

**Redbridge**

**Local Safeguarding Children Board (LSCB)**

# **Resolution and Escalation Policy**

**3<sup>rd</sup> Edition**  
**Updated June 2019**  
**Review Date June 2021**

## **1. Introduction**

- 1.1 This policy has been developed by Redbridge Local Safeguarding Children Board (LSCB) to ensure that all agencies working with children and young people in the Redbridge (including Health, Education, Housing, Children's Social Care, Adult Services, Probation, Police and community and voluntary sector organisations), have access to a straight forward multi-agency policy to quickly resolve, and where necessary escalate, professional differences where there are concerns that the welfare and safety of children and young people are at risk of being compromised.
- 1.2 The aim of this policy is to promote a culture of partnership working, whereby all agencies working with children, young people and their families feel confident, able and supported to address concerns in situations where there are differences in professional judgements around the response to the well-being and safety of children and young people.
- 1.3 Occasionally situations arise where professional disagreements occur. Disagreements can be healthy and foster creative ways of working with children and their families. However, disagreements can also impact negatively on positive working relationships and consequently on the ability to safeguard and promote the welfare of children. Disagreements always require resolution.
- 1.4 The child's safety and wellbeing must be the paramount consideration at all times and professional differences must not distract from timely and clear decision making. All professionals working with children and families have a duty to act assertively and proactively to ensure that the child's welfare is seen as a priority at all levels of professional activity, as outlined in the statutory guidance [Working Together to Safeguard Children \(2018\)](#) and the [London Child Protection Procedures, 5<sup>th</sup> Edition, 2017](#).
- 1.5 This policy is not designed to replace the statutory complaints processes established within individual partner agencies. All agencies are responsible for ensuring that their staff are supported and know how to appropriately escalate and resolve interagency concerns and disagreements about a child or young person's well-being and the response to safeguarding needs.

## **2 Key Principles**

- 2.1 Professionals should always:
  - Share key information appropriately and often. There can be no justification for failing to share information that will allow action to be taken to protect children.
  - Seek to resolve the issue quickly and at the practice rather than the management level.
  - Ensure that professional differences do not place children at further risk by obscuring the focus on the child or delay decision making.

- Keep focus on the child's safety and welfare at all times.
- Familiarise themselves with the escalation routes within their agency for resolution and escalation.
- Ensure accurate and contemporary recording on the child's file of key decisions and conversations in relation to the resolution process.
- Stay proactively involved; safeguarding is everyone's responsibility.
- Use LSCB resolution process when necessary set out below in section 4.

### 3. Context

3.1 Disagreements between practitioners and agencies can arise at any stage in the safeguarding process and between any of the agencies involved. Some examples of potential areas of disagreement may include:

- Levels of need/threshold
- Concerns in relation to an agency's response to safeguarding concerns
- Roles and responsibilities
- Intra/inter agency communication
- Disagreement on lead agency or professional (this can be at step down or step up to/from children's social care intervention)
- Practice/case management issues

### 4. Process

4.1 In cases where there is a difference of professional opinion and a professional considers a child or young person is at immediate risk of significant harm, concerns must be escalated to a manager and/or safeguarding lead immediately.

4.2 When there is a disagreement over a significant issue, which potentially impacts on the safety and welfare of a child but the child is not considered at immediate risk, the respective workers must identify explicitly the issue they are concerned about, the risk to the child, the nature of the disagreement and what the respective workers aim to achieve.

4.3 The professionals involved in the conflict resolution process must contemporaneously record each intra and inter-agency discussion they have, approve and date the record and place a record on the child's file together with any other written communications and information. The agreed outcome of discussions and how any outstanding issues will be pursued must be recorded.

#### 4.4 Stage 1

In the first instance the professional with concerns should raise the matter with the relevant practitioner/decision maker verbally or in writing **within 2 working days** of the

disagreement or receipt of a decision.

The professional with concerns should provide clear evidence based reasons for their disagreement. The receiving practitioner / decision maker must read and review the case file and **must speak to the concerned professional within 3 working days** and attempt to find a mutually agreeable way forward sought via discussion or meeting.

The matter must be resolved more quickly if delay would fail to protect the child from harm.

Where a resolution is reached the responsible worker will confirm the outcome with the professional who has raised the concerns in writing within a further **2 working days**.

#### 4.5 **Stage 2**

If the professionals are unable to resolve the matter satisfactorily within the timescale, the concern or difficulty should be escalated to their respective line managers **within the same working day** and a resolution should be achieved **within a further 5 working days** or a timescale that protects the child from harm (whichever is less). These first line managers should where necessary seek advice from their agency's designated safeguarding children professional.

Where a resolution is reached the receiving line manager will confirm the outcome with his / her counterpart in the agency raising concerns within a further **2 working days**.

#### 4.6 **Stage 3**

If agreement cannot be reached following the involvement of first line managers **within a further 5 working days or a timescale that protects the child from harm (whichever is less)**, the issue must be referred without delay to the relevant senior manager (e.g. Child Protection and Assessment Team Service Manager / Detective Inspector / Head Teacher or other designated senior manager).

Alternatively (e.g. in health services), input may be sought directly from the named safeguarding children doctor or nurse in preference to the use of line manager.

The [LSCB Business Manager](#) should be copied into disagreements that have escalated to this level.

Following referral to senior managers, a resolution should be achieved **within a further five working days** or a timescale that protects the child from harm (whichever is less). The managers dealing with the issue will involve the Head of Service in their agency if required. Where a resolution is reached the senior manager in the agency receiving the concerns will confirm the outcome with his / her counterpart in the agency raising concerns within a further **two working days**.

#### 4.7 **Stage 4**

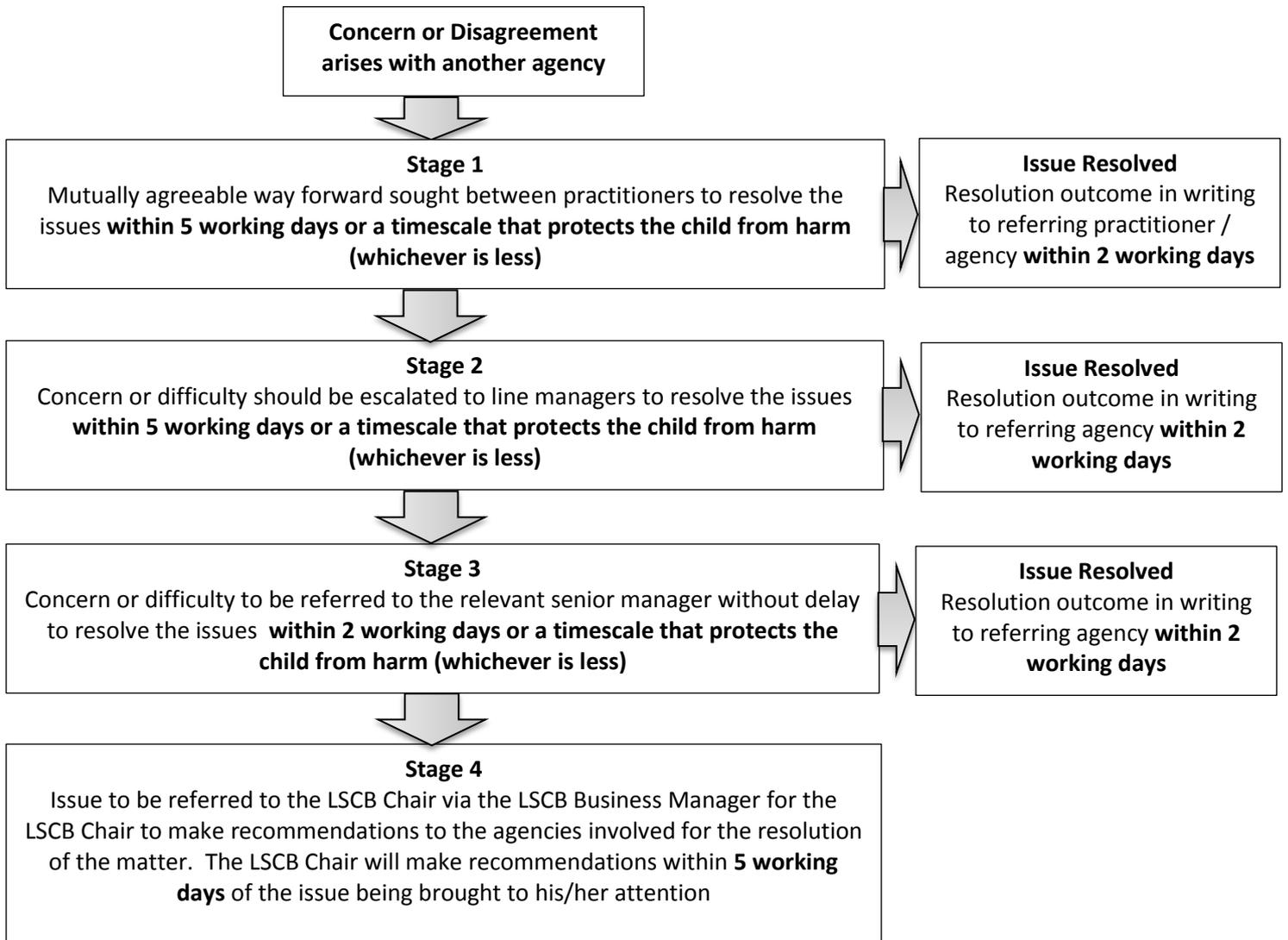
In the unlikely event that the professional disagreements remain unresolved following discussions between respective Heads of Services and/or the discussion raises significant policy issues, the matter must be referred to the Chair of the Redbridge Local Safeguarding Children Board. The [LSCB Business Manager](#) should be copied into disagreements that have escalated to this level.

- 4.8 Should the matter remain unresolved within the timescales, the matter will be referred directly to the Chair of the LSCB via the LSCB Business Manager **within the same working day**. In the absence of the LSCB Chair, the matter will be dealt with by the Vice Chair of the LSCB.

The LSCB Chair may seek further written information and will confer as necessary with senior managers / named / designated professionals in the agencies involved, and others as required, and will make recommendations to the agencies for the resolution of the matter. The LSCB Chair will make recommendations within **five working days** of the issue being brought to his/her attention.

The LSCB is not an operational body and cannot direct the actions of partner agencies. However, the LSCB as a body has a strong expectation that the recommendations of the LSCB Chair, who is independent, will be acted upon.

# Flowchart



## Senior Safeguarding Children Leads in Redbridge

<b>LB Redbridge Adult Social Care and Health Services</b>	
<b>Name</b>	<b>Contact Details</b>
Bob Edwards Director of Integrated Services, NELFT	020 8708 3413 <a href="mailto:Bob.Edwards@nelft.nhs.uk">Bob.Edwards@nelft.nhs.uk</a>
Gladys Xavier Interim Director of Public Health	020 8708 5732 <a href="mailto:Gladys.Xavier@redbridge.gov.uk">Gladys.Xavier@redbridge.gov.uk</a>
Leila Hussain Head of Service, HASS	020 8708 5169 <a href="mailto:Leila.Hussain@redbridge.gov.uk">Leila.Hussain@redbridge.gov.uk</a>
Samira Natafqi-Roberts Head of Safeguarding, Adults & Protection	020 8708 5236 <a href="mailto:Samira.Natafqi-Roberts@redbridge.gov.uk">Samira.Natafqi-Roberts@redbridge.gov.uk</a>
<b>LB Redbridge Children's Services</b>	
<b>Name</b>	<b>Contact Details</b>
Caroline Cutts Operational Director Children and Families	020 8708 5304 <a href="mailto:Caroline.Cutts@redbridge.gov.uk">Caroline.Cutts@redbridge.gov.uk</a>
Catherine Worboyes Head of Child Protection, Early Intervention Service and Community Social Work	020 8708 3902 <a href="mailto:catherine.worboyes@redbridge.gov.uk">catherine.worboyes@redbridge.gov.uk</a>
John Anthony Head of Fostering, Adoption and Placements, LAC and Children with Disabilities Service	020 8708 5976 <a href="mailto:john.anthony@redbridge.gov.uk">john.anthony@redbridge.gov.uk</a>
Chris Ma Head of Positive Activities & YOTPS	020 8708 3110 <a href="mailto:chris.ma@redbridge.gov.uk">chris.ma@redbridge.gov.uk</a>
Sue Bendon Head of Education Welfare Service	020 8708 6013 <a href="mailto:Sue.bendon@redbridge.gov.uk">Sue.bendon@redbridge.gov.uk</a>

<b>Children and Young People's Health</b>	
<b>Name</b>	<b>Contact Details</b>
Graeme Gail-McAndrew Named Professional Safeguarding Children, NELFT	07810 695455 <a href="mailto:Graeme.McAndrew@nhs.net">Graeme.McAndrew@nhs.net</a>
Dr Katherine Odoki Named Doctor Safeguarding Children, NELFT	0300 3001619 Ext: 56972 <a href="mailto:Katherine.odoki@nhs.net">Katherine.odoki@nhs.net</a>
Sue Nichols Designated Nurse Safeguarding Children Redbridge CCG	07769 887 671 <a href="mailto:suenichols@nhs.net">suenichols@nhs.net</a>
Dr Sarah Luke Designated Doctor Safeguarding Children Redbridge CCG	020 8822 3987 <a href="mailto:Sarah.Luke@nelft.nhs.uk">Sarah.Luke@nelft.nhs.uk</a>
Ruth Rothman Interim Nurse Consultant Safeguarding, Redbridge CCG	020 3182 2947 <a href="mailto:Ruth.Rothman@nhs.net">Ruth.Rothman@nhs.net</a>
Stephen Hynes Named Nurse Safeguarding Children Barking, Havering and Redbridge University Hospitals NHS Trust	01708 503 892 <a href="mailto:Stephen.Hynes@bhrhospitals.nhs.uk">Stephen.Hynes@bhrhospitals.nhs.uk</a>
Dr Junaid Solebo Named Doctor Safeguarding Children Barking, Havering and Redbridge University Hospitals NHS Trust	01708 435000 x6350 <a href="mailto:Junaid.Solebo@nhs.net">Junaid.Solebo@nhs.net</a>
Zebina Ratansi Director of Nursing Barts Health NHS Trust	020 539 5522 <a href="mailto:Zebina.Ratansi@bartshealth.nhs.uk">Zebina.Ratansi@bartshealth.nhs.uk</a>
June Freed Named Nurse Safeguarding Children Barts Health NHS Trust	020 8535 6855 <a href="mailto:June.Freed@nhs.net">June.Freed@nhs.net</a>
Dr Nic Wilson Named Doctor Safeguarding Children Barts Health NHS Trust	020 8539 5522 x5141 <a href="mailto:Nic.Wilson@bartshealth.nhs.uk">Nic.Wilson@bartshealth.nhs.uk</a>

### Schools

(Each school is required to have a designated safeguarding lead. Telephone the individual school for the name and contact details.)

### Police

Name	Contact Details
Henry Lindsley Detective Superintendent Safeguarding Command East Area Basic Command Unit (BCU)	01708779251 <a href="mailto:Henry.Lindsley@met.police.uk">Henry.Lindsley@met.police.uk</a>

### Probation

Name	Contact Details
Patsy Wollaston Head of Haringey, Redbridge and Waltham Forest National Probation Service - London	020 8885 8020 <a href="mailto:Patsy.Wollaston@justice.gov.uk">Patsy.Wollaston@justice.gov.uk</a>
Lucy Satchell-Day Area Manager (Area 1) Community Rehabilitation Company	01708 759495 <a href="mailto:Lucy.Satchellday@londoncrc.org.uk">Lucy.Satchellday@londoncrc.org.uk</a>

### LSCB Business Manager

Lesley Perry LSCB & RSAB Business Manager	020 8708 5282 07775399017 <a href="mailto:Lesley.Perry@redbridge.gov.uk">Lesley.Perry@redbridge.gov.uk</a> <a href="http://www.RedbridgeLSCB.org.uk">www.RedbridgeLSCB.org.uk</a>
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