

Process for Resolution of Professional Disagreements Relating to the Safeguarding & Protection of Children

Multi Agency Escalation Process

Effective working together depends on an open approach and honest relationships between agencies. Problem resolution is an integral part of healthy challenge, professional co-operation and joint working to safeguard children

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INTRODUCTION

This process outlines the steps to be taken when there are disagreements between practitioners (from different agencies) in relation to concerns about the safety and welfare of a child or young person, and/or action being taken to safeguard them. This process ensures that all professionals have a quick and straightforward means of resolving professional differences in order to safeguard the welfare of children.

When working with children and families there will inevitably be times when practitioners have differing views on the best course of action, and when made respectfully, challenge can promote reflection and may foster creative ways of working. However, without appropriate management, disagreements can negatively impact on working relationships and consequently on the ability to safeguard children. Professional disagreements always require constructive management and timely resolution.

In order to support and challenge constructively, a clear process needs to be in place to ensure that practitioners understand the steps they should take. This process should be measured in its approach to allow practitioners the opportunity to openly discuss their concerns. However, where these remain unresolved there should be a clear and formal process to manage.

BACKGROUND

Effective working together depends on an open approach and honest relationships between agencies. Problem resolution is an integral part of healthy challenge, professional co-operation and joint working to safeguard children. Case Reviews have highlighted a lack of awareness and use of escalation within agencies. This can lead to drift and delay and means that practitioners are not able to satisfactorily resolve professional disagreements and safeguard children effectively.

This policy applies to all agencies working with children and provides professionals with a framework within which they can raise concerns about decisions/actions in a way that:

- Avoids professional anxiety or disagreement that puts children at risk and potentially obscures the focus of the child
- Resolve the difficulties within and between agencies quickly and openly
- Identifies any areas of practice where there is a need for clarity or review of multi-agency policies/procedures or address training needs.

Differences in professional opinions can arise when professionals deem decisions not to be in the best interests of the child – some examples of when this is likely to occur are listed below:

- Levels of need and intervention - differing opinions about thresholds
- Differences in the handling of referrals/requests for services between agencies
- Lack of understanding about roles and responsibilities
- Disagreement regarding decision making and action to be taken
- Differences in opinion with regards to planning
- Concern about the action or inaction of another professional in relation to the safety and wellbeing of a child or family member
- The need for communication/sharing of information
- Concerns that there is a drift or unreasonable delay in case progression
- Disagreement over the provision of services

Throughout our work the safety and wellbeing of the child or young person is the primary concern, and professional disputes must not obstruct this. If you feel that a practitioner or an agency is not acting in the best interests of a child, you have a responsibility to respectfully challenge and to follow this process if required.

PRINCIPLES OF RESOLUTION

When trying to resolve disagreements, practitioners should work within the following principles:

- The safety and wellbeing of the child or young person is paramount
- The child or young person should remain at the centre of all professional discussions
- Ensuring that the right conversations are had with the right people at the right time
- To resolve disagreement using a restorative and solution focused approach which includes appropriate and respectful challenge
- Professionals must share the key information and their interpretation and assessment appropriately, and what may be the likely impact on the child
- Professionals should consider what needs to be achieved to resolve the problem
- Resolving disagreements in a timely manner
- Concerns, actions, responses and outcomes must be recorded and agreed
- The process must be open and transparent
- Avoid professional disagreement which may place children at further risk of obscuring the focus of the child or which may delay decision making

PROCESS – A STAGED APPROACH

Professional to Professional

It is expected that most disagreements can be resolved by professionals discussing the concerns and agreeing a way forward to meet the child's needs; this is good partnership working. Prior to any formal escalation there should be a conversation applying the principles outlined above. The concerns should be clearly explained and supported with evidence/research, as appropriate, and reference to local thresholds. Please follow any internal guidelines/processes for internal escalation.

An example of professional to professional resolution would be: A teacher and a health visitor disagree in a child in need meeting, regarding part of the plan. They discuss it outside of the meeting and having listened to each other's viewpoint they are agreed on the way forward. The health visitor discusses this with her team manager (supervisor) who also agrees the outcome seems appropriate and no further action is required.

Whilst the process is usually linear and should be a tiered approach- **If there are significant concerns for the child's well-being and safety at any stage of this process and there is potentially no resolution, then the case should be escalated directly to the safeguarding partners (stage 3).** Additionally, it should be noted that the 5 working days referred to is for guidance only, and whilst we would expect resolution within this timeframe, there may be circumstances where it is acceptable/unavoidable and deemed safe to go outside these parameters. **Moreover, there will be situations where it will not be appropriate/safe to wait before proceeding to the next level.**

FORMAL ESCALATION

Stage One: If not already consulted, both practitioners should discuss with their **safeguarding lead/manager**¹. If after this discussion it is felt there is a need to escalate the following process should be followed.

An example of formal escalation would be: The safeguarding named midwife has raised concerns with the social worker about the birth plan for an unborn baby as she does not feel it addresses the multiple risks. After several days the social worker has not responded and the midwife has not been able to contact her by phone. The baby is due to be born within the week and so the safeguarding midwife decides to escalate the concerns to the Service Manager and alerts the Head of Safeguarding and the Head of Social Work to ensure an urgent response.

A discussion should then take place between the respective safeguarding leads/managers and a resolution sought within **5 working days**. The lead/manager initiating the process should **inform the Safeguarding Partnership Manager** that the escalation process has been triggered via SafeguardingUnit@barnsley.gov.uk (marked for the attention of Partnership Manager). The Safeguarding Partnership Manager will record this on the escalation tracker. The escalation record in appendix 1 should be initiated to **record the discussion** and outcomes; this should be updated throughout the process.

Where an acceptable resolution is reached the receiving line manager will confirm the agreed outcome of the concern and how any outstanding issues will be pursued. This must be

¹ For agencies where there is no safeguarding lead, a line manager should take on this function or for the voluntary/faith sector, a member of the committee.

documented, in writing to their counterpart, within a further 5 working days, using the escalation record (appendix 1). The manager must also ensure that the worker who first raised the initial concern is aware of the resolution, in addition to the Safeguarding Partnership Manager, who will update the tracker accordingly.

Stage Two: If it has not been possible to reach a satisfactory solution at stage one; the lead/manager will **progress the discussion with the next tier of management**. This progression should continue until it reaches a resolution and will culminate at the Head of Service (or equivalent). At this stage the organisations **representative on the Safeguarding Partnership (and for Health the Designated Nurse)** should be made aware of the escalation to provide intervention/support as appropriate. As with stage one, this should take no longer than **5 working days**, the process should be **recorded** on the escalation record, the **Safeguarding Partnership Manager is informed**, and the tracker updated. The agreed outcome should also be recorded and notified as in stage one.

Stage Three: In rare circumstances where a resolution has not been achieved the Heads of Service or equivalent (in the case of health the Designated Nurse) should escalate the case to the Safeguarding Partners for final resolution. The Partnership Manager should inform all involved of the conclusion reached.

Stage 1, 2, 3 are all formal stages of the escalation process and as such a notification should be made to the Partnership Manager at commencement. Thereafter the initiating safeguarding lead/manager should update him/her regarding progress made at each step of the process or every 5 working days. Additionally, the escalation record should be used to record each stage and should be sent to the Partnership Manager at conclusion of the process, for embedding in the tracker. Additionally, any learning should be extracted and be addressed as appropriate i.e. any perceived policy changes or training would be escalated to the Policy, Procedure and Workforce Practice and Development (PPWPD) sub group of the Partnership. As a consequence, we would hope to avoid the need for future disagreements.

Please note whilst this is generally a tiered approach, if there are significant concerns for the safety and welfare of the child, they should be escalated straight to level 3.

ESCALATION RECORD

Escalation Proforma

(copy to be kept on service user file and sent to the Safeguarding Partnership Manager at resolution)

Date Escalation and Record Commenced:

1 Name of child/young person		
DOB:		
Address:		
Name, Role and Agency of person completing this form:		
Name, Role and Agency of others involved:		
Brief details of the professional disagreement:		
2 Has the disagreement been resolved at Stage 1	YES	NO
If yes, what was agreed?		
Please complete box 4 and 5		
3 Has the disagreement been resolved at Stage 2	YES	NO
If yes, what was agreed?		
4 What is the learning for your agency from this case?		
5 Is there learning for the wider safeguarding partnership?		
A requirement for staff training	YES	NO
Development of new policy, procedure or process	YES	NO
Further discussion at a particular Partnership Sub-Group	YES	NO
Other Comments		

Please send the completed form via secure email to: SafeguardingUnit@barnsley.gov.uk

MAXIMUM TIMESCALES

Do not delay if inaction will increase the risk to a child. Where there are significant and urgent concerns these must be expedited and progressed straight to level 3 if required.

