

## Effective Challenge and Escalation Procedure

All agencies have a duty to work co-operatively to safeguard and promote the welfare of children. Effective partnership working is vital in order to keep children safe. There is a need to consider differing views and perspectives during assessment, planning and intervention to improve outcomes for children. There is value in exchanging ideas to develop critical thinking about how best to achieve this.

There will be times when disagreements occur which require escalation to achieve resolution. This procedure applies to all professionals working with children and families across Salford and details the steps that should be taken to resolve professional differences of opinion about actions taken, or decision making, in respect of arrangements for helping or protecting children.

### **Principles in practice:**

- Challenge is positive and should always be focused on the desired outcome for the child and family.
- The safety and wellbeing of the child is always paramount. At no time must professional disagreement detract from ensuring that the child is safeguarded.
- Where a professional/ agency believes that another professional/ agency is not meeting their responsibilities, or that a child is not being safeguarded, they have a responsibility for communicating such concerns through these agreed procedures.
- This procedure should be applied at all stages of the safeguarding pathway.
- Transparency, openness and a willingness to understand and respect individual and agency views are core aspects of safe and effective multi agency working.
- Challenge should be restorative and relationship based. Language should therefore be respectful and where possible discussions with the relevant practitioners should take place first.
- Challenge and escalation should be resolved in a timely manner, framed around meeting the child's needs.
- If you have an immediate concern regarding the safety of a child, this should be reported to the Bridge.
- Should a professional/ agency believe that a situation is in need of urgent resolution, it may be appropriate to begin the resolution process at senior management level rather than working through the other stages. Should urgent resolution be required, the onus is on the professional/ agency invoking the escalation to process to contact the relevant person in the other agency by telephone rather than awaiting a response to an email.

## **Resolving differences of opinion in individual cases**

Where a professional/ agency believes that another professional/ agency is not meeting their safeguarding responsibilities, and that safeguarding arrangements and procedures are not being appropriately applied, they have a duty to challenge and resolve this using the following staged process.

Differences of opinion may relate to many different situations. For example, during assessment, planning or intervention, or reviewing work with children and their families or the application of legislation in individual cases. This is not an exhaustive list.

There may be situations where the quality and effectiveness of the help and support being provided to a child and their family is at the core of the difference of opinion and there are other mechanisms to address this within individual agencies. In such circumstances, a discussion may be required between line managers or senior managers.

### **A. Practitioner to Practitioner**

Initial attempts to reach a solution should be at a practitioner/ case worker level between agencies. The initial attempt to resolve the difference of opinion should be within a timescale that safeguards the child, prevents things from getting worse, and when needed, protects the child from harm.

The respective workers must identify explicitly what is expected, why they believe that the safeguarding arrangements are not being applied and what needs to be done to ensure that this is achieved.

Both practitioners should ensure that any agreed outcome is clear, that both have the same understanding of the agreed solution and that this is recorded clearly and consistently on each agency's case record.

### **B. Line Manager to Line Manager**

If unresolved, the concern should be referred straight away by each worker to their respective line manager who in turn is expected to discuss this with their counterpart in the other agency.

Line managers should attempt to resolve the disagreement and ensure that a clear record is kept at all stages by both parties. In particular, this must include written confirmation between the parties about the nature of the disagreement and how any outstanding issues will be pursued.

### **C. Senior Manager to Senior Manager**

If professional disagreements remain unresolved following discussions between respective managers, then this should be further escalated to senior managers within each organisation.

They will agree the next steps to resolve the issues.

### **D. Multi Agency Review of the Case**

If professional disagreements remain unresolved following discussion at a senior management level, they will facilitate (or agree who will facilitate within their own agency) a multi-agency discussion to review the case with appropriate practitioners/ supervisors or managers involved.

The senior managers will agree who will chair the meeting.

A written record will be made of the key areas of discussion, disagreement, agreements and actions. Children's Services and the agency will retain this record on the child's case file.

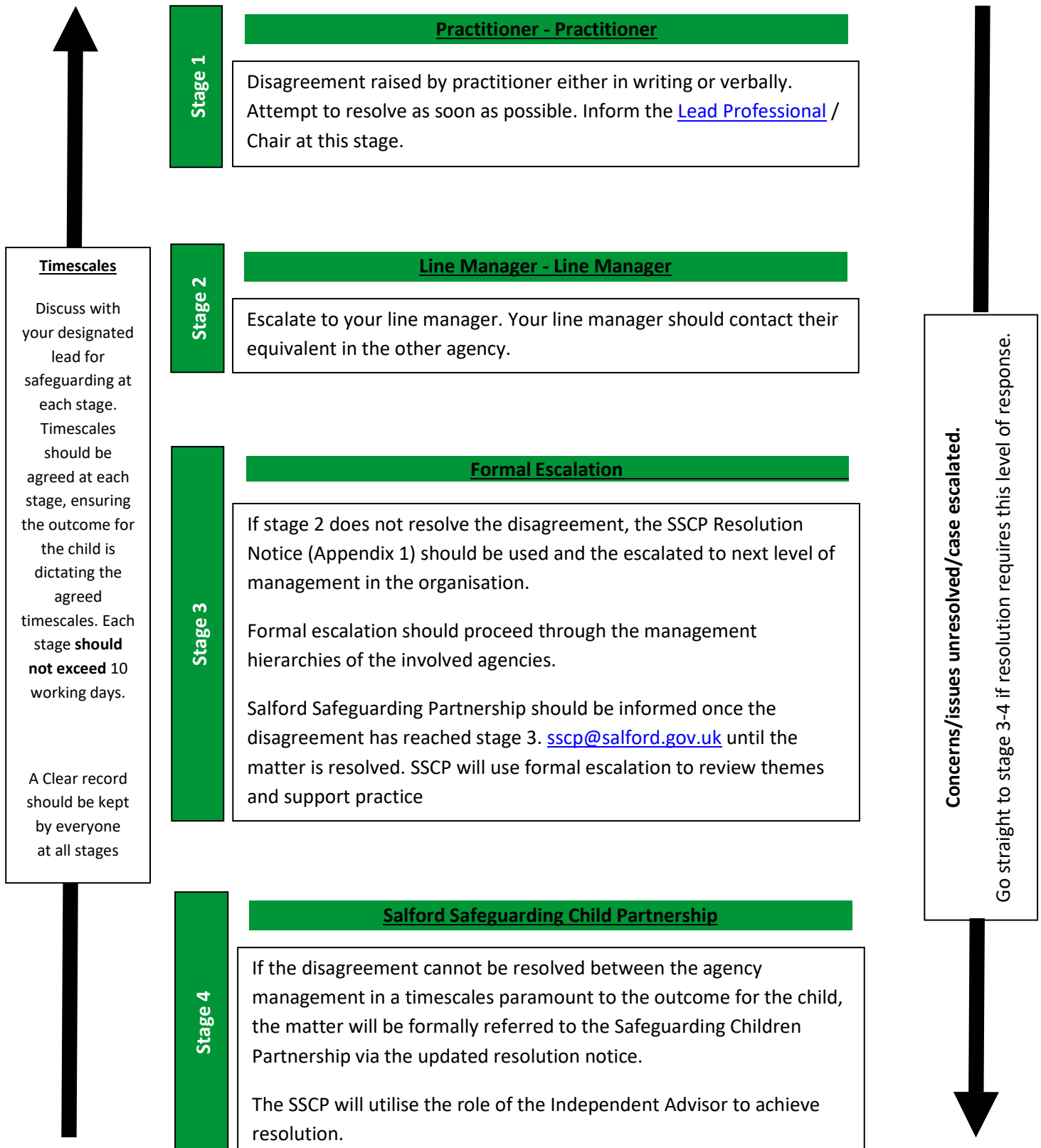
### **E. Safeguarding Partners and the Independent Chair/ Scrutineer**

In the unlikely event that the matter remains unresolved, the senior managers will refer it to the Salford Safeguarding Children Partnership for their discussion and resolution. The Independent Chair/ Scrutineer may be requested to facilitate a mediation meeting with the relevant senior managers and practitioners/ supervisors or managers involved.

This procedure is to be used in line with other relevant [policies and procedures](#) in Salford and the Greater Manchester Safeguarding Procedures Manual on:

- [Resolving Professional Disagreements/ Escalation Policy](#)
- [Whistleblowing Guidance](#)

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**Salford Safeguarding Children Partnership challenge and escalation single point of contact (SPOC) list.**

Service	Contact Details
Achieve Substance Misuse Service - part of GMMH	Alicia Murphy 0161 357 1318 <a href="mailto:Alicia.Murphy@gmmh.nhs.uk">Alicia.Murphy@gmmh.nhs.uk</a>
Adult Social Care	<a href="mailto:worriedaboutanadult@salford.gov.uk">worriedaboutanadult@salford.gov.uk</a> 0161 206 0604
Child in Need/Child Protection Team/ Children with disabilities	<a href="mailto:cpcinad@salford.gov.uk">cpcinad@salford.gov.uk</a> 0161 603 4555
Early Help	<a href="mailto:North.locality@salford.gov.uk">North.locality@salford.gov.uk</a>
Education	Contact to be made to the school, college, nursery/pre-school to clarify Designated Safeguarding Lead arrangements
Adult Mental Health Services – part of GMMH (not Six Degrees)	John Fenby 0161 271 0753 <a href="mailto:John.Fenby@gmmh.nhs.uk">John.Fenby@gmmh.nhs.uk</a> Anne Marie Lord 0161 271 0753 <a href="mailto:Anne-Marie.Lord@gmmh.nhs.uk">Anne-Marie.Lord@gmmh.nhs.uk</a>
Greater Manchester Mental Health Foundation Trust (GMMH) Corporate Safeguarding Team	Kerrie Ashton, Named Nurse Safeguarding Children <a href="mailto:Kerrie.ashton@gmmh.nhs.uk">Kerrie.ashton@gmmh.nhs.uk</a> 0161 271 0754 Holly Nelson, Safeguarding Children Deputy <a href="mailto:Holly.nelson@gmmh.nhs.uk">Holly.nelson@gmmh.nhs.uk</a> 0161 358 7230
Greater Manchester Police	All escalations to GMP must include a telephone call to ensure the correct officer is being contacted. 0161 856 5425  DI 02262 Sarah Ball- <a href="mailto:02262@gmp.pnn.police.uk">02262@gmp.pnn.police.uk</a> - Op Gulf  DI 18806 McGuigan – <a href="mailto:18806@gmp.police.uk">18806@gmp.police.uk</a> Op Arctic (In the interim DI 18731 Horsfield – <a href="mailto:18731@gmp.police.uk">18731@gmp.police.uk</a> )  DI 14171 Johnston – <a href="mailto:14171@gmp.police.uk">14171@gmp.police.uk</a> Child Protection & Adult Safeguarding Team  DI 01593 Gareth Humphrey’s- <a href="mailto:01593@gmp.police.uk">01593@gmp.police.uk</a> - Complex Safeguarding (Op Connect)  DI 11157 Martin Ormes- <a href="mailto:11157@gmp.police.uk">11157@gmp.police.uk</a> -

	<p>Safeguarding and threats to life</p> <p>DI 11679 Hughes  <a href="mailto:11679@gmp.police.uk">11679@gmp.police.uk</a> &amp; DI 12751  Sharples – <a href="mailto:12751@gmp.police.uk">12751@gmp.police.uk</a> –  Pro Active CID</p> <p>Child Protection Sergeants- 0161 856  5274/ 0161 856 5401</p>
Leaving Care (Next Steps)	<a href="mailto:nextstepsadmin@salford.gov.uk">nextstepsadmin@salford.gov.uk</a> 0161 607 1888
Looked After Children Team	<a href="mailto:lac@salford.gov.uk">lac@salford.gov.uk</a> 0161 779 7800- Option 1
National Probation Service	<a href="mailto:helen.marshall@justice.gov.uk">helen.marshall@justice.gov.uk</a> Tel: 0161 451 5359. CC: <a href="mailto:Danielle.Buckley@justice.gov.uk">Danielle.Buckley@justice.gov.uk</a>
Greater Manchester Integrated Care – Salford locality	<a href="mailto:safeguarding.nhssalford@nhs.net">safeguarding.nhssalford@nhs.net</a> 0161 212 4413
Salford Royal NHS Foundation Trust	<a href="mailto:safeguardingteam@nca.nhs.uk">safeguardingteam@nca.nhs.uk</a> 0161 206 3803
Salford Safeguarding Unit	<a href="mailto:cpru@salford.gov.uk">cpru@salford.gov.uk</a> 0161 603 4350
Strategic Housing	<a href="mailto:Housing.Strategy@salford.gov.uk">Housing.Strategy@salford.gov.uk</a> <a href="mailto:Lindsay.barrett@salford.gov.uk">Lindsay.barrett@salford.gov.uk</a>
The Bridge Partnership	<a href="mailto:worriedaboutachild@salford.gov.uk">worriedaboutachild@salford.gov.uk</a> 0161 603 4500

Please contact [sscp@salford.gov.uk](mailto:sscp@salford.gov.uk) for any updates that are required to the SPOC list.

# **APPENDIX 1**

## **Professional Challenge / Outcome Resolution Notice**

### **THIS DOCUMENT MUST BE SENT/STORED SECURELY**

<b>Date of Notification</b>	
<b>Name of Child/Young Person</b>	
<b>D.O.B</b>	
<b>NHS Number/ P Number</b>	
<b>Outcome Resolution Notice Completed by:</b>	
<b>Name</b>	
<b>Role</b>	
<b>Agency/Team</b>	
<b>Contact Details</b>	
<b>Notification has been sent to:</b>	1. 2. cc'd in <a href="mailto:sscp@salford.gov.uk">sscp@salford.gov.uk</a>
<b>Summary of disagreement</b>	
<b>Evidence of the informal challenge that has taken place at stages 1-2 and the outcome of this challenge</b>	
<b>Desired outcome for the child and / or family. Please include details of what it is you are requesting happens as a result of this challenge</b>	

<b>Stage</b>	<b>Date Outcome Resolved</b>	<b>Supporting Evidence</b>
<b>Stage 3</b>		Embed written confirmation between parties about the agreed outcome
<b>Stage 4</b>		

