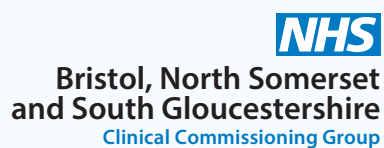


# KEEPING BRISTOL SAFE PARTNERSHIP

Local Arrangements  
2019/20



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# 1. Introduction

This document sets out the new multi-agency safeguarding arrangements in Bristol, known locally as Keeping Bristol Safe Partnership (KBSP).

The KBSP partnership has responsibility (and will be constituted) to deliver statutory duties to safeguard and promote the wellbeing of children as required by Working Together to Safeguard Children 2018<sup>1</sup>; to help and protect adults at risk of neglect and/or abuse by delivering the functions of a Safeguarding Adults Board (SAB) as required by The Care Act 2014<sup>2</sup>; and to protect our local communities from crime and to help people feel safe by delivering the functions of a Community Safety Partnership Board (CSP) in accordance with the Crime and Disorder Act 1998<sup>3</sup>.

In responding to change, the safeguarding partners along with local agencies and organisations are committed to the transformational journey to improve local safeguarding arrangements and outcomes for children, adults and communities.

Under the KBSP arrangements, agencies will work together in a system where:

- ▶ the views and experiences of children, young people, families and adults are at the centre of all we do
- ▶ excellent practice is the norm
- ▶ partner agencies hold one another to account effectively

- ▶ 'new' safeguarding issues are identified early
- ▶ learning is promoted and embedded
- ▶ information is shared effectively
- ▶ the public feel confident that Bristol citizens are protected from harm

The launch of this multi-agency integrated safeguarding and community safety partnership reflects Bristol's ambition to work collaboratively across local agencies and organisations to develop an equitable and robust partnership. The arrangements set out an innovative new way of working across the safeguarding system ensuring that contextual, place-based responses are modelled and facilitated by the strategic senior leadership. The KBSP is a key driver of change as it brings partners together at a strategic and operational level, ensuring a proactive and responsive approach to the needs of children, adults and communities and drives opportunities to shape and influence policy development leading to improved practice and outcomes.

With specific regard to promoting the safeguarding and welfare of children these arrangements were published on 29th June 2019 and will be implemented by 29th September 2019 as required by Working Together 2018.

The arrangements will be refreshed and republished by January 2020. We will refine and shape the arrangements for adults and communities and taking account of our learning from bringing these functions together and supporting us to embed the partnership.



**Jacqui Jensen**  
Executive Director  
Bristol City Council



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Chief Constable  
Avon and Somerset Police



**Julia Ross**  
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Bristol, North Somerset,  
South Gloucestershire Clinical  
Commissioning Group

<sup>1</sup><https://www.gov.uk/government/publications/working-together-to-safeguard-children--2>

<sup>2</sup><https://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>

<sup>3</sup><https://www.legislation.gov.uk/ukpga/1998/37/contents>

## 2. Background

In 2016 the Government, in response to the Wood Review (2015), proposed a stronger more flexible statutory framework to support local partners to work together more effectively to protect and safeguard children and young people, embedding improved multi-agency behaviours and practice which are set out in the Children and Social Work Act 2017 and Working Together to Safeguard Children 2018.

This legislation ends the local authority's duty to have a Local Safeguarding Children Board and instead requires three statutory partners (Local Authority, Police and Clinical Commissioning Group) to have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of children in a local area. Partners in Bristol took the opportunity to review and restructure the strategic arrangements across the safeguarding system.

We recognise the changing landscape of safeguarding and noted considerable and growing overlaps in the issues of concern to the LSCB, SAB and CSP and the shortfalls that can result from silo working that these groups may inadvertently create. The partnership identified an increase in connectivity between the groups for example, sexual exploitation, hate crime, modern slavery, serious violence and gang crime, criminal exploitation and mate crime that affects children, adults, families and communities.

We recognise that children live in families; families and

adults live in communities. We will take a person centred, place based approach to safeguarding, one that is not bound by notional or unhelpful divides such as that between vulnerable children and vulnerable adults.

It is our intention that the new partnership arrangements will enable and support innovative solutions to high risk complex situations, for example extra-familial and complex safeguarding (the risk in the environment rather than the traditional risk in the home) and will facilitate a whole system approach.

The proposed structure supports the strategic aims of the Bristol's One City Plan (2019)<sup>4</sup> which has the ambition that no one is left behind and everyone can achieve their potential; that we learn from the past and take action to unlock the future; that diversity is recognised as an asset; and that we work in partnership with each other to achieve shared ambitions.

These arrangements are set to enable strength based, aspirational and optimistic approaches for children, adults and communities. The partnership is focussed on enabling and empowering children, young people and adults to be more resilient and safeguarded within their families, peer groups, schools and communities and to find resolutions for themselves, for example in recognising that by taking a life course approach, reducing Adverse Childhood Experiences will improve individual's aspirations and achievements in adulthood.

<sup>4</sup><https://www.bristolonecity.com/one-city-plan>

### 3. Priorities

The outgoing Boards have developed strategic and business plans based on consultation with the public. It is the commitment of the KBSP that the delivery of improvements is not impaired by the transition to new arrangements. Therefore the KBSP commits to continuing to deliver against the following integrated priorities over the next 9 months whilst the 2020-2023 KBSP Strategic Plan is consulted on and developed. Further detailed business activity such as delivering action plans from statutory reviews has transferred to the new arrangements as agreed by the outgoing Boards.

#### Priority One

**Develop a whole-life course strategic approach to Serious Violence and Domestic Abuse**

#### Priority Two

**Implement a contextual safeguarding approach to extra-familial abuse and risk for children and young adults**

#### Priority Three

**Improve the participation of children, young adults and adults in safeguarding processes through Making Safeguarding Personal and developing participatory systems**

#### Priority Four

**Ensure the focus on frail elderly vulnerabilities is maintained in the new arrangements**

## 4. Local Safeguarding Arrangements and Partners in Bristol

The arrangements meet each of the individual statutory requirements in respect of representation and leadership. Further detail about how this will be achieved is set out in the document and the constitution of the partnership.

The three named statutory partners defined under the Children Act 2004 (as amended by the Children and Social Work Act 2017) are the Local Authority, a clinical commissioning group for an area any part of which falls within the local authority area and the chief officer of police for an area any part of which falls within the local authority area.

Working Together 2018 identifies the lead representatives from each of the safeguarding partners as the local authority chief executive, the accountable officer of a clinical commissioning group, and a chief officer of police, and also reflects the need for identification of local relevant agencies.

The Care Act 2014 (statutory guidance) requires a Local Authority to establish a Safeguarding Adult Board and identifies that the following organisations must be represented, the local authority which set it up, the CCGs in the local authority's area, the chief officer of police in the local authority's area.

The Crime and Disorder Act 1998 established community safety partnerships and this Act together with more recent changes identify "responsible authorities" Police, Local Authority, Fire and Rescue Service, National Probation Service, Community Rehabilitation Companies and Health (CCG).

For Bristol, the lead representatives of the KBSP are:

Executive Director – People Directorate	Bristol City Council
Chief Executive Officer	Bristol, North Somerset, South Gloucestershire Clinical Commissioning Group (BNSSG)
Chief Constable	Avon and Somerset Police

As set out in Working Together 2018 and the Care Act 2014 (statutory guidance), the lead representatives are able to delegate their functions although they retain accountability for any actions or decisions taken on behalf of their agency. In Bristol, the lead representatives have identified the following senior officers in their respective agencies who have responsibility and authority for ensuring full participation with these arrangements<sup>5</sup>.

The senior officers have delegated authority to speak on behalf of the safeguarding partner they represent, make decisions on behalf of their organisation or agency and commit them on policy, resourcing and practice matters, and will hold their own organisation or agency to account on how effectively they participate in and implement the local arrangements.

Executive Director – People Directorate	People Directorate Bristol City Council
Director of Nursing and Quality	Bristol, North Somerset, South Gloucestershire Clinical Commissioning Group (BNSSG)
Superintendent - Neighbourhood and Partnerships	Avon and Somerset Police

In addition to the three named partners the KBSP will have representation at its Executive from the following partners:

- » Office of Police and Crime Commissioner
- » Avon Fire and Rescue
- » National Probation Service
- » VCSE Sector (through VOSCUR, the local VCSE support and development agency)
- » Education Sector (through a nominated Head Teacher)
- » Children and Families Services (DCS)
- » Adult Services (DAS)

<sup>5</sup> In the absence of the Chief Executive role in Bristol City Council the lead representative has been designated to the Executive Director - People Directorate.



## 4.1 Geographical Boundary

These arrangements cover the local authority, Bristol City Council.

Some named statutory partners are also responsible for working collaboratively with neighbouring local authorities and across a wider geographical footprint. The KBSP is committed to participating in regional working where it is appropriate to do so and will do this through groups such as the Avon and Somerset Strategic Safeguarding Partnership (ASSSP)<sup>6</sup>, ADASS Regional Adult Safeguarding Group and Channel Regional Chairs network, Avon and Somerset Reducing Reoffending Board, Avon and Somerset Local Criminal Justice Board.

## 4.2 Relevant Agencies

The strength of local partnership working is predicated on safeguarding partners working collaboratively together with relevant agencies whose involvement is required to safeguard and promote the welfare of children, families and adults. KBSP recognises the importance of maintaining the existing, strong partnerships in Bristol. As referenced in Appendix 1 and in line with statutory guidance, the KBSP will retain the option to request representatives from other agencies and/or organisations as the partnership develops and/or the need arises from a particular area of partnership work. Where a relevant agency has a national remit, such as CAFCASS and British Transport Police, the safeguarding partners will collaborate and take account of the agency's individual responsibilities and potential contributions towards a number of local safeguarding arrangements.

Every year the KBSP will hold a whole partnership consultation and development event. This will enable all partners to remain connected, engaged and able to influence the work of the KBSP. Furthermore new Task and Finish Groups and project work will be circulated to the partnership to enable them to commit resources and time to projects which are appropriate to them.

## 4.3 Early Years settings, schools, and other educational establishments

Early years providers play an important role in safeguarding and promoting the welfare of children as defined by their duties under Section 40 of the Childcare Act 2006. There are robust arrangements in place at a strategic and operational level to engage with early years providers to ensure they are fulfilling their safeguarding responsibilities. This includes the support commissioned by Bristol City Council through BAND (Bristol Association for Neighbourhood Daycare) for supporting and developing childcare provision in Bristol. The KBSP will maintain close links with BAND through collaborative training, LADO work and Bristol City Council's contract management.

The KBSP recognises the crucial role schools, colleges and other education providers play in safeguarding and promoting the welfare of children and young people as detailed in the statutory guidance Keeping Children Safe in Education 2018. There are established, collaborative relationships with education providers in the city and established forums to build engagement in the new arrangements. The Education Reference Group, involving representatives from across the sector, brings an important perspective to the work of the KBSP and the chair of this group will work closely with the KBSP Executive to ensure clear communication and dialogue across the education sector to safeguard children. This work is further supported by the annual audits conducted as part of fulfilling our duties under Section 175 of the 2002 Education Act, coordinated and supported by the Bristol City Council Safeguarding Education Team.

In addition the expert perspective of the education sector is brought directly into the decision-making executive of the KBSP through the sector representative role. This role will be fulfilled by a Bristol Head Teacher who will be able to identify opportunities for working collaboratively with the education sector at the KBSP and shape the strategic plans and decisions appropriately for that work.

<sup>6</sup> Partnership of five Director of Children Services (DCS), three Director of Nursing and Avon and Somerset force leadership for Safeguarding

#### 4.4 Residential Homes and Care Providers

All residential homes for children and adults within Bristol, including those provided by Bristol City Council and private, voluntary and charitable sector organisations are identified by the safeguarding partners as relevant agencies. There are mechanisms in place to engage providers in local arrangements, with the Bristol City Council Placement and Quality Teams providing quarterly performance reports to the KBSP Adults and Children Business Delivery and Performance Groups.

The KBSP is committed to developing and maintaining strong links with NHS England's local Quality Surveillance Group. There is an expectation that the Quality Surveillance Group will inform the KBSP Executive of organisational or systemic quality issues which may impact the safety or safeguarding of children and adults.

Bristol City Council runs regular Provider Forums for Adult Care Providers. A representative from the Provider Forums attend the Adults Business Delivery and Performance Group and relevant Task and Finish Groups which provides the route for escalating concerns from providers about issues of safeguarding and safety, as well as provide a forum for the KBSP to share information and learning.

#### 4.5 Youth Custody

The Youth Offending Team (YOT), which includes supervision of children subject to detention in youth custody has been identified as a relevant agency and as such forms an integral part of the wider partnership arrangements. It has senior representation on the KBSP Executive through the Director of Children and Families Services.

There are no youth custody settings in Bristol however the KBSP are alive to the risks posed to the small number of Bristol children in a custodial settings out of area. The KBSP will work with the YOT Board and where appropriate the Youth Justice Board to ensure the processes to ensure oversight of these children's safety are effective. The KBSP Children's Business Delivery and Performance Group will receive bi-annual reports on the numbers of children in custodial settings; their locations; numbers of reported restraints and numbers of reported incidents to enable oversight and challenge. In addition the KBSP Children's Business Delivery and Performance Group will receive a copy of the Bristol City Council's Independent Reviewing Officer's annual report which will include their oversight of children remanded to Local Authority Accommodation or Youth Detention Accommodation.



## 4.6 Resourcing

The new arrangements are supported by the Joint Safeguarding Business Unit which consists of a manager, policy and projects officer, project officers, training officer, data analyst and business support administrators. There is also a range of participation and making safeguarding personal activity involving public engagement which is funded by the KBSP. This model is currently funded by income from the pre-existing arrangements with contributions from Local Authority, health partners, the Police and Probation Services.

The Joint Safeguarding Business Unit is hosted by Bristol City Council who provide their line-management, HR, finance and employee support as part of their in-kind contributions to the KBSP. The three partners named in all three statutory functions undertake a minimum of twice yearly 1:1s with the Joint Business Unit's Business Manager to increase shared ownership and oversight of the delivery of the partnership work by the Joint Safeguarding Business Unit.

It has been agreed that the partnership will establish a sustainable funding model which pools funds across all work covered by these arrangements, builds contingency and agrees management of over/under spend. The partner organisations share responsibility for determining the level of contributions required from each agency and the discharge of those resources. The KBSP Executive will review contributions required from named partners to ensure that financial responsibilities are shared equitably; agency contributions are to be agreed no later than October in the preceding year.

Statutory Child Practice Reviews are funded through the pooled budget. Safeguarding Adults Reviews are

funded through additional contributions to the pooled budget equitably (three equal contributions) between the three partners. Domestic Homicide Reviews are funded through the Bristol City Council held budget which shares contributions between Bristol City Council and the Office of the Police and Crime Commissioner. One strategic priority for the KBSP is to develop a single funding model for statutory reviews and work with regional partners to establish a regional procurement framework for statutory reviews.

Legal advice for the partnership is provided by Bristol City Council's legal team to the KBSP as part of Bristol City Council's in-kind contributions to the KBSP. This is separate to any legal advice sought by individual members. In the event that specialist legal advice is required by the partnership or that the Bristol City Council Legal Team is unable to provide the partnership legal advice without there being a conflict of interest, this legal advice will be funded through three equal contributions by the three core partners. When legal advice is required for the Community Safety Partnership function of the KBSP the core partners may request contributions from the other named partners.

Communications advice and coordination of partnership communications is provided by Bristol City Council's communications team to the KBSP as part of Bristol City Council's in-kind contributions to the KBSP. This is separate to any communications advice sought by individual members. In the event that specialist communications advice is required by the partnership above and beyond the in-kind offer, this will be agreed and funded through equal contributions by the core partners.

## 5. Scrutiny and Assurance

Working Together 2018 states that the role of independent scrutiny is 'critical to provide assurance in judging effectiveness of services'. For these safeguarding arrangements there is a range of ways that scrutiny and assurance will be achieved which are set out below.

### 5.1 Role of the Independent Chair

The KBSP collectively agreed to appoint an Independent Chair with chairing functions, and with emphasis on the scrutiny and challenge roles. The Independent Chair does not hold the independent scrutiny role which is set out in 5.2.

The key functions of the Chair are:

- ▶ To Chair the KBSP Executive meetings to support the Executive members ambition to enact their statutory responsibilities
- ▶ To enable scrutiny and challenge within the KBSP meetings, through objective agenda setting with the Joint Safeguarding Business Manager and observation and questioning
- ▶ To work with the Business Unit to develop the structure of assurance to scrutinise the effectiveness of safeguarding arrangements
- ▶ To facilitate the development of an environment of robust scrutiny and effective challenge
- ▶ To ensure parity of esteem and resources to children's and adults safeguarding and community safety in the strategic plan and KBSP timetable
- ▶ To represent KBSP at other meetings and events locally, regionally and nationally and to feedback on matters for local consideration and development
- ▶ To speak with authority on safeguarding and community safety including representing KBSP with the media
- ▶ To scrutinise recommendations, decision making and terms of reference with regard to Child Safeguarding Practice Reviews, Safeguarding Adult Reviews and Domestic Homicide Reviews
- ▶ To support the KBSP to provide holistic

leadership and parity to the safeguarding of children, adults and communities

- ▶ To provide a significant role on maintaining communication with the KBSP relevant agencies and to inform development day agendas
- ▶ Assist when there is disagreement between the named partners responsible for protecting children, adults and communities

The Chair will also be challenging the effectiveness of the KBSP and statutory agencies by:

- ▶ Assuring that the voices of children, families, adults, victims of crime, survivors of interpersonal violence and domestic abuse to inform the work of the partnership
- ▶ Working with safeguarding and community safety partners to develop a robust performance monitoring framework, which includes contextual narrative against data where required
- ▶ Contribute to the KBSP's annual report on the effectiveness of the safeguarding partnership.
- ▶ Advising the KBSP as to whether the safeguarding partners are fulfilling their statutory duties
- ▶ Reviewing membership of the relevant agencies and making recommendations regarding the relevant agencies
- ▶ Supporting and ensuring leadership by the safeguarding partners on action plans from statutory reviews and the KBSP takes account of relevant learning
- ▶ Ensure appropriate working relationships with key partnerships including the Quality Surveillance Group, Avon and Somerset Strategic Safeguarding Group; YOT Board; Family Justice Board; Serious Organised Crime Joint Action Group (SOCJAG), and Health and Wellbeing Board, Avon and Somerset Reducing Reoffending Board, Avon and Somerset Local Criminal Justice Board
- ▶ Engage with the Local Authority Scrutiny Committees with KBSP members as required

## 5.2 Partnership Oversight and Scrutiny Arrangements

The KBSP, including the Executive, are independent of any individual organisation, and of any other partnership Board.

An Accountability Oversight Group, formed of Cabinet Members from Bristol City Council, the Police and Crime Commissioner and representative of the Board from NHS BNSSG will meet with members of the KBSP Executive twice yearly (moving to annually following the transition year) to receive a report on the effectiveness of the new safeguarding arrangements.

As the democratic body with statutory duty, Bristol City Council is required to report to its relevant scrutiny commissions and the partnership recognises this as an opportunity for Council Scrutiny to act as a 'critical friend' to ensure decisions taken by the partnership reflect the opinions, wishes and priorities of the people of Bristol.

The partnership will take account of the recommendations of a range of single agency statutory and thematic inspections such as those undertaken by Ofsted, CQC, HMICFRS and HMIP into safeguarding arrangements, and joint inspections such as Joint Targeted Area Inspections (JTAI).

## 5.3 Independent Scrutiny

Working Together 2018 states 'the role of independent scrutiny is to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area, including arrangements to identify and review serious child safeguarding cases' and 'the independent scrutineer should consider how effectively the arrangements are working for children and families as well as for practitioners, and how well the safeguarding partners are providing strong leadership'.

Avon and Somerset Strategic Safeguarding Partnership (ASSSP) have agreed to develop a regional approach on behalf of the five 'places'<sup>7</sup> in the Avon and Somerset Constabulary footprint. This system will enhance local

delivery of scrutiny and will coordinate the approach, therefore introducing efficiency, opportunities for shared learning, and reduce duplication across the five 'places'. An Independent Scrutiny Coordinator has been appointed by the ASSSP in order to provide the support and facilitation of assurance activity to all place-based areas within the Avon & Somerset geographical footprint. The arrangements will be assessed on how effectively they are working for children, young people, and families, as well as practitioners, and how well the safeguarding partnership is providing strong and effective leadership.

## 5.4 Scrutiny Assurance Framework

The KBSP is structured so that quality assurance and performance drives the work of the partnership. A robust, mixed methodology approach enables the partnership to hold other agencies and the partnership as a whole to account. The work of keeping people safe in Bristol is done through the day-to-day interaction of the staff of many different agencies, companies and organisations. The KBSP Executive will ensure, through its programme of audits such as Section 11 of the Children Act, quality and market audits of adult services, police coordinated deep dive processes, and learning reviews that the quality of work is continuously improved through shared learning.

The activities overleaf underpin our partnership quality assurance and performance framework:

<sup>7</sup> Bristol City Council, Bath and North East Somerset, Somerset, North Somerset, South Gloucestershire



The multi-agency quality assurance approach is underpinned by the following principles:

**Person Centred:** the focus and purpose of all quality assurance will be on the experiences, progress and outcomes of the individual on their journey through our safeguarding systems. Individuals' views and experiences will be central to how we understand the quality and impact of the work we are doing and how we learn and improve.

**Strengths-based:** our approach to quality assurance will be positive - looking at informing and encouraging improvement and supporting the development of staff and services whilst providing essential systemic information on the health and effectiveness of the system. Quality assurance will be characterised by both high support and high challenge across the service.

**Reflective:** we believe practitioners and systems improve where there is high quality space for thinking and

reflection, and opportunities for different perspectives. Quality assurance activities delivered through this framework will promote reflective practice and shared learning.

**Collaborative:** quality assurance will be collaborative. Instead of a top down approach, quality assurance work will be based on working with staff and managers to facilitate a culture of co-owned improvement. Commitment to quality assurance will be modelled and prioritised throughout the partnership.

**Appreciative and Enquiring:** we provide opportunities to capture, understand and share good practice and the steps taken to achieve good outcomes for individuals in the city. We will be enquiring and curious practitioners.

**Accountable:** as individual practitioners, leaders and organisations across the system we are accountable for our own work and for prioritising and engaging openly and transparently with quality assurance activity. We take responsibility for contributing to system improvement and driving outcomes for people as a result of learning from quality assurance activity.

## 5.5 Participation and Engagement

Voice, engagement activity, co-production and working collaboratively with children, families, adults, victims of crime, survivors of interpersonal violence and domestic abuse is a key priority for the KBSP and we are ambitious to build on the strong foundations of voice and engagement activity already undertaken.

We have an embedded Children's Shadow Board who inform the work of the KBSP by being a place where adults can ensure that children and young people are at the heart of designing services and a forum, where the KBSP hears children and young people's safeguarding issues and concerns. They run a bi-annual citywide school survey to hear from a wide-range of children on what their priorities and concerns are. The Shadow Board also hold scrutiny events where they request the attendance of KBSP partners to come and provide evidence of progress against areas of concern. Recent examples from 2019 have been in respect of waiting times for CAMHS

services and improvements following the social care ILACs full inspection.

In the SAB there is a history of effective consultation with adults at risk and carers on issues such as strategic planning and policy creation, and in lay member roles through the Older Adults Forum. The KBSP intends to expand this work to increase opportunities for adults in the city to challenge, engage with and contribute to safeguarding work.

Remodelling of the community safety participation activity will also take place.

We will continue to ask our relevant agencies and other partners how they ensure they have captured the voices of children, young people and families, adults and communities and how it influences their work as well as identifying other innovative ways to gather this feedback through the partnership.

Where possible, we will involve participation groups in learning reviews and events.

## 5.6 Policy and Procedure

To enable effective peer quality assurance activity there is a need for a consistent view of what 'good' looks like. The KBSP has active representation on the regional procedures groups for adults (ADASS Policy Group) and Children (South West Child Protection Procedures), which both cover twelve local authority areas in the wider South West.



## 6. Business Delivery and KBSP Structure

### 6.1 Business Planning and Delivery Groups

The KBSP Executive will lead the production of a strategic plan supported by three multi-agency Business Delivery and Performance Groups (BDPG). The KBSP Executive will provide high support / high challenge to the BDPG's and through this will drive outcomes, quality and performance. The groups will drive the delivery of the plan and business planning in relation to:

- » Keeping Adults Safe
- » Keeping Children Safe
- » Keeping Communities Safe

These groups will ensure single agency and partnership work to protect children, adults and communities is coordinated and effective, have shared focus on early intervention, prevention and commissioning. These groups will be action and task orientated, forward thinking and provide theme specific guidance and challenge to safeguarding partners. The groups will provide exception reports for the KBSP Executive, should it be required the groups will seek assistance from the KBSP Executive to remove barriers to improve outcomes or to ensure appropriate engagement.

These groups will not replace the statutory groups that went before.

### 6.2 Task and Finish Project Groups

Working to the Business Planning and Performance Groups there will be a number of short-life groups set up to deliver certain projects or pieces of work. These multi-agency groups will be established of the wider partnership and draw on the expertise of specialist roles and participation groups across the city.

### 6.3 KBSP Structure





## 7. Statutory Reviews

The KBSP is responsible for commissioning and responding to the findings of three types of statutory reviews:

1. Child Safeguarding Practice Reviews (Children and Social Work Act 2017 & Working Together 2018)
2. Safeguarding Adults Reviews (Care Act 2014 and Care Act 2014 Statutory Guidance)
3. Domestic Homicide Reviews (Domestic Violence, Crime and Victims Act 2004)

The responsibilities for these statutory reviews are largely similar:

1. Members of the safeguarding partners or wider relevant agencies will notify the Joint Safeguarding Business Unit of any serious incident they feel may meet the criteria for review. In the case of CSPRs the Local Authority has an additional responsibility to make an Ofsted Serious Incident Notification for cases which meet this threshold. The Local Authority will share that notification with the other safeguarding partners via the Business Unit. Safeguarding partners may challenge the Local Authority on their decision not to make an Ofsted Serious Incident Notification by making an CSPR referral to the Business Unit.
2. A Statutory Review Group chaired by a representative of one of the KBSP Partners will be convened with membership made up of safeguarding or community safety senior operational professionals from across the partnership with expertise in the relevant review area. It is their responsibility to review the evidence provided in the referral and supported where appropriate by other agencies' information. They will make a recommendation to the KBSP Executive's Core Partners as to whether, in their professional opinion, the legal criteria for the statutory review is met and set out the justification for this recommendation.

3. In CSPRs there is an additional responsibility to hold Rapid Reviews. Therefore meetings of the Statutory Review Group in these cases will be held at the latest 10 working days after notification providing agencies time to pull together information for the Rapid Review process but also time for the report to be written, signed off and submitted to the National panel with 15 working days.
4. Rapid Review reports and DHR and SAR recommendations will be signed off by the KBSP's statutory review decision-makers – the representative of Bristol City Council, Avon and Somerset Constabulary and BNSSG Clinical Commissioning Group in line with the constitution. The recommendations and decision will be scrutinised by the Independent Chair of the KBSP.

If a statutory review is to be commissioned, this will be done via the Bristol Statutory Review process.

Decisions to publish any such report will be made by the KBSP and any published reports will be placed on the KBSP website.

Any decision not to recommend a review by the case review panel will also be subject to review by the Independent Chair.

The relevant Statutory Review Group will have oversight of the review process, the quality and timeliness of reviews being delivered, manage the convened statutory review panels, and delivery against the review's action plans by the KBSP Executive and the Business Delivery and Performance Groups.

## 8. Data and Intelligence

The KBSP uses data and intelligence to assess the effectiveness of the help being provided to children, adults and communities across the safeguarding system, from early help through to statutory processes such as Child Protection, Section 42 Enquiries, Deprivation of Liberty Safeguards, and MAPPA. We are confident that there is a wealth of performance data and intelligence that is used across the partnership. Through the KBSP, there are opportunities to further develop our performance data and intelligence across the partnership and bring together one multi-agency dataset to orientate our analysis towards measuring collective interventions and outcomes across the safeguarding system. The KBSP will facilitate further work to develop our approach to the principles of Outcomes Based Accountability, which identifies key questions to inform our monitoring, evaluation and next step planning:

- 】 What is the outcome we want for at risk groups in Bristol?
- 】 What is the curve we want to turn – what does success look like?
- 】 What is the story behind the baseline?
- 】 Where have we been and where are we headed?
- 】 How much did we do, how well did we do it and is anyone better off (performance measures)?
- 】 Are we making a difference (indicators)?

A culture of continuous learning and improvement, with both challenge and support for leaders at all levels, has set high standards and expectations for systems leaders, safeguarding and service leaders and practice leaders, safeguarding partner organisations and selected relevant agencies/other agencies included in our arrangements. At the same time, it enables the workforce to be confident that decisions and 'risks' are shared and helps to ensure that high quality and safe practice, based on achieving the most positive outcomes for children, young people, families and adults as the norm.

A wide range of performance, activity and compliance data is regularly used across the workforce to aid ongoing management oversight and ensure best practice. This is a key feature of the KBSP Scrutiny and Assurance Framework, which also incorporates case audit, quality assurance, practice observations and service user feedback and views.

Performance data and intelligence is routinely collated and fed into key partnership arrangements through the Business Delivery and Planning Groups.

There will be a flexible approach to monitoring performance and intelligence to ensure that the information collated relates to current need and any new and emerging threats to inform decision-making and strategic direction leading to better outcomes.

## 9. Thresholds

Our vision in Bristol is that we will effectively work together to prevent and protect all children, young people and adults from harm. We believe in proportionate interventions which reduce the need of individuals having professional intervention in their lives and promotes and maximizes independence. We are firmly committed to the principles of Making Safeguarding Personal and contextual safeguarding and our practitioners will be skilled in risk enablement, recognising that taking risks can enable individuals and help improve their wellbeing. We are committed to having conversations about safeguarding and safety and work to a goal of individuals and families receiving the Right Help, at the Right Time, for the Right Duration for them whilst fulfilling our statutory requirements.

In Bristol the language of 'thresholds' should be reduced. We should see evidence of practitioners discussing what is needed for this individual in this case whilst making defensible decisions within statutory frameworks.

To support these professional discussions the KBSP has adopted two key documents:

1. **Bristol Threshold Guidance for Children**
2. **Regional Safeguarding Adults Policy**

## 10. Annual Report

The Safeguarding Adults Board and Multi-Agency Safeguarding Children Arrangements require the partnership to publish an annual report and 12-monthly report respectively. The KBSP Executive supported by the Independent Chair will publish a joint annual report including details of delivery against the Community Safety Partnership functions it holds.

The report will be submitted to:

- 】 The Mayor of Bristol City Council
- 】 The Police and Crime Commissioner for Avon & Somerset
- 】 Chief Constable Avon and Somerset Constabulary
- 】 Chief Executive BNSSG Clinical Commissioning Group
- 】 Bristol Health and Wellbeing Board Chairs
- 】 Healthwatch Bristol

The annual report will also be submitted, within 7 days of publication, to the National Child Safeguarding Practice Review Panel and the What Works Centre of Children's Social Care.

The Strategic Plan and Annual Report will be made widely available and published on the internet, on the KBSP website.

## 11. Commissioning Multi Agency Training

As outlined in the guidance frameworks for all three functions of the KBSP, multi-agency training is important for supporting the collective understanding of local need and for practitioners to be effective in universal services and across the safeguarding pathway. This spans from early help through to targeted and specialist services. To be effective practitioners need to continue to build their knowledge and skills and be aware of the new and emerging threats. Individual organisations and agencies are required to ensure that their workforce is sufficiently trained and competent in safeguarding children, young people and adults. The premise of multi-agency training is that it is 'added value' and 'better together' to provide a collective understanding of the local needs.

Locally and regionally there is a commitment to developing a consistent approach to multiagency training, which is underpinned by robust evaluation processes to ensure that the training programme is clearly focussed on the needs of partners to deliver effective services. The KBSP funds a multi-agency training and conference service who lead on the delivery of learning and development event in line with the partnership's needs analysis. Currently this work is predominantly focused on meeting the multi-agency requirements for children's safeguarding, although a multi-agency safeguarding adults training programme and joint conferences have also been delivered by the team.

The KBSP will build on this foundation through development of an increasingly integrated regional (constabulary-wide) workforce development strategy aligned to provide improved practice consistency in the constabulary area. The KBSP are also committed to exploring models and opportunities to develop the safeguarding adults and community safety vulnerability training offer across the city for an integrated workforce development offer.

In addition to more traditional training activities, there will also be development opportunities under the KBSP arrangements focussed around information sessions, briefings, practice forums and conferences. KBSP partners will have the opportunity to engage a wide range of their workforce in partnership activities such as task and finish groups, policy development, and peer regional scrutiny. These development activities promote putting theory and research into practice, developing evidence-based practice and expertise, sharing perspectives and learning and enhancing confidence in helping and protecting people in Bristol.

# Appendix 1

## List of selected relevant agencies and other agencies included in the Keeping Bristol Safe Partnership

### Education and Childcare Schools and Academies

Air Balloon Hill Primary School	Bristol Gateway School	Elmfield School For Deaf Children
Andalusia Academy	Bristol Grammar School	Elmlea Infant School
Ashley Down Primary School	Bristol Hospital Education Service	Elmlea Junior School
Ashton Gate Primary School	Bristol Metropolitan Academy	Ever Green Academy
Ashton Park School	Bristol Steiner School	Fair Furlong Primary School
Ashton Vale Primary School	Broomhill Infant School & St Annes Park CC	Fairfield High School
Avonmouth C.E. V.C. Primary School	Broomhill Junior School	Fairlawn Primary School
Avonmouth Children's Centre	Brunel Field Primary School	Filton Avenue Nursery & Children's Centre
Badminton School	Cabot Primary School	Filton Avenue Primary School
Badock's Wood Children's Centre	Carmel Christian School	Fishponds Church of England Academy
Badock's Wood Community Primary School	Cathedral Primary School	Fonthill Primary School
Bannerman Rd Children's Centre	Cheddar Grove Primary School	Four Acres Academy
Bannerman Rd Community Academy	Chester Park Infant School	Four Acres Children's Centre
Barton Hill Primary Academy	Chester Park Junior School	Frome Vale Primary Academy
Bedminster Down Secondary School	Christ Church C.E. V.C. Primary School	Glenfrome Primary School
Begbrook Primary Academy	City Of Bristol College	Gracefield Preparatory School
Belgrave School	City Academy Bristol	Greenfield E-Act Academy
Bishop Road Primary School	Claremont School	Hannah More Primary School
Blaise Primary & Nursery School	Cleve House School	Hareclive Primary Academy
Brentry & Henbury Children's Centre	Clifton College	Hartcliffe Children's Centre
Brentry Primary School	Clifton High School	Headley Park Primary School
Briarwood Special School	Colston's Girls' School	Henbury Court Primary School
Bridge Farm Primary School	Cotham Gardens Primary	Henbury School
Bridge Learning Campus - Primary	Colstons School	Henleaze Infant School
Bridge Learning Campus - Secondary	Compass Point: South St Children's Centre	Henleaze Junior School
Bristol Brunel Academy	Compass Point: South St Primary School	Hillcrest Primary School
Bristol Cathedral Choir School	Cotham School	Holy Cross Catholic Primary School
Bristol Free School	Easton C Of E Primary School	Holymead Primary School
		Horfield C.E. V.C. Primary School



Hotwells Primary School	Maintained Nursery	St Patrick's Catholic Primary School
Iminster Avenue E-Act Academy	Redfield Educate Together Primary Academy	St Paul's Nursery School & Children's Centre
Iminster Avenue Specialist Nursery & CC	Redland Green School	St Peter's Church Of England Primary School
Kingfisher School	Redmaids High Senior School	SS. Peter & Paul R.C. Primary School
Kingsweston School	Redmaids High Junior School	St Philip's Marsh Nursery & Barton Hill CC
Knowle DGE Academy	Rosemary Early Years Centre	St Pius X Catholic V.A. Primary School
Knowle Park Primary School	School Of Christ The King	St Teresa's Catholic Primary School
Knowle West Children's Centre	Sea Mills Childrens Centre	St Ursula's E-Act Academy
Knowle West Nursery	Sea Mills Primary School	St Werburghs Park Nursery School
Lansdown Park Academy	Sefton Park Infant & Junior School	St Werburgh's Primary School
Holymead Primary School	South Gloucestershire and Stroud College	Steiner Academy Bristol
Little Hayes Nursery & Children's Centre (amalgamated with Speedwell Nursery)	Shirehampton Primary School	Stoke Bishop C.E. V.C. Primary
Little Mead Primary School	Southern Links Children's Centre	Stoke Park Primary and Nursery
Long Cross Children's Centre	Southville Primary School	Summerhill Academy
Luckwell Primary School	Speedwell Nursery & Children's Centre	Summerhill Infant School
May Park Primary School	St Anne's Infant School	The Dolphin School
Merchants' Academy Primary	St Barnabas C.E. V.C. Primary School	The Kingfisher School
Merchants' Academy Secondary	St Bede's Catholic College	The Limes Nursery & Children's Centre
Minerva Primary Academy	St Bernadette Catholic Primary School	The Meriton - Young Parents Education & Support
New Fosseway School	St Bernadette Catholic Secondary School	Torwood House School
Notton House Academy	St Bernard's Catholic Primary School	Two Mile Hill Primary School
Nova Primary School	St Bonaventure's Catholic Primary School	Upper Horfield Children's Community School & CC
Oasis Academy Bank Leaze	St Brendan's Sixth Form College	Venturers Academy
Oasis Academy Brightstowe	St Christophers Special	Venturers Trust
Oasis Academy Brislington	St George C.E. V.C. Primary School	Victoria Park Primary School
Oasis Academy Connaught	St John's C.E. V.C. Primary School - Clifton	Wansdyke Primary School
Oasis Academy John Williams	St Joseph's Catholic Primary School	Waycroft Academy
Oasis Academy Long Cross	St Mary Redcliffe & Temple C.E. V.A. Secondary School	West Town Lane Academy
Oasis Academy Marksbury Road	St Mary Redcliffe C.E. V.C. Primary School	Westbury Park Primary School
Oasis Academy New Oak	St Matthias Academy	Westbury-On-Trym Church Of England Academy
Orchard School	St Michael's On The Mount C.E. V.C. Primary School	Whitehall Primary School
Our Lady Of The Rosary Catholic Primary School	St Nicholas Of Tolentine Catholic Primary School	Wicklea Academy
Parson Street Primary School		Woodlands Academy
Perry Court E-Act Academy		Woodstock Special School
Queen Elizabeth's Hospital School		
Redcliffe Children's Centre &		

**Alternative Provision**

Catch 22 Include Bristol  
 LPW Independent School Bristol  
 LPW Independent School Bristol  
 Bristol Futures Academy  
 Bristol Futures Academy  
 St Matthias Park Academy  
 St Matthias Park Academy Brentry  
 Lansdown Park Academy  
 Bristol Hospital Education Service  
 North Star Outreach  
 CLF Nest  
 Lansdown Park Academy KS2

**Governing bodies (of maintained schools, maintained nursery schools, pupil referral units, further education providers and higher education providers)**

All governing bodies

**Childcare Providers**

All childcare providers

**Children's Centres**

Avonmouth Children's Centre  
 Badocks Wood Community Primary School and Children's Centre  
 Bannerman Road Children's Centre  
 Brentry and Henbury Children's Centre  
 Broomhill Infants School and St Anne's Park Children's Centre  
 Filton Avenue Nursery School and Children's Centre  
 Four Acres & Bishopsworth Children's Centre  
 Hartcliffe Children's Centre

Knowle West Children's Centre  
 Little Hayes and Hillfields Early Years and Family Centre  
 Long Cross Specialist Children's Centre  
 Redcliffe Nursery School and Children's Centre  
 Rosemary Early Years Centre  
 Sea Mills Primary School and Children's Centre  
 Southern Links Children's Centre  
 Speedwell Nursery School and Children's Centre  
 St Pauls Nursery School and Children's Centre  
 St Philip's Marsh Nursery School and Barton Hill Children's Centre  
 Stoke Park Nursery  
 The Limes Nursery School and Children's Centre  
 Upper Horfield Children's Centre and Community School

**Health and Social Care  
 NHS England**

NHS England and NHS Improvement South West

**NHS (\*Foundation) Trusts**

Avon and Wiltshire Mental Health Partnership NHS Trust (Mental Health)  
 - Child and Adolescent Mental Health Services  
 - Recovery Orientated Alcohol & Drugs Service  
 North Bristol NHS Trust (Acute)  
 - Bristol Royal Infirmary  
 South Western Ambulance Service

NHS Foundation Trust (Ambulance)  
 University Hospitals Bristol NHS Foundation Trust (Acute)  
 - Southmead Hospital

**Health Providers**

Bristol Community Health  
 General Practitioners  
 Sirona Care & Health (CIC)

**Adoption Service**

Adoption West

**Fostering Service**

Bristol City Council Fostering Service

**Independent, Charity and  
 Voluntary Sector Fostering  
 Providers**

All providers commissioned by Bristol City Council for Bristol children and young people in care

**Residential Homes and Care  
 Providers**

**Bristol City Council  
 Children's Homes**

Bishopthorpe Road  
 Briar Way  
 Silbury Road  
 Witch Hazel Road  
 The Bush  
 New Belbrook

**Independent, Charity and  
 Voluntary Sector Children's Home  
 Providers**

All providers commissioned by Bristol City Council, BNSSG, Youth Justice Board for Bristol children and young people

**Bristol City Council Care Homes**

Bristol East Intermediate Care Centre  
 Bristol South Rehabilitation Centre  
 Concord Lodge  
 Redfield Lodge

**Independent, Charity and Voluntary Sector Care Home Providers**

All providers commissioned by Bristol City Council, BNSSG, for Adults in Bristol

**Criminal Justice**

Children and Family Court Advisory and Support Service

Bristol, Gloucestershire, Somerset and Wiltshire Community Rehabilitation Company

HMP Bristol

National Probation Service

Youth Offending Team (Bristol City Council)

**Police and Immigration**

British Transport Police

Port Police Force operational in the area

**Fire and Rescue Service**

Avon Fire and Rescue Service

**Charities and Voluntary Sector**

1625 People

One25

Avon & Bristol Law Centre

Barnardos

BME VOICE & INFLUENCE, VOSCUR

Brandon Trust

Bristol Autistic Spectrum Service

Bristol Child Poverty Action Group

Bristol Citizens Advice Bureau

Bristol Community Links

Bristol Drugs Project

Bristol Mind

Bristol Multi-Faith Forum

Bristol Older People's Forum

Bristol Refugee Rights

The Care Forum

Cintre Service User Forum

Circles SW

Community Therapeutic Services

Creative Youth Network

Dhek Bhal

Disablist Hate Crime Working Group

Freeways

Integrate Bristol

Milestones Trust

Misfits

Next Link

Off The Record

Stand against Racism and Inequality

SARSAS

Second Step

St Mungos

The Green House

Unseen

Victim Support

VOSCUR

**Sport and Leisure Providers**

All sport and leisure providers

**Private, Charity and Voluntary Sector Organisations**

All private, Charity and Voluntary sector organisations who provide activities, support and services to children, young people and communities

**Religious and Faith based organisations**

Bristol Multi Faith Forum

All faith based organisations

All religious organisations as set out in the schools admissions regulation 2012

**Others**

Bristol Mental Health

HealthWatch

Community Children's Health Partnership

Office of Police and Crime Commissioner

