



Escalation Policy

Resolving Professional Difference

February 2023

1. Introduction

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

1.2 Occasionally situations arise when workers within one agency feel that the actions, inaction or decisions of another agency do not adequately safeguard a child. This inter-agency policy defines the process for resolving such professional differences and should be read alongside the London Child Protection Procedures and relevant internal policies on escalating matters of concern.

1.3 Disagreements can arise in a number of areas, but are most likely to arise around:

- **levels of need**
- **roles and responsibilities**
- **the need for action**
- **progressing plans and communication.**

1.4 Where professionals consider that the practice of other professionals is placing children at risk of harm, they must be assertive, act swiftly and ensure that they challenge the relevant professionals in line with this policy.

- The safety of individual children is the paramount consideration in any professional activity.
- Resolution should be sought within the shortest timescale possible to ensure the child is protected.
- As a guide, professionals should attempt to resolve differences through discussion within one working week or a timescale that protects the child from harm (whichever is shortest).
- Disagreements should be resolved at the lowest possible stage

1.5 If a child is thought to be at immediate harm, the Designated Safeguarding Lead in your agency should be informed immediately.

1.6 Any worker who feels that a decision is not safe or is inappropriate can initially consult their supervisor/manager to clarify their thinking if required. They should be

able to evidence the nature and source of the concerns and should keep a record of all discussions.

- 1.7 Individuals may wish to refer to the Escalation Policy for their organisation to clarify the approach required.
- 1.8 Concerns relating to decisions, suspected wrongdoing or dangers at work within an agency, should be raised in line with each agencies' policies for dealing with such matters, including but not limited to those setting out the arrangements for *whistleblowing*.

2. Stages of Resolution

2.1 Stage One: Discuss with the other worker

- 2.2 The people who disagree have a discussion to resolve the problem. This discussion must take place as soon as possible and could be a telephone conversation or a face to face meeting. It should be recognised that differences in status and/or experience may affect the confidence of some workers to pursue this unsupported.

2.3 Stage Two: Escalate to line manager

- 2.4 If the problem is not resolved, the worker should contact their supervisor/ manager within their own agency who should have a discussion with the equivalent supervisor/ manager in the other agency.
- 2.5 The line managers involved should consider whether it would be helpful to convene a professionals' meeting, to obtain the views of other agencies as relevant. Any professionals' meeting will need to adhere to the CHSCP guidance on professionals meetings available [HERE](#).
- 2.6 If the case involves a child subject to a Child Protection Plan or a Looked After Child, the Child Protection Chair and/or Independent Reviewing Officer must also be notified.

2.7 Stage Three: Escalate to senior managers

2.8 If the problem is not resolved at Stage Two, the supervisor/ manager reports to their respective managers. These two managers must attempt to resolve the professional differences through discussion.

2.9 Again, at this stage, a professionals meeting engaging other agencies should be considered if deemed appropriate by the involved managers.

2.10 If there remains disagreement, the expectation is that escalation continues through the appropriate tiers of management in each organisation until the matter is resolved. The respective agency members of the City & Hackney Safeguarding Children Partnership (CHSCP) should be engaged in seeking resolution before the case is raised with the CHSCP Independent Child Safeguarding Commissioner.

2.11 Stage Four: Resolution by the Independent Safeguarding Children Commissioner

2.12 If it has not been possible to resolve the professional differences within the agencies concerned (and after the agency CHSCP members have been involved), the matter should be referred by the concerned agency to the CHSCP Independent Safeguarding Children Commissioner (ISCC), who may either seek to resolve the issue direct with the relevant senior managers, or convene a Resolution Panel.

2.13 The agency raising the dispute must e-mail the details through to chscp@hackney.gov.uk setting out the actions taken to date and the rationale for the involvement of the ISCC.

2.14 The Resolution Panel must consist of senior officers from three agencies who are members of the CHSCP. The senior officers must include the agencies concerned in the professional differences.

2.15 The Panel will receive representations from those involved in the dispute and will collectively resolve the professional differences concerned.

3. Recording

- 3.1 At all stages of the process, actions and decisions must be recorded in writing on the child's file and shared with relevant personnel, to include the worker who raised the initial concern.

4. Escalation Policy Flowchart

