



Redbridge Safeguarding Adults

Redbridge Safeguarding Adults Board (RSAB)

Multi-Agency Resolution and Escalation Policy

1st Edition

Published: September 2018

Review: September 2020

1. Introduction

- 1.1 This policy has been developed by Redbridge Safeguarding Adults Board (RSAB) to ensure that all agencies working with adults at risk in the Redbridge (including Health, Education, Housing, Adult Social Care 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 adults 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 adults at risk and their families feel confident, able and supported to professionally challenge situations where there are differences in professional judgements around the response to the safeguarding of adults at risk.
- 1.3 Occasionally situations arise where professional disagreements occur around the action, or inaction, of a particular professional or agency. Disagreements can be healthy and foster creative ways of working with service users. However, disagreements can also impact negatively on positive working relationships and consequently on the ability to safeguard adults at risk. Professional disagreement can be dysfunction if not resolved in a constructive and timely manner. Disagreements always require resolution. This policy is based on the ethos that it is every professional's responsibility to 'problem-solve' and any issues should be jointly owned until resolved through co-operation. It is also an expectation that agencies will use their right to challenge respectfully, and that any responding agencies should not be defensive but be open minded and act proportionately.
- 1.4 The individual'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 adults at risk have a duty to act assertively and proactively to ensure that safeguarding is seen as a priority at all levels of professional activity, as outlined in the [Care Act 2014](#) and [Care and Support Statutory Guidance, July 2018](#).
- 1.5 This policy is not designed to replace the statutory complaints processes, or other escalation procedures, 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 the response to safeguarding needs. The Policy is intended to complement the [London Multi-Agency Adult Safeguarding Policy and Procedures, August 2016](#) - Section 4.3.9 Dispute Resolution and Escalation (page 62).
- 1.6 Occasionally, those practitioners who are working predominantly with adult service users, may through their work with the wider family, become concerned about a child or young person within the home. If services are not already addressing any safeguarding concern relating to a child, a referral should be made to the Redbridge Child Protection and Assessment Team (CPAT) via e-mail to CPAT.Referrals@redbridge.gov.uk as detailed in the [Joint Working Protocol](#) between the Redbridge Local Safeguarding Children Board (LSCB) and the RSAB. If services are already working with the child or young person, but there is a disagreement about any aspect of this, this Policy can be used to escalate and

seek resolution for those concerns.

2 Key Principles

2.1 In line with the safeguarding [Principles of the Care Act 2014](#) (empowerment, prevention, proportionality, protection, partnership and accountability), 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 an adult.
- Seek to resolve the issue quickly and at the practice/operational rather than the management level.
- Ensure that professional differences do not place adults at further risk by obscuring the focus on the adult or delay decision making.
- Keep focus on the adult'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 adult's file of key decisions and conversations in relation to the resolution process.
- Stay proactively involved; safeguarding is everyone's responsibility.
- Use RSAB 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:

- Eligibility criteria and access to services
- Concerns in relation to an agency's response to safeguarding concerns or implementation of a safeguarding plan
- Roles and responsibilities
- Intra/inter-agency communication
- Practice/case management issues including 'drift' or concerns relating to case closure

4. Process

4.1 In cases where there is a difference of professional opinion and a professional considers an adult is at immediate risk of significant harm, concerns must be escalated to a manager and/or safeguarding lead immediately. A list of contacts for senior safeguarding leads is on pages 7 and 8.

4.2 When there is a disagreement over a significant issue, which potentially impacts on the safety and welfare of an adult but the adult is not considered at immediate

risk, the respective professionals must identify explicitly the issue they are concerned about, the risk to the adult, the nature of the disagreement and what the respective professionals 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 adult'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. A flowchart is available illustrating the process on [page 6](#) of this Policy.

4.4 **Stage 1**

In the first instance the professional with concerns should raise the matter with the relevant professional in the other agency verbally or in writing **within two 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 professional must read and review the case file and **must speak to the concerned professional within three 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 adult from harm.

Where a resolution is reached the receiving professional will confirm the outcome with the professional who has raised the concerns in writing within a further **two 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 five working days** or a timescale that protects the adult from harm (whichever is less). These first line managers should where necessary seek advice from their agency's designated safeguarding adult 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 **two working days**.

4.6 **Stage 3**

If agreement cannot be reached following the involvement of first line managers **within a further five working days or a timescale that protects the adult from harm (whichever is less)**, the issue must be referred without delay to the relevant senior manager (e.g. Service Manager, Detective Inspector, or other designated senior manager). Alternatively (e.g. in health services), input may be sought directly from the named safeguarding adult doctor or nurse in preference

to the use of line manager.

The [RSAB Business Manager](#) should be copied into disagreements that have escalated to this level (Stage 3).

Following referral to senior managers, a resolution should be achieved **within a further five working days** or a timescale that protects the adult 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**

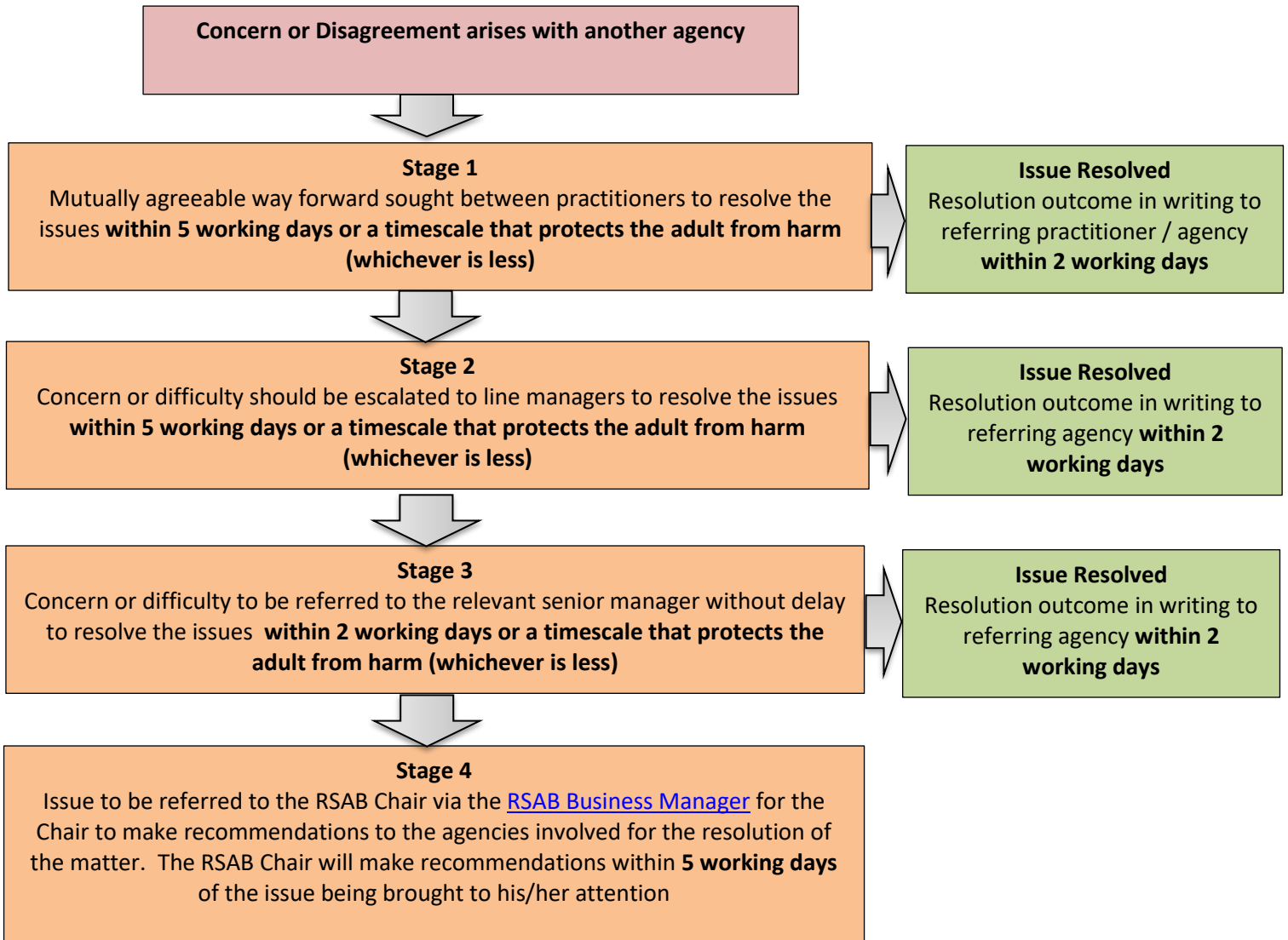
In the unlikely event that the professional disagreements remain unresolved following discussions between respective Heads of Services and/or the discussion raises significant policy issues, the matter must be referred to the Independent Chair of the Redbridge Safeguarding Adults Board (RSAB). The [RSAB Business Manager](#) should be copied into disagreements that have escalated to this level (Stage 4).

- 4.9 Should the matter remain unresolved within the timescales, the matter will be referred directly to the Chair of the RSAB via the RSAB 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 RSAB.

The RSAB 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 RSAB Chair will make recommendations within **five working days** of the issue being brought to his/her attention.

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

Flowchart



Safeguarding Leads

LBR Adult Social Care and Health Services (HASS)	
Name	Contact Details
Bob Edwards Integrated Care Director, NELFT	020 8708 3413 Bob.Edwards@nelft.nhs.uk
Gladys Xavier Director of Public Health (Interim), LBR	020 8708 5732 Gladys.Xavier@redbridge.gov.uk
Leila Hussain Head of Service/Principal Social Worker (PSW), LBR	020 8708 5169 Leila.Hussain@redbridge.gov.uk
Samira Natafqi-Roberts Head of Safeguarding, Adults & Protection, LBR	020 8708 5236 Samira.Natafqi-Roberts@redbridge.gov.uk
LBR Children's Services	
Name	Contact Details
Caroline Cutts Operational Director Children and Families, LBR	020 8708 5304 caroline.cutts@redbridge.gov.uk
Catherine Worboyes Head of Child Protection and Early Intervention Service, LBR	020 8708 3902 catherine.worboyes@redbridge.gov.uk
Health Services	
Name	Contact Details
Stephanie Dawe Chief Nurse & Executive Lead for Safeguarding NELFT	0300 555 1200 Ext: 64301 Stephanie.Dawe@nelft.nhs.uk
Ruth Blackburn Associate Director for Safeguarding and LAC NELFT	01268 243402 Ruth.Blackburn@nelft.nhs.uk Ruth.Blackburn@nhs.net
Jill Broadley Specialist Safeguarding Adult Advisor NELFT	0300 555 1200 Ext: 64715 Jill.Broadley@nelft.nhs.uk Jill.Boardley@nhs.net
Jacqui Himbury Director of Nursing BHR CCG	020 3182 2919 Jacqui.Himbury@nhs.net
Mark Gilbey-Cross Designated Safeguarding Adult Manager BHR CCG	020 3182 2923 07901 330226 M.Gilbey-Cross@nhs.uk
Kathryn Halford Chief Nurse Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT)	01708 435000 Ext. 2441 Kathryn.Halford@bhrhospitals.nhs.uk
Gary Etheridge Deputy Chief Nurse (Safeguarding) BHRUT	01708 435033 Gary.Etheridge@bhrhospitals.nhs.uk

Andrea Crisp Named Nurse Safeguarding Adults BHRUT	01708 503892 Andrea.Crisp@bhrhospitals.nhs.uk
Zebina Ratansi Director of Nursing, Barts Health NHS Trust	020 539 5522 Zebina.Ratansi@bartshealth.nhs.uk
Samantha Spillane Head of Safeguarding Adults Barts Health NHS Trust	07753 309888 Samantha.Spillane@bartshealth.nhs.uk
Met Police Service – East Area Basic Command Unit (BCU)	
Name	Contact Details
John Ross Detective Superintendent Safeguarding Command East Area BCU	01708 779251 John.Ross@met.pnn.police.uk
William Hodgkinson Detective Chief Inspector, East Area BCU	07584271622 William.Hodgkinson@met.pnn.police.uk
Probation	
Name	Contact Details
Andrew Blight Head of Haringey, Redbridge and Waltham Forest National Probation Service - London	020 8885 8020 Andrew.blight@london.probation.gsi.gov.uk
Steven Calder Contracts & Partnership Manager London Community Rehabilitation Company (CRC)	0746 4648130 Steven.calder@londoncrc.org.uk
Lucy Satchell-Day Area Manager (Area 1) London Community Rehabilitation Company (CRC)	01708 759495 Lucy.Satchellday@londoncrc.org.uk
LSCB & SAB Business Manager	
Lesley Perry LSCB & SAB Business Manager	020 8708 5282 07814 883194 Lesley.Perry@redbridge.gov.uk RSAB@redbridge.gov.uk