, draft scoping period, proposed methodology, initial panel membership and proposed timeline for the Review Sub Group's / Case Review Group's consideration
- In conjunction with SAB Review Subgroup Chair, commission independent SAR chair/author
- Inform individual central to the review and/or their family about the SAR and remain point of contact throughout
- Provide regular updates on SAR progress both verbally and in writing at Review Sub Group / Case Review Group
- Request and collate single and multi-agency SAR actions updates

## **4.5 SAR Independent Lead Reviewer:**

- Review the initial panel membership
- Review and confirm Terms of Reference
- Review and confirm scoping period
- Notify SAB Review Subgroup / Case Review Group (who will maintain oversight) of any changes to scoping period, panel membership, terms of reference throughout the review
- Facilitate review in line with the chosen methodology
- Identify systems learning and specific and achievable recommendations related to this learning
- Produce Overview Report, Executive Summary and recommendations, ensuring that the review is of a sufficiently high standard

# Resolving Disagreements and Information Sharing and Retention

## **Resolving Disagreements:**

Where disagreements occur, they are to be resolved wherever possible through the SAR methodology chosen (i.e. one-day learning event / traditional serious case review model with panel meetings). There is also the option for disagreements to be escalated in line with the SAB Constitution. However, to maintain the independence of the SAR Lead Reviewer, ultimately, any disagreements which cannot be resolved will be noted in the Overview Report.

## **Information Sharing and Retention:**

Section 44 of the Care Act 2014 states '*Each member of the SAB must co-operate in and contribute to the carrying out of a review under this section with a view to— (a) identifying the lessons to be learnt from the adult's case, and (b) applying those lessons to future cases*'. Section 45 of the Care Act 2014 outlines compliance in relation to supply of information and can be read here:

<http://www.legislation.gov.uk/ukpga/2014/23/part/1/crossheading/safeguarding-adults-at-risk-of-abuse-or-neglect/enacted>

The LSAB's multi-agency information sharing agreement can be found on the Safeguarding Adults Boards Multi-Agency Policy and Procedures website which can be found here:

<http://www.llsafeguarding.co.uk>

Information received for the purpose of Safeguarding Adults Reviews must not be stored for longer than necessary and must not be used or shared in anyway without the prior consent of the SAB or one of its Sub Groups.

# Sign-Off and Publication

Once the final drafts of the Executive Summary and Overview Report have been produced, the reports are:

- A. Tabled at the SAB Review Subgroup / Case Review Group for information, to reflect on the review process, and for quality assurance
- B. Referred to Senior Officers within organisations to check and sign off the reports
- C. Presented at the SAB Board Meeting for final sign off, and decisions around publication

Following sign-off of the Safeguarding Adults Review reports and recommendations, it will be the responsibility of the main SAB Board to determine publication of the review. There is no requirement for a SAB to publish a safeguarding adults review that it has commissioned. However, [Department of Health & Social Care \(2017\) Care and support statutory guidance](#) does identify that, '*In the interest of transparency and disseminating learning the SAB should consider publishing the reports within the legal parameters about confidentiality*'. As such, consideration will need to be given to the specific details of each review and whether publication is approved, on a case by case basis.

The Leicester and Leicestershire and Rutland SABs will work on the basis that all local SARs will be published, except in exceptional circumstances. The SARs will be published for a period of at least one year.

Options for publication include but are not limited to, publishing on the SAB website or sharing with the National SAR Library. Where publication is agreed, the Review Sub Group Chair / Case Review Group Chair will chair SAR publication meetings as required, with meetings being supported by the SAB Board Office.

It will be important to note that the Care Act 2014 Schedule 2 mandates that as soon as is feasible after the end of each financial year, an SAB must publish a report on what it has done during that year, including:

*(d) the findings of the reviews arranged by it under section 44 (safeguarding adults reviews) which have concluded in that year (whether or not they began in that year),*

*(e) the reviews arranged by it under that section which are ongoing at the end of that year (whether or not they began in that year),*

*(f) what it has done during that year to implement the findings of reviews arranged by it under that section, and*

*(g) where it decides during that year not to implement a finding of a review arranged by it under that section, the reasons for its decision.*

# Parallel Processes

Where there are parallel processes or reviews, Statutory Guidance should be taken into consideration as follows:

## *'Links with other reviews*

*14.174 When victims of domestic homicide are aged between 16 and 18, there are separate requirements in statutory guidance for both a child Serious Case Review (SCR) and a Domestic Homicide Review (DHR). Where such reviews may be relevant to SAR (for example, because they concern the same perpetrator), consideration should be given to how SARs, DHRs and SCRs 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 aspects of the reviews can be commissioned jointly so as to reduce duplication of work for the organisations involved.*

*14.175 In setting up a SAR the SAB should also consider how the process can dovetail with any other relevant investigations that are running parallel, such as a child SCR or DHR, a criminal investigation or an inquest.*

*14.176 It may be helpful when running a SAR and DHR or child SCR in parallel to establish at the outset all the relevant areas that need to be addressed, to reduce potential for duplication for families and staff. Any SAR will need to take account of a coroner's inquiry, and, or, any criminal investigation related to the case, including disclosure issues, to ensure that relevant information can be shared without incurring significant delay in the review process. It will be the responsibility of the manager of the SAR to ensure contact is made with the Chair of any parallel process in order to minimise avoidable duplication.'*

Locally, as soon as it is recognised that a SAR may be run in parallel with another review (for example a Child Practice Review, a Learning Disability Mortality Review (LeDeR) or a DHR, the SAB Board Office will make contact with the relevant bodies running the other review/s in order to minimise avoidable duplication. This is likely to involve arranging a joint meeting to establish at the outset how the SAR process will dovetail into any other review running parallel.

If a parallel process, such as a criminal investigation, will impact how the review can progress, the review will progress as far as possible with interim findings and pause the review until it can be further progressed.



# Lessons Identified, Lessons Learnt and Sharing Learning

## Lessons Identified & Lessons Learnt

Learning from reviews will focus primarily on systems learning and improvement.

Single agency actions developed in response to single agency recommendations will be monitored by the Leicester Review Sub Group to ensure that they are achieved. For Leicestershire and Rutland, the onus will be on single agencies to ensure that their actions are completed.

Single and/or multiagency actions developed in response to Overview Report recommendations will also be monitored by the Leicester Review Sub Group to ensure that they are achieved.

Upon all the actions from a review being complete, the Review Sub Group/Case Review Group has the option of seeking assurance that the completed actions have made a difference in practice and that learning has been embedded i.e. assurance that lessons identified have indeed been learnt. Where it is found not to be the case, remedial action will be taken. The detail of how assurance will be sought will be in line with the Quality Assurance Framework for each SAB.

## Sharing Learning

Learning from reviews will be disseminated to the workforce to improve practice including through briefing papers on learning from reviews and tools that can be disseminated and used across agencies.

In line with the Leicester SAB Training Strategy, once a SAR has been completed and signed off at Board, the Leicester Review Sub Group will refer the review to the Training Sub Group:

- The Review Subgroup will refer in any multi-agency training related recommendations from Safeguarding Adults Reviews (SARs) to the Training subgroup for action. It will be the responsibility of the training subgroup to action these recommendations by commissioning multi-agency training. The Training Subgroup will provide feedback of outcomes to the Review Subgroup who will then sign them off as complete.
- Each partner will be responsible for sharing the relevant learning from SARs within their own agency. The Training Subgroup will be responsible for collating assurance that this has been completed.
- In addition, awareness-raising from SARs will be facilitated to staff by the Training Subgroup through a variety of methods i.e. conferences, multi-agency workshops, briefing papers, presentations at relevant meetings. Opportunities for collaboration across Leicester, Leicestershire and Rutland as well as the rest of the East Midlands region will be sought as appropriate.
- Awareness-raising from SARs in relation to the local community, service users, carers and families will be co-ordinated by the Engagement Subgroup. Opportunities will be sought for collaboration between the Training subgroup and Engagement subgroup.

Leicestershire and Rutland SAB will identify routes for dissemination of learning from SARs through SAB communications, the LLR SAB Trainers Network and partners training and development functions. Learning will be disseminated through regular safeguarding conferences and the SAB may commission specific training or resources to disseminate learning as identified during action planning.

# Appendix I - Timeline

SAR Referral	and Decision
Action	Timeframe
Referral made	As soon as is reasonable after case has been identified
Referral sent to SAB Review Subgroup / Case Review Group members to consider agency involvement in advance of meeting 1	At least 7 calendar days prior to meeting 1
Referral heard at SAB Review Subgroup / Case Review Group meeting 1	Within 5 weeks from initial referral
Additional information letters issued (if required)	Within 1 day of SAB Review Subgroup / Case Review Group meeting 1
Additional information return: Organisations provide return on template	Within 10 working days of request for information
Report prepared, collating all information provided	c.5 days from deadline 5 working days before meeting. In time to go out with papers for SAB Review Subgroup / Case Review Group 2 meeting (to be held the month after SAB Review Subgroup / Case Review Group 1 meeting)
SAB Review Subgroup / Case Review Group makes recommendation to SAB Independent Chair	As soon as is practicable once it is agreed that there is enough information available to make a recommendation

Completion of SAR within 6	months of it being	initiated
Action	Timeframe	Month
SAB Independent Chair commissions SAR	Day 0	1
SAB Board Office requests further information required to scope the review (i.e. a chronology)	Day 1	1
SAB Board Office informs HM Coroner of intention to commission SAR (in relevant cases)	Day 7	1
SAB Board Office informs statutory SAB Board Members of intention to commission SAR	Day 7	1
Safeguarding leads arrange for further information to be completed (if required) and returned to SAB Board Office	Day 15 (This allows 2 weeks for information to be provided. No analysis required at this stage)	1
SAB Board Office collates further information and sends out with papers for Review Subgroup / Case Review Group meeting 3 along with updated report including: draft terms of reference, proposed methodology, draft scoping period, and proposed review membership	Day 21	1

# Appendix I - Timeline

Completion of SAR within 6	months of it being	initiated
Action	Timeframe	Month
At SAB Review Subgroup / Case Review Group meeting 3, group members confirm draft terms of reference, scoping period, review membership, and SAR methodology	Day 28	1
Board Manager in conjunction with SAB Review Subgroup / Case Review Group Chair, commissions independent SAR lead reviewer taking into account chosen methodology	Between days 28 and 70 (This allows up to 6 weeks for SAR author to be commissioned)	2
SAB Board Office facilitates contact with individual involved in the review (if still alive, or family of the deceased if not) . Utilise existing contacts to reduce pressure on the family.	Day 35	2
At Review Subgroup / Case Review Group meeting 4, update on progress to be provided by SAB Board Office	Day 56	2
Independent SAR lead reviewer reviews draft terms of reference, scoping period, and review membership, and in conjunction with SAR panel members and SAB Board Office, confirms which agencies are to provide Summary Reports (which could be Individual Management Reviews (IMRs) or other reports/input dependant on chosen methodology) and which agencies are to provide	Day 60 (Dependent on time taken to commission reviewer)  This allows time for Independent SAR lead reviewer having been commissioned, to read up on the material gathered to date and review terms of reference etc.)	3
IMR Briefing date set (if applicable) and Safeguarding leads informed of this date	Day 63	3
Safeguarding leads to identify Summary Report authors and inform SAB Board Office	Day 74	3
At Review Subgroup / Case Review Group Meeting 5, group members to have oversight of and agree proposed changes to terms of reference, scoping period, panel membership etc	Day 84	3
SAB Board Office to facilitate IMR Briefing (if required)	Day 85	3
Safeguarding leads arrange for Summary Reports (or other reports) to be completed and returned to SAB Board Office	Day 127 (This allows 6 weeks from the date of the IMR briefing to completion of the IMR reports)	4
Learning extracted (this part of the SAR process will be dependent on the methodology chosen. It may involve a one-day learning event or a series of panel meetings, a desktop review, or a multi-agency audit etc)	Between days 127 and 155	5
First draft of Overview Report written and shared, followed by amendments, subsequent drafts and senior officer sign off	Between days 156 and 186	6