



## Multi-Agency Escalation Policy

### The Resolution of Inter-Agency Disagreements about Safeguarding Children

#### Introduction

The role of an effective partnership is to scrutinise and challenge multi-agency working and the escalation of matters that cause issues on the ground is an essential part of the business of the HSCP and its sub-groups and supports assurance that there is strong and collaborative multi-agency working and improved outcomes for the child.

Occasionally situations arise when professional within one agency feel that the actions, inaction, or decisions of another agency do not adequately safeguard a child. All professionals have a duty to act assertively and proactively to ensure that a child's welfare is paramount in all professional activity, and they must challenge each other where they are concerned that practice is placing children at risk of harm.

Effective working together depends on an open approach, clarity of roles and responsibilities and genuine, and honest, relationships between agencies. Escalation is a process of formally challenging a decision made by professionals and is a means of resolving differences which is an integral part of joint working to continue to safeguard the welfare of children and young people.

#### Purpose

The policy has been developed to support all agencies who are members of the Hounslow Safeguarding Children Partnership (HSCP) to resolve significant strategic and operational professional differences that could impact on the welfare and safety of children and young people. All agencies are responsible for communicating and resolving professional disputes as set out in Working Together to Safeguard Children (2018) and the Pan London Child Protection Procedures (2020).

As the policy is for use by all partners in relation to inter-agency issues, the same timescales and escalation period should apply across all agencies (*although it should be noted that the structural hierarchies may be slightly different in different organisations*). This policy has drawn on the escalation policies of high performing authorities.

***The policy is not designed to replace escalation and complaint processes established within individual partner agencies.***

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## **Definitions**

**Strategic partnership issues** – For the purpose of the policy, the definition of strategic partnership issues, is any matter that has a serious impact on the effectiveness of the HSCP and is likely to relate to roles and responsibilities, professional standards, communication and commitment to partnership working.

**Operational professional disagreement** - The definition of professional disagreement relates to any issue that is likely to or has affected the safety and welfare of a child or young person. It relates to case working and any issues that are identified through the HSCP quality assurance process e.g. case audits and an investigation of a serious incident.

## **Resolution**

Professionals should feel confident to raise concerns and be supported to address issues that arise when there are conflicting professional judgments at an early stage.

Disagreements are most likely to arise around (*this is not an exhaustive list*):

- Levels of need, thresholds and referrals
- Action or inaction by another professional
- Assessment and differences in professional analysis
- Decision making for example Child Protection Conference outcome
- Service provision
- Roles and responsibilities
- Progressing plans
- Communication and information sharing

Professional disagreement can be positive, as challenge allows for review and can develop creative ways of working. However, disagreements can impact negatively on positive working relationships and consequently on the ability to safeguard and promote the welfare of children. Disagreements always require resolution and should be addressed quickly to ensure the child is protected and to avoid issues becoming complex and entrenched.

## **Principles**

All agencies across the partnership have agreed to work in a culture of genuine partnership working and have committed to the following principles:

- The safety and wellbeing of individual children and young people is the paramount consideration in any effective challenge and escalation.
- Effective challenge is a positive action.
- Practitioners should take responsibility for their own cases and actions.
- Any disagreements between agencies should be resolved as simply and quickly as possible.
- Practitioners should respect the views of others, whatever their level of experience, the role they fulfil or agency they represent.

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- Practitioners and managers should always be prepared to review decisions and plans with an open mind.
- Working together effectively depends on resolving disagreements to the satisfaction of workers and agencies, with a genuine commitment to partnership working.
- Ensuring that there is clarity about roles and responsibilities through governance, policies, procedures and practice frameworks.
- Encouraging open and honest communication, based on mutual respect for other partners' expertise, experience and organisational restraints.

***When any professional considers a child is at risk of imminent significant harm, they must ensure that their concerns are escalated on the same working day using established safeguarding procedures.***

## **Process**

***Professionals should attempt to resolve differences through discussion within ONE WORKING WEEK or a timescale that protects the child from harm (whichever is less)***

### **Stage 1: Professional engagement and challenge (Day 0-5 or less)**

In cases where professionals consider a child to be at **imminent** risk of significant harm, concerns must be escalated to their manager/supervisor and/or safeguarding lead on the same working day.

In cases where there are concerns, but the child is not considered to be at an immediate risk of significant harm, professionals should, in the first instance, attempt to resolve differences or concerns through telephone discussion and/or by face to face meeting with the relevant practitioner/agency within 5 working days or a within a timescale that protects the child from harm (whichever is less).

The person raising a concern must always record the following information and a copy of it must be kept on the records of the child subject of the concern. When the concern is escalated, this written information must be provided:

- Name of the child
- Name of practitioner and agency with whom there is a concern
- Brief description of nature of concern and action already taken to resolve the issue
- Outcome sought; any agreed outcome must be placed on the child's records.

There may be instances where disparity in perceived status or experience may inhibit the ability of some professionals to resolve the disagreement without support.

### **Stage 2: Involving the Line Manager (Day 5-10 or less)**

If the professionals are unable to resolve the matter as outlined in stage 1, the concern must be escalated to their line manager within 24 hours and a resolution should be achieved within 5 working days or a within a timescale that protects the child from harm (whichever is less).

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Where concerns are escalated to a line manager, they should be discussed with their counterpart in the other agency. Respective parties must identify explicitly what the problem is and have absolute clarity about the nature of the professional challenge and what each professional aim to achieve. **Line managers must always consider convening a professionals meeting if necessary.**

The outcome of discussions, resolution or actions agreed must be recorded. If the concerns remain unresolved it must also be recorded and escalated to Stage 3 and the organisation safeguarding representative.

***Where a child is subject to a Child Protection Plan (CPP) or a Looked After Child (LAC) the Child Protection Chair or Independent Reviewing Officer must also be notified.***

### **Stage 3: Agency Safeguarding Leads (Day 10-15 or less)**

If agreement cannot be reached following discussions between the line managers as outlined in stage 2, the issue must be escalated to their Team Manager, relevant safeguarding leads or Named or Designated safeguarding lead for the agencies concerned within 24 hours.

At this stage the safeguarding leads must work together to consider a strategy to resolve the matter and will communicate the outcome to the individuals and agencies involved. This should be achieved within 5 working days or within a timescale that protects a child from harm.

### **Stage 4: Head of Service (and if health involvement CCG Designated Safeguarding Professional) (Day 15 – 22 or less)**

If a satisfactory resolution to the concern cannot be achieved at stage 3, the safeguarding leads will escalate the matter to the Head of Service or equivalent within their agency within 2 working days or a within a timescale that protects the child from harm (whichever is less).

Senior safeguarding representatives from respective organisations should review the discussions and actions take throughout stages 1 to 3 and provide clear leadership advice and guidance in order to find a solution to resolve the matter and ensure that it is clearly communicated to the professionals involved and actioned quickly. This should be achieved within 5 working days or within a timescale that protects a child from harm.

### **Stage 5: resolution by Hounslow Safeguarding Children Partnership (HSCP)**

If it has not been possible to resolve professional differences in the steps outlined above and/or the discussion raises significant policy issues, the Head of Service or Designated Safeguarding Lead will refer the matter to the HSCP for resolution within 28 days or less, depending on urgency.

The Independent Advisor of the HSCP should be approached to Chair a meeting of the most senior managers with operational responsibility for the case or convene a conflict resolution panel within 1 month of being notified or within a timescale that is

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appropriate for the issue. This meeting will review the issues at hand and provide a final opportunity for the involved agencies to ensure that there is a full understanding of the issues before the decision is finalised.

The Chair will then report on issues arising from this process to either the appropriate sub-group, partnership board or executive meeting.

### **Important additional notes**

#### **Record keeping**

At all stages of the process, actions and decisions must be recorded in writing and shared with relevant personnel, including the professional who raised the initial concern.

This must include records of any intra and inter agency discussions and actions taken and ensure that this is recorded on the child's file, together with any other written communication and information.

If the process highlights gaps in policies and procedures this must be brought to the attention of the Independent Advisor of the HSCP.

#### **Specific circumstances**

There are certain instances where the escalation policy should be over-ridden and the Director for Children's Services (DCS) and the HSCP should be made immediately aware by whoever first comes to know. These are instances of:

- Child death where safeguarding concerns are identified
- Life changing injury
- Abduction of child on CP plan or in care
- Immediate threat of judicial review; or
- Imminent threat of media attention

#### **Learning from dispute resolutions**

When the issue is resolved or closed, any areas of learning or identified improvement should be considered by the relevant HSCP sub-group. In cases that present specific complexities, consideration should be given to seeking expert advice in respect of evidence-based practice. It may also be useful for individuals to be debriefed following disputes to promote good partnership working.

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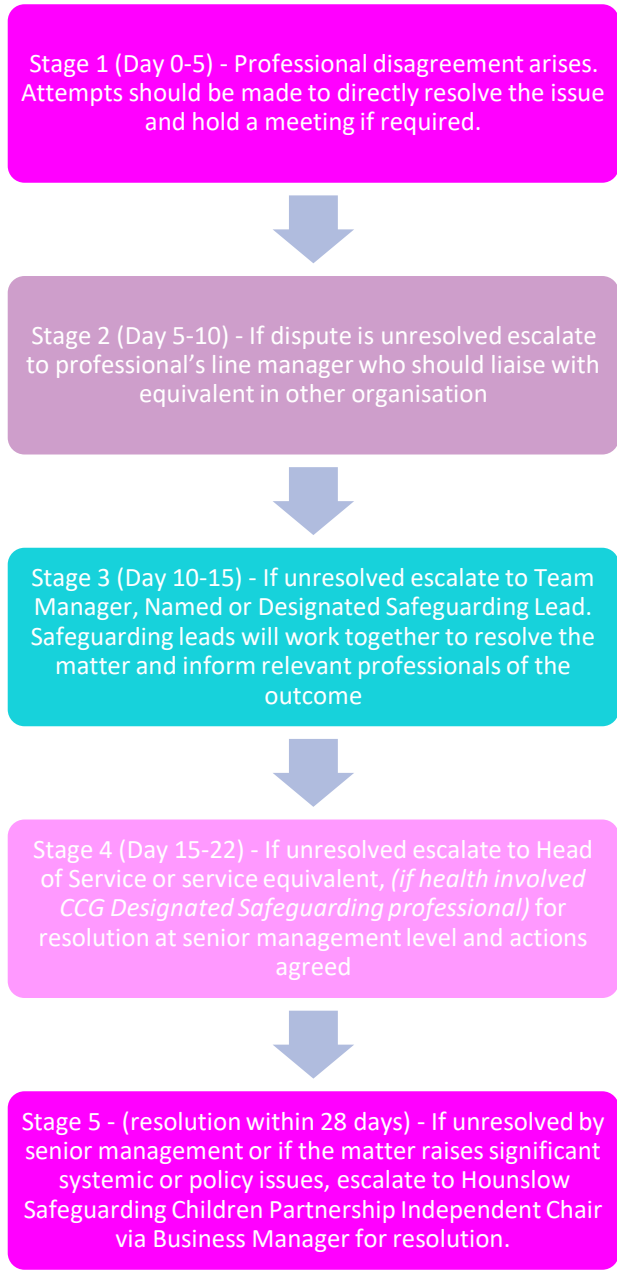
## Appendix 1



### HSCP Escalation Policy Flowchart

*This timeline is the maximum time allowed. When any professional considers a child is at risk of imminent significant harm, they must ensure that their concerns are escalated on the same working day using established safeguarding procedures.*

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**At all stages/ decisions must be recorded in writing and shared with relevant professionals.**

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## HSCP Escalation Policy Contact List

### HSCP Escalation Policy Contact List

FAMILY HELP TEAM				
Stages	Role	Name	Email Address	Phone Number
Stage 2	Assistant Team Manager	Selina Sharma	<a href="mailto:Selina.sharma@hounslow.gov.uk">Selina.sharma@hounslow.gov.uk</a>	0208 583 4267
Stage 2	Interim Assistant Team Manager	Shanie Gill	<a href="mailto:Shanie.Gill@hounslow.gov.uk">Shanie.Gill@hounslow.gov.uk</a>	020 8583 3587
Stage 2	Assistant Team Manager	Tereza Ledlova	<a href="mailto:Tereza.Ledlova@hounslow.gov.uk">Tereza.Ledlova@hounslow.gov.uk</a>	0208 583 3168
Stage 3	Team Manager	Iwona Sadowska	<a href="mailto:Iwona.sadowska@hounslow.gov.uk">Iwona.sadowska@hounslow.gov.uk</a>	0208 583 4234
Stage 4	Head of Service	Sharon Richards	<a href="mailto:Sharon.richards@hounslow.gov.uk">Sharon.richards@hounslow.gov.uk</a>	
FRONT DOOR / MASH				
Stage 1	Supervisor	Gurpreet Khasriya	<a href="mailto:Gurpreet.Khasriya@hounslow.gov.uk">Gurpreet.Khasriya@hounslow.gov.uk</a>	020 583 4867
Stage 2	Assistant Team Manager	Esmeralda Pangendaw	<a href="mailto:Esmeralda.Pangendaw@hounslow.gov.uk">Esmeralda.Pangendaw@hounslow.gov.uk</a>	0208 583 4571
Stage 3	Team Manager	Julia Kelly	<a href="mailto:Julia.kelly@hounslow.gov.uk">Julia.kelly@hounslow.gov.uk</a>	0208 583 2433
Stage 4	Head of Service	Sharon Richards	<a href="mailto:Sharon.richards@hounslow.gov.uk">Sharon.richards@hounslow.gov.uk</a>	
INTAKE TEAM EAST				
Stages	Role	Name	Email Address	Phone Number
Stage 2	Assistant Team Manager	Shannel Miller-Gayle	<a href="mailto:Shannel.Miller-Gayle@hounslow.gov.uk">Shannel.Miller-Gayle@hounslow.gov.uk</a>	
Stage 3	Team Manager	Julia Kelly	<a href="mailto:Julia.kelly@hounslow.gov.uk">Julia.kelly@hounslow.gov.uk</a>	0208 583 2433
Stage 4	Head of Service	Sharon Richards	<a href="mailto:Sharon.richards@hounslow.gov.uk">Sharon.richards@hounslow.gov.uk</a>	
INTAKE TEAM WEST				
Stages	Role	Name	Email Address	Phone Number
Stage 2	Assistant Team Manager	Nikki Gay	<a href="mailto:Nikki.gay@hounslow.gov.uk">Nikki.gay@hounslow.gov.uk</a>	0208 583 3254
Stage 2	Assistant Team Manager	Esther Gosling	<a href="mailto:Esther.Gosling@hounslow.gov.uk">Esther.Gosling@hounslow.gov.uk</a>	020 8583 4522
Stage 3	Team Manager	Julia Kelly	<a href="mailto:Julia.kelly@hounslow.gov.uk">Julia.kelly@hounslow.gov.uk</a>	0208 583 2433

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Stage 4	Head of Service	Sharon Richards	<a href="mailto:Sharon.richards@hounslow.gov.uk">Sharon.richards@hounslow.gov.uk</a>	
SAFEGUARDING & SUPPORT TEAM EAST				
Stages	Role	Name	Email Address	Phone Number
Stage 2	Interim Assistant Team Manager	Allison Scarlett	<a href="mailto:Allison.Scarlett@hounslow.gov.uk">Allison.Scarlett@hounslow.gov.uk</a>	
Stage 2	Assistant Team Manager	Emma Fish	<a href="mailto:Emma.fish@hounslow.gov.uk">Emma.fish@hounslow.gov.uk</a>	0208 583 3346
Stage 2	Assistant Team Manager	James Mace	<a href="mailto:James.Mace@hounslow.gov.uk">James.Mace@hounslow.gov.uk</a>	020 8583 6470
Stage 3	Team Manager	Vhenekai Marita-Bere	<a href="mailto:Vhenekai.Marita-Bere@hounslow.gov.uk">Vhenekai.Marita-Bere@hounslow.gov.uk</a>	0208 583 3211
Stage 4	Head of Service	Jennifer Hopper	<a href="mailto:Jennifer.hopper@hounslow.gov.uk">Jennifer.hopper@hounslow.gov.uk</a>	0208 583 3369
Stage 4	Head of Service	Erin O'Toole	<a href="mailto:erin.otoole@hounslow.gov.uk">erin.otoole@hounslow.gov.uk</a>	020 8583 3327
SAFEGUARDING & SUPPORT TEAM WEST				
Stages	Role	Name	Email Address	Phone Number
Stage 2	Assistant Team Manager	Venita Lall	<a href="mailto:Venita.lall@hounslow.gov.uk">Venita.lall@hounslow.gov.uk</a>	0208 583 3288
Stage 2	Assistant Team Manager	Megan Stacey	<a href="mailto:Megan.Stacey@hounslow.gov.uk">Megan.Stacey@hounslow.gov.uk</a>	0208 583 3065
Stage 2	Assistant Team Manager	Julia Rolt	<a href="mailto:Julia.Rolt@hounslow.gov.uk">Julia.Rolt@hounslow.gov.uk</a>	020 8583 3027
Stage 3	Team Manager	Alison Billinge	<a href="mailto:Alison.Billinge@hounslow.gov.uk">Alison.Billinge@hounslow.gov.uk</a>	0208 583 3259
Stage 4	Head of Service	Jennifer Hopper	<a href="mailto:Jennifer.hopper@hounslow.gov.uk">Jennifer.hopper@hounslow.gov.uk</a>	0208 583 3369
Stage 4	Head of Service	Erin O'Toole	<a href="mailto:erin.otoole@hounslow.gov.uk">erin.otoole@hounslow.gov.uk</a>	0208 583 3327
CHILDREN WITH DISABILITIES SOCIAL WORK TEAM				
Stages	Role	Name	Email Address	Phone Number
Stage 2	Assistant Team Manager	Michael Butterworth	<a href="mailto:Michael.Butterworth@hounslow.gov.uk">Michael.Butterworth@hounslow.gov.uk</a>	
Stage 2	Acting Assistant Team Manager	Dimple Grewal	<a href="mailto:Dimple.Grewal@hounslow.gov.uk">Dimple.Grewal@hounslow.gov.uk</a>	0208 583 4633
Stage 3	Service Manager	Richard Johnson	<a href="mailto:Richard.Johnson@hounslow.gov.uk">Richard.Johnson@hounslow.gov.uk</a>	
Stage 4	Head of Adolescent Services	Phil Hopkins	<a href="mailto:Phil.Hopkins@hounslow.gov.uk">Phil.Hopkins@hounslow.gov.uk</a>	0208 583 6482
THROUGH CARE TEAM				
Stages	Role	Name	Email Address	Phone Number
Stage 2	Assistant Team Manager	Elizabeth Edwards	<a href="mailto:Elizabeth.Edwards@hounslow.gov.uk">Elizabeth.Edwards@hounslow.gov.uk</a>	0208 583 3178
Stage 2	Assistant Team Manager	Amy Keane	<a href="mailto:Amy.Keane@hounslow.gov.uk">Amy.Keane@hounslow.gov.uk</a>	0208 583 6295

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Stage 2	Assistant Team Manager	Jade Ferguson-Duncan	<a href="mailto:Jade.ferguson-duncan@hounslow.gov.uk">Jade.ferguson-duncan@hounslow.gov.uk</a>	0208 583 5087
Stage 2	Interim Assistant Team Manager	Joese DunkleyAberdeen	<a href="mailto:Joese.Dunkley-Aberdeen@hounslow.gov.uk">Joese.Dunkley-Aberdeen@hounslow.gov.uk</a>	
Stage 3	Team Manager	Joanna Woodward	<a href="mailto:Joanna.Woodward@hounslow.gov.uk">Joanna.Woodward@hounslow.gov.uk</a>	0208 583 3141
Stage 4	Head of Service	Lara Wood	<a href="mailto:Lara.Wood@hounslow.gov.uk">Lara.Wood@hounslow.gov.uk</a>	

#### LEAVING CARE TEAM

Stages	Role	Name	Email Address	Phone Number
Stage 2	Assistant Team Manager	Deborah Davey	<a href="mailto:Deborah.Davey@hounslow.gov.uk">Deborah.Davey@hounslow.gov.uk</a>	0208 583 3610
Stage 2	Assistant Team Manager	Seymore Haughton	<a href="mailto:Seymore.Haughton@hounslow.gov.uk">Seymore.Haughton@hounslow.gov.uk</a>	07989 349404
Stage 2	Assistant Team Manager	Aldith Douglas	<a href="mailto:Aldith.douglas@hounslow.gov.uk">Aldith.douglas@hounslow.gov.uk</a>	0208 583 5653
Stage 3	Team Manager	Tracey Smith-Robinson	<a href="mailto:Tracey.Smith-Robinson@hounslow.gov.uk">Tracey.Smith-Robinson@hounslow.gov.uk</a>	
Stage 4	Head of Service	Lara Wood	<a href="mailto:Lara.Wood@hounslow.gov.uk">Lara.Wood@hounslow.gov.uk</a>	

#### ADOLESCENT SERVICE

Stages	Role	Name	Email Address	Phone Number
Stage 2	Interim Assistant Team Manager	Annabel Jones	<a href="mailto:Annabel.Jones@hounslow.gov.uk">Annabel.Jones@hounslow.gov.uk</a>	
Stage 2	Assistant Team Manager	Rose Vincent	<a href="mailto:Rose.Vincent@hounslow.gov.uk">Rose.Vincent@hounslow.gov.uk</a>	020 8583 5644
Stage 3	Team Manager	Andrew O'Sullivan	<a href="mailto:Andrew.OSullivan@hounslow.gov.uk">Andrew.OSullivan@hounslow.gov.uk</a>	0208 583 6883
Stage 4	Head of Service	Phil Hopkins	<a href="mailto:Phil.Hopkins@hounslow.gov.uk">Phil.Hopkins@hounslow.gov.uk</a>	0208 583 6482

#### EARLY HELP AND PREVENTION TEAM

Stage 2	Interim Assistant Team Manager	Graham Spencer	<a href="mailto:Graham.Spencer@hounslow.gov.uk">Graham.Spencer@hounslow.gov.uk</a>	020 8583 4349
Stage 3	Acting Team Manager	Tynnika Blair	<a href="mailto:Tynnika.Blair@hounslow.gov.uk">Tynnika.Blair@hounslow.gov.uk</a>	020 8583 2818
Stage 4	Head of Service	Phil Hopkins	<a href="mailto:Phil.Hopkins@hounslow.gov.uk">Phil.Hopkins@hounslow.gov.uk</a>	0208 583 6482

#### Health Economy

##### West London NHS Trust

Stages	Role	Name	Email Address	Phone Number
Stage 2	Please email the Safeguarding Children Team,	West London Trust Safeguarding Team	<a href="mailto:wlm-tr.safeguardingchildren@nhs.net">wlm-tr.safeguardingchildren@nhs.net</a> <a href="mailto:SafeguardingChildren@westlondon.nhs.uk">SafeguardingChildren@westlondon.nhs.uk</a>	0208 354 8390 / 8861

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	<u>who will direct the email to the most relevant for within the Trust</u>		Out of hours these need to go via Single Point of Access (SPA) <a href="mailto:wlm-tr.wlmhtSPA@nhs.net">wlm-tr.wlmhtSPA@nhs.net</a> and for this email ( <a href="mailto:wlm-tr.safeguardingchildren@nhs.net">wlm-tr.safeguardingchildren@nhs.net</a> ) to be cc'd into	0300 1234 244
Stage 3	Specialist Nurses Safeguarding children, West London NHS Trust	Trust Safeguarding Children Team	<a href="mailto:wlm-tr.safeguardingchildren@nhs.net">wlm-tr.safeguardingchildren@nhs.net</a> <a href="mailto:SafeguardingChildren@westlondon.nhs.uk">SafeguardingChildren@westlondon.nhs.uk</a>	07794 119691
Stage 4	Director of Safeguarding, West London NHS Trust	Thomas Webster	<a href="mailto:thomaswebster@nhs.net">thomaswebster@nhs.net</a>	07800 966806

#### NWL ICB

<u>Stages</u>	<u>Role</u>	<u>Name</u>	<u>Email Address</u>	<u>Phone Number</u>
–	(Interim) Designate Nurse for Safeguarding Children	Gwendolyn Tose	<a href="mailto:g.tose1@nhs.net">g.tose1@nhs.net</a>	07950 270774

#### West Middlesex University Hospital (WMUH)

<u>Stages</u>	<u>Role</u>	<u>Name</u>	<u>Email Address</u>	<u>Phone Number</u>
Stage 2	Safeguarding Specialist Midwife	Silviya Giffin	<a href="mailto:maternity.safeguardingwestmid@nhs.net">maternity.safeguardingwestmid@nhs.net</a>	0208 321 5564 / 07741704438
Stage 3	Named Nurse Safeguarding Children	Daisy Dholoo	<a href="mailto:daisy.dholoo@nhs.net">daisy.dholoo@nhs.net</a>	0208 321 5361
Stage 3	Consultant Midwife for Public Health and Safeguarding	Sarah Green	<a href="mailto:sarah.green9@nhs.net">sarah.green9@nhs.net</a>	07771 334490

#### Police

<u>Stages</u>	<u>Role</u>	<u>Name</u>	<u>Email Address</u>	<u>Phone Number</u>
Stage 2	Detective Chief Inspector - Child Abuse and Partnership	Bas Dickson Leach	<a href="mailto:james.dicksonleach2@met.police.uk">james.dicksonleach2@met.police.uk</a>	
Stage 3	Detective Superintendent	Rebecca Reeves	<a href="mailto:Rebecca.reeves@met.police.uk">Rebecca.reeves@met.police.uk</a>	–

#### Schools

Please consult with your Designated Safeguarding Lead (DSL)

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