

Strategic Plan

2023–2026



NHS
Bristol, North Somerset
and South Gloucestershire
Integrated Care Board




HM Prison &
Probation Service

Contents

Welcome – a shared vision and values for safeguarding	3
Introduction and context	4
What consultation told us	7
Building Blocks for our Partnership	10
Our Vision	10
Our Building Blocks	10
Learning and Workforce	11
Working Together.	12
Equalities and Inclusion	13
Systems and Procedures.	15
Quality Assurance and Performance	16
Voice and Participation.	17
Our Themes for 2023–2026	18
Children and Young People	18
Safeguarding Adults	21
All Age Exploitation	23
Keeping Communities Safe	25
Partnership Safeguarding Arrangements and Relevant Agencies	28
KBSP Executive Board	30
Keeping Children Safe and Keeping Adults Safe Groups.	31
Keeping Communities Safe Group	32
Domestic Abuse and Sexual Violence Group (DASVG)	32
Serious Violence Group	33
Participation, Engagement and Communications Group (PEC)	33
Learning, Training and Development	34

Documents available in other formats:

You can request alternative formats of this document by contacting the Keeping Bristol Safe Partnership at:

kbsp@bristol.gov.uk

Welcome – a shared vision and values for safeguarding

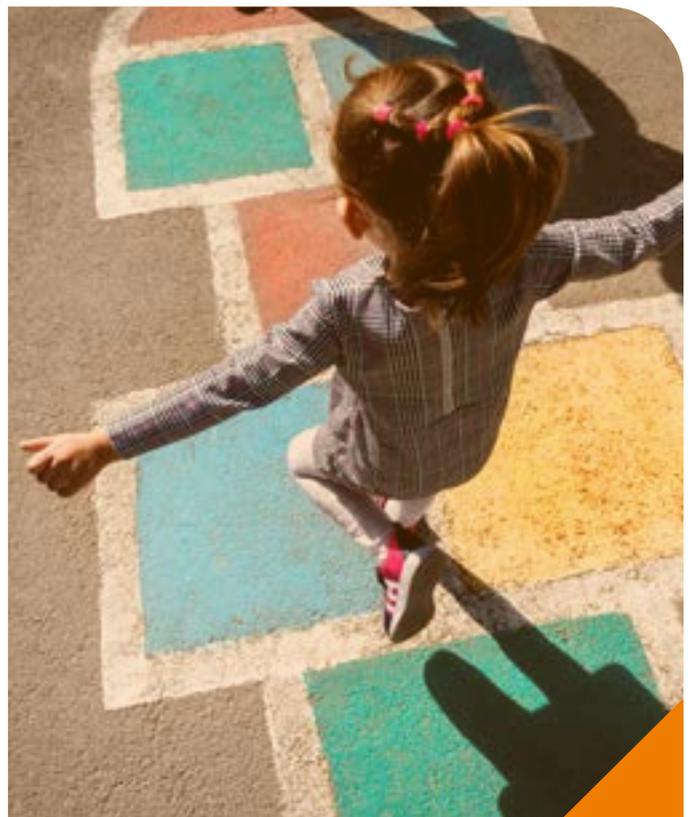
Our vision recognises that safeguarding is about the development of a culture that promotes good practice and continuous improvement, where agencies work together in a timely and effective way and services deliver high quality support and care.

We believe early support and timely responses, learning when things go wrong and being sensitive to the cultural diversity of our city can help us to improve safeguarding outcomes.

We aim to put the child or adult at the centre of planning, in protecting and reducing harm and in meeting their care and support needs, ensuring they are safe in their homes, schools and communities. The aim of this strategic plan is to focus the efforts and resources of the KBSP on our agreed strategic themes and priorities. We believe this focus will assist us in achieving our vision.

Our priorities in this strategic plan were identified based on a wide range of evidence. This included bringing our strategic partners together for a planning development day, consultation surveys with the KBSP workforce, local agencies and local communities, young people and adults.. We have also considered national, regional and local plans and safeguarding strategies, local strategic needs assessments including those of crime and disorder, public health and housing. We have also considered learning from both national and local safeguarding reviews.

Looking ahead, we know the devastating impact and costs of the Covid-19 pandemic are yet to be fully realised. In Bristol, it highlighted further inequalities amongst our communities, with wealth and wellbeing being intrinsically linked. Partners face significant challenges in relation to demand and capacity. Emerging from Covid into the current cost-of-living crisis have affected individuals and families in our most deprived areas the most. We have already seen an increase in demand of families in need of financial assistance, including more families reliant on local foodbanks and free school meals. If we are to help these families within our resources, we must continue to work in a joined-up way, sharing information, resources and using targeted evidence-based approaches to improve their outcomes.



Introduction and context

Bristol is the largest city in the South West and one of the 11 'Core Cities' in the United Kingdom. With a population of 472,400 in 2021, which includes 85,700 children who make up 18.4% of the total population, Bristol has been the fastest growing of all the Core Cities over the last decade.

Age

The 2021 census found an increase in all age groups population, except for 0-4 year-olds which fell by 3,700 (12.6%), reflecting falling birth rates (since 2012) and for people aged 80 and over which fell by 850 (4.9%), opposite to the national trend. The largest increase in Bristol was in those aged 30 to 39 years, which grew by 14,800 (22.2%). Bristol has a higher proportion of working age (16-64-year-old) people than nationally - 69% compared to 62% in England and Wales.

Only falling age groups are 0-4 and over 80

Number of residents aged between 30-39 years up 14,800
Up 22.2%

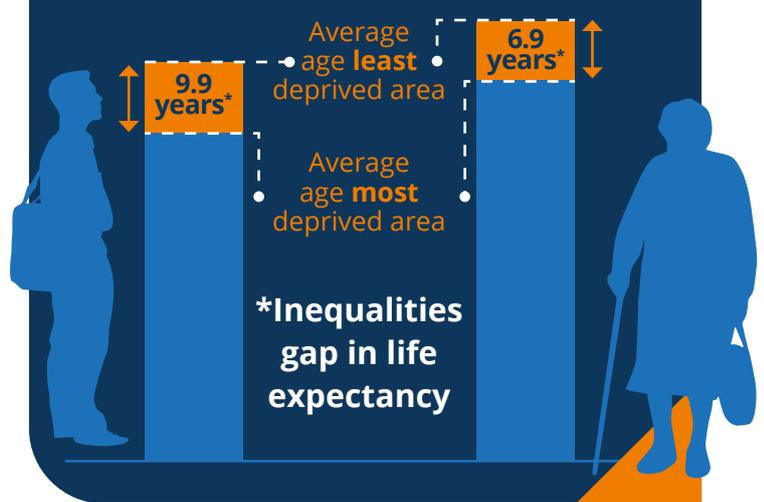
Proportion of working age (16-64) people:
69%

Health

Life expectancy:

82.7 years for women

For men 78.5

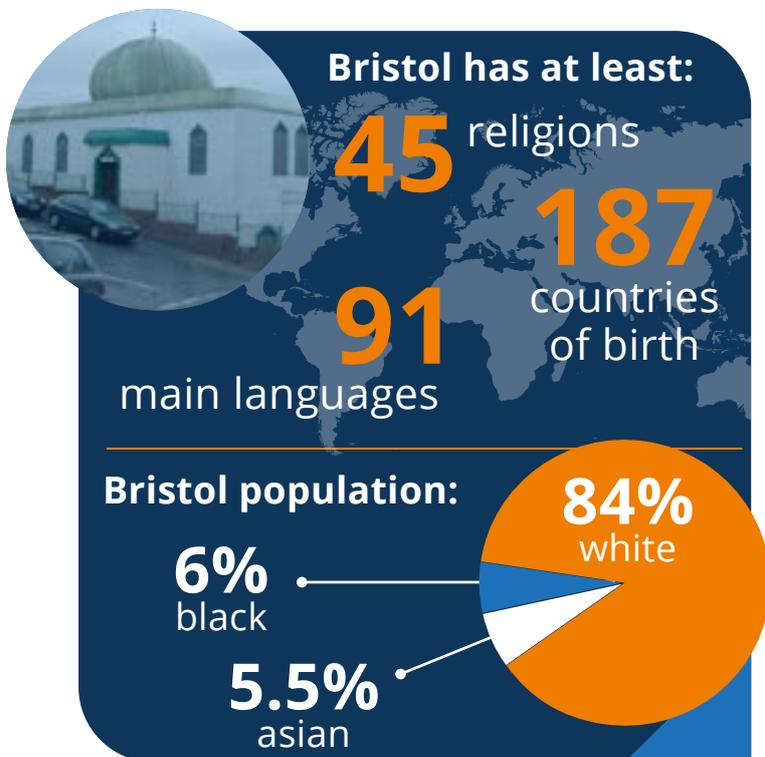


The average life expectancy for women is 82.7 years and for men 78.5 years (2018-2020) both are lower than the national average with the inequalities gap in life expectancy between the most and least deprived areas being 9.9 years for men and 6.9 years for women.

There are challenges for our adult safeguarding health and social care partners because of the recent COVID-19 pandemic, with demand for care and support services and waiting lists for medical interventions increasing. This is against a current backdrop of a reduction in staff returning to the sector following covid and issues with recruiting new staff to fill the gap.

Diversity

The population of Bristol has become increasingly diverse, and some local communities have changed significantly. There are at least 45 religions, 187 countries of birth and 91 main languages spoken. The 2021 census recorded Bristol's population has 84% being white (77.9% White British, 0.9% White Irish, 0.1% Gypsy or Irish Travellers, 5.1% other white), 6% black (2.8% African, 1.6% Caribbean, 1.6% other black) and 5.5% as Asian (1.5% Indian, 1.6% Pakistani, 0.5% Bangladeshi, 0.9% Chinese, 1.0% other Asian).

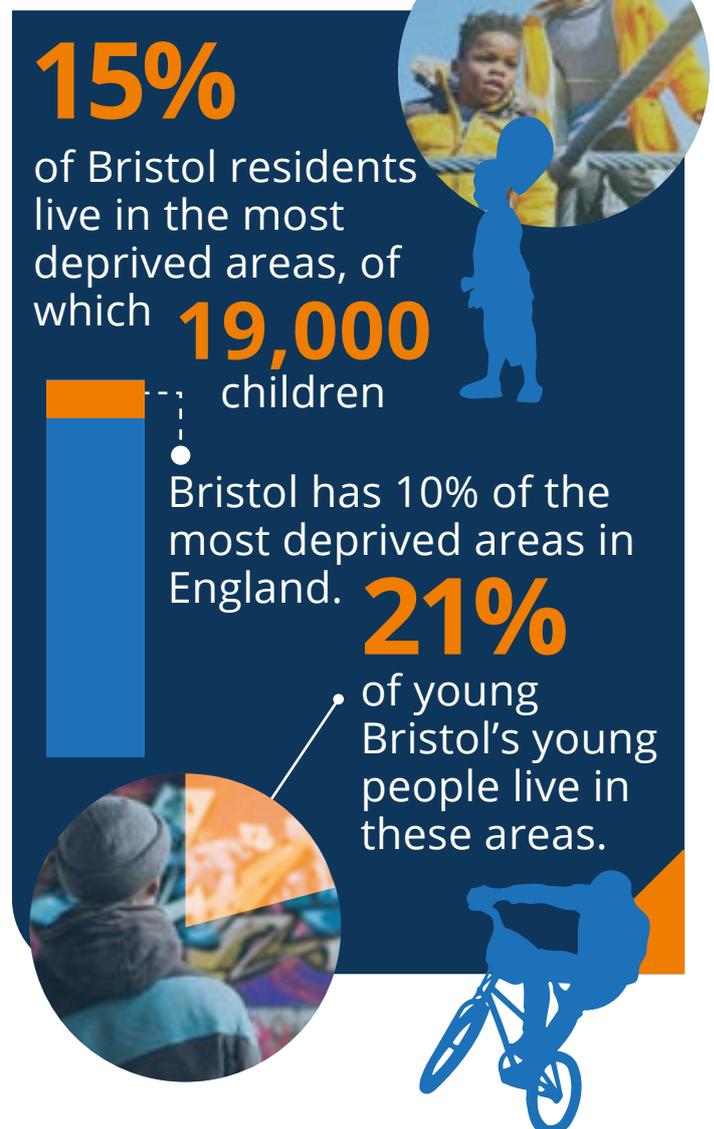


Bristol is a welcoming city for those wishing to seek refuge from persecution and violence including those fleeing from the conflict of war. In the past three years we have seen an increase in individuals and families coming to Bristol from other countries such as Syria and the Ukraine and we have worked nationally with the Home Office and other nearby local authorities to ensure these refugees are safeguarded from further harm and protected from

those wishing to exploit their vulnerable status. We will continue to develop cross border strategies to safely accommodate and safeguard those in need of our help, whilst working in collaboration with the police and criminal justice partners to bring those wishing to exploit them to justice.

Deprivation

Bristol has 41 areas in the most deprived 10% in England, including three in the most deprived 1%. 15% of our residents (70,800 people) live in these most deprived areas including 19,000 children and 7,800 older people. Bristol has the highest number of children living in poverty in the South West with 21% of our young people living in deprived areas.



Crime

According to Avon & Somerset Police data the rate of overall crime in Bristol for 2022/2023 has increased on the previous year but remains lower than pre-pandemic levels.

There was an increase of 11.5% in anti-social behaviour in communities during 2021/22 and the partnership has worked together to identify those people most frequently involved, and has introduced new targeted approaches to tackle this issue. This includes the multi-agency Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery), a joint Home Office and Department for Health and Social Care pathfinder programme, which aims to reduce drug-related offending; reduce the prevalence of drug use within local communities; and disrupt those high-harm criminals and networks involved. Bristol was one of 13 areas to receive funding for this and in 2021/22 made over 1,000 arrests linked to drugs including 351 for supply offences and 370 for weapons offences.

There is evidence to suggest that the cost-of-living crisis is having an impact on domestic abuse survivors. Research by Women's Aid (2022) found that two thirds (66%) of survivors responding said that their abusers were now using the cost-of-living increase and concerns about financial hardship as a tool for coercive control. The cost-of-living crisis has also impacted on victims ability to leave. Almost three quarters (73%) of women who lived with and had financial links with their abuser said that the cost-of-living crisis had either prevented them from leaving or made it harder for them to leave.

Project ADDER:

1,000
arrests linked
to drugs

Including **370**
for weapons
offences

In Bristol domestic violence and abuse has increased since last year. In 2021/22, 41% of all recorded domestic abuse related crimes (with victims over the age of 16) were a repeat offence. Repeat offences are defined as multiple offences committed against the same victim within 12 months of the latest offence.

The number of repeat offences indicates the current model for protecting victims is not effective as we would hope. The DASVG are currently developing a strategy to help prevent and reduce violence against women and girls including that of a domestic nature and a measurement of success will include a reduction in these repeat incidents. In 2022/23 the BCC Quality of Life survey found 6.2% of people perceive domestic abuse as a private matter, this increased to 9.8% in deprived areas (similar to last year). An important part of the strategy will be how we effectively educate our families and our communities to adopt a zero tolerance towards this crime and encourage third party reporting so victims can be identified, protected and supported whilst perpetrators are brought to justice and engaged onto behaviour programmes to effective positive change.

What consultation told us

The KBSP ran a consultation to understand Bristol’s priorities in respect of safeguarding and community safety and ask whether the priorities identified through the partnership’s analysis of data, feedback and quality assurance were the right ones. Respondents broadly supported the partnership’s identified priorities.

The table on the following page, sets out the thematic and practice priorities in the city and underpinning areas that respondents told us required partnership system leadership.



What people told us are their priorities for the KBSP: (percentages provided are the proportion of people who rated these their top one or two priorities for the Board)

Children and Families	Safeguarding Adults	Community Safety
<ul style="list-style-type: none"> ● Improve the response to children who are sexually abused with more service availability and support for parents ● Improving the safeguarding and protection of children and families from high risk domestic abuse through a review of MARAC processes, improved trauma-informed response from education services and access to therapeutic services for children ● Improving safeguarding of children and young adults from extra-familial harm including in transitional period through increasing preventative services, disruption and improved information sharing ● Increase safe spaces for young people to access youth and play services ● Improve whole-family models of support in respect of alcohol and drug treatment services 	<ul style="list-style-type: none"> ● Implement an Adult MASH arrangement (45%) ● Improve safeguarding arrangements for refugee and asylum-seekers in the city ● Improve systems for safeguarding and managing risk to adults experiencing multi-disadvantage and complex needs ● Improve safeguarding of young adults including with improved guidance on the application of the Care Act in this age group 	<ul style="list-style-type: none"> ● Develop more integrated, multi-disciplinary responses for adults with co-location and shared pathways to services (eg. Housing, Mental Health, Substance misuse, Domestic Abuse) ● Improve availability of alcohol support services ● Increase community policing in neighbourhoods with high crime rates and tackle drug dealing near schools ● Improve preventative education programmes for children in respect of Anti-social behaviour and substance misuse ● Pilot new disposal schemes for first time offenders to reduce hate crime ● Increase disruption and prosecution outcomes for modern slavery offences

Conditions and Systems for Practice	
<ul style="list-style-type: none"> ● Strengthen or establish front door MASH arrangements (27% children; 45% adults) ● Opportunities to improve voice, influence and participation in safeguarding (20% children; 18% adults) ● Improve workforce retention and cultural diversity of safeguarding workforce (16%) ● Tackle the determinants of harm in communities (eg. poverty, housing provision, employment opportunities) (16%) 	<ul style="list-style-type: none"> ● Strengthen safeguarding pathways in the health and mental health systems (15%) ● Public campaigns and awareness raising for community safety and safeguarding issues to be run in multiple languages ● Embed trauma-informed skills and practice across the system to challenge victim-blaming and increase public confidence in services

Who did we hear from?

- 255 people contributed their views to the KBSP Strategic Plan consultation
- 79% identify as female; 18% as male and 3% identified as transgender, non-binary or chose not to share their gender identity
- 11% of respondents are disabled
- 21% of respondents were from Black British, Gypsy/Traveller or mixed ethnic backgrounds
- 13 of respondent identify as Lesbian, Gay, Bisexual or Asexual

Figure 1: Spread of ages represented in the survey who completed 50% or more

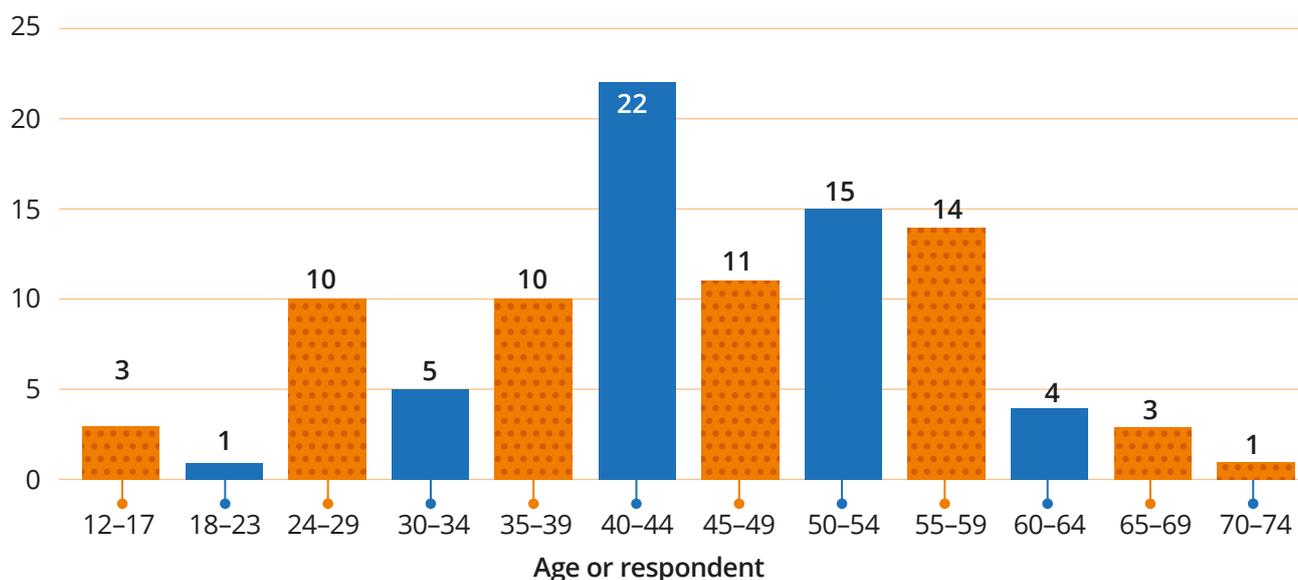
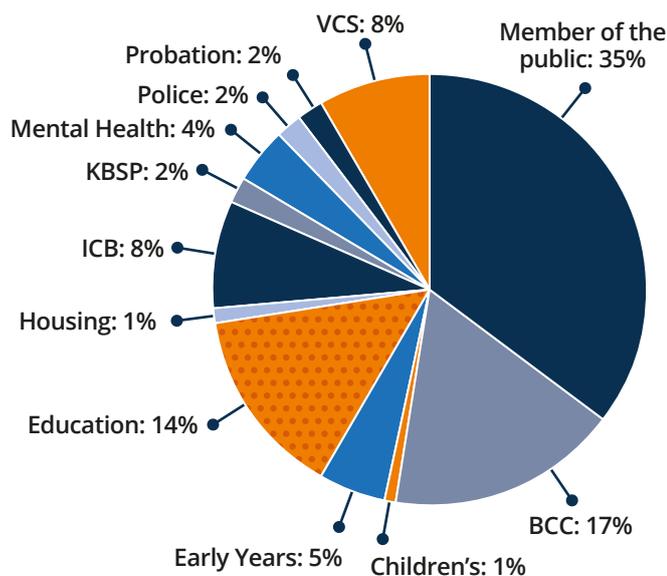


Figure 2: Proportion of Respondents by role who completed 50% or more of the survey



Most respondents were adults. We have therefore also consulted with children to inform this strategic plan through the Shadow Safeguarding Board, Bristol Child Exploitation Collaboration, Peer Influencers and have taken into consideration the priorities of the Bristol Youth Council and Children in Care Council.

Respondents were asked if they were completing the survey on behalf of their organisation or as a member of the public so we could get a mixture of professional and public responses. 49% of overall respondents engaged with the survey with their personal opinions, with 51% of overall respondents engaged on behalf of an organisation.

Building Blocks for our Partnership

The KBSP has developed six overarching principles, which are our building blocks to be considered in all the work the partnership delivers. These principal themes along with our priorities enable the partnership to remain focused in achieving the success of this strategic plan. They are evidenced based and reinforce what we are doing, why we are doing it and how effective our work has been.

Our Vision

“To develop a culture that promotes continuous improvement, where Partners work together in providing effective and timely safeguarding responses and high-quality accessible services are provided to our families and communities.”

Our Building Blocks

The KBSP have identified six principles which we believe provide us with the building blocks for strengthening the Partnership further, ensuring it remains responsive in its safeguarding duties. These principles will be adopted across the whole of the safeguarding system and embedded in workforce practice enabling us to deliver against the safeguarding priorities highlighted in this plan. These are:

 <p>Learning and Workforce</p>	 <p>Systems and Procedures</p>
 <p>Working Together</p>	 <p>Voice and Participation</p>
 <p>Equality and Inclusion</p>	 <p>Quality and Performance</p>

Learning and Workforce



We want to attract more professionals to come to work in Bristol to help us deliver better safeguarding outcomes for our population. We want to improve workforce sufficiency, so those in need of our support experience less change in the professionals who support them, and strong trusted relationships are developed and fostered. The Partnership recognises since the covid 19 pandemic the recruitment and retention across the safeguarding children and adults system is increasingly challenging.

As a Partnership we also recognise the importance of having a workforce which is reflective of our local population, and which is confident and culturally competent in working to meet the needs of our Bristol families and communities. We aspire to become a centre of excellence in providing the best safeguarding services and want to develop a learning culture across the city. The Partnership are keen to learn from national and local reviews and continuously improve safeguarding systems and practice and will continue to work together with national panels in new areas of research to develop evidence-based approaches to safeguarding adults and children from harm.

To assist in training our workforce the Partnership have invested in a new electronic management system which will be launched in June 2023. This will enable further expansion of the current training offer and provide a more efficient and streamlined booking system including a personal dedicated CPD (continued professional development) area for each learner.

Our training programme will continue to focus on both mandatory safeguarding training for professionals and a variety of thematic safeguarding courses to assist in the development of effective practice. Full details of the KBSP training can be found in part 2 of this plan and on our KBSP website training page.



Working Together



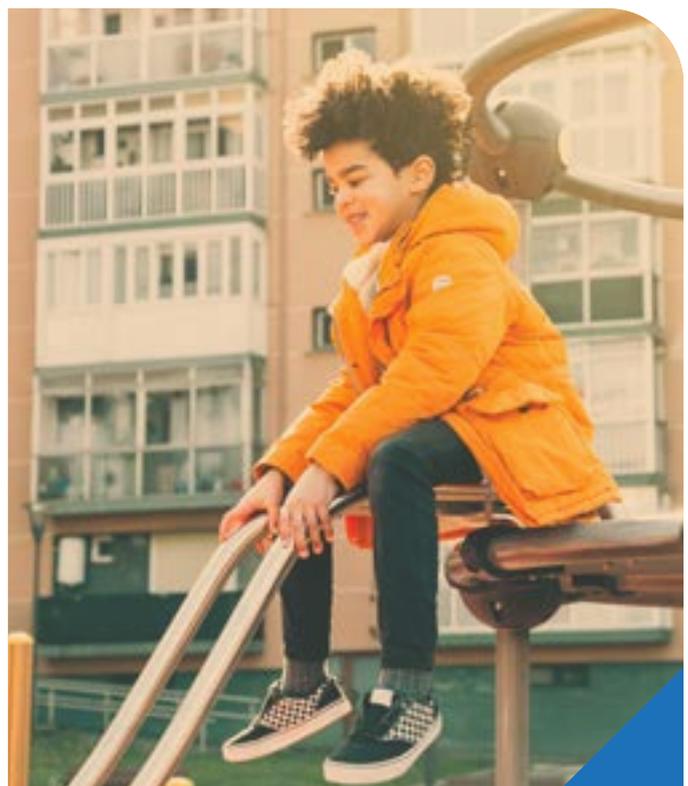
The Partnership seeks to continuously improve its responses to safeguarding and we have worked with the University of Bedfordshire in developing a contextual safeguarding approach to safeguarding children and young people from extra familial harm and are currently working with the National Centre of Excellence for Child Sexual Abuse to improve provision and pathways for children who have been sexually abused.

In integrating the Partnership, we have been able to build our collaborative working to better co-ordinate responses to complex safeguarding issues such as child exploitation, transitional safeguarding and improve the outcomes of adults and children of domestic abuse.

We also support the work of the Avon and Somerset Modern Slavery Partnership, which is multi-agency and dedicated to increasing the identification, protection and provision of support for victims of modern slavery and human trafficking. Working collaborative to disrupt and target offenders and to bring perpetrators to justice, especially those in organised crime. Going forward this partnership will build an improved picture of the extent of modern slavery and hot spots in the city by extending sharing of information and data and continue to work collaboratively to disrupt organised crime.

They will also further develop, promote and facilitate modern slavery awareness training for the partnership workforce on spotting the signs and knowing actions to take.

We also recognise the importance of working together when trying to provide timely and effective responses to complex adult safeguarding issues such as those who suffer from dual diagnosis, substance misuse and self-neglect and our focus must be to improve the earlier identification and risk management of these individuals so they can be supported to live independently whilst being safeguarding from harm. To this end the partnership will continue its efforts to establish an adult Multi-Agency Safeguarding Hub (MASH) to co-ordinate better responses to those with complex safeguarding needs.



Equalities and Inclusion



Families, young people and adults of Bristol have called for more to be done to address racism, discrimination and inequality across our communities. There are many factors that reduce people's access to opportunities, including poverty, where you live, your readiness for education or the health of your family. Often, these factors are directly linked to race, ethnicity, disability, gender, age and sexual orientation.

COVID-19 has led to worse health outcomes for many Black, Asian and Minority Ethnic communities across the UK, exacerbating existing inequalities in standards of housing, employment and levels of mental and physical health.

KBSP recognise that promoting equality, diversity and inclusion, and addressing inequalities is fundamental to safeguarding our families. We are proud of our vibrant and diverse city, valuing the differences and richness of cultures that our communities bring. We want to build a city that is welcoming and where everyone can contribute their views. We understand some individuals and communities can struggle to have their voices heard and can feel more excluded than most. We also know that some groups are disproportionately affected by some forms of abuse and neglect.

As a partnership we are committed to eliminating negative discrimination, providing equality of opportunity and challenging prejudice to advance the achievement of equality and foster good relations between groups and individuals in Bristol. An equal society values human diversity, recognising that diversity brings a range of skills, knowledge, value, styles, perspective and ideas that secure Bristol's future as a place where families want to live, work and prosper, and challenge the inequities that destroy this diversity in our society and organisation.



As a partnership, we are committed to Bristol City Council Equality and Inclusion policy and strategy. As part of the refresh of the Partnership strategy it has been agreed that Equality and inclusion will be a focus.

The strategy sets out how, over the next three years, we plan to realise our ambitions. This strategy sets out our equality objectives in line with the overarching strategy time frame and the objectives will be reviewed yearly. These are as follows:

Objective	Measurement of success
<p>The partnership will strengthen the voice of families and communities of Bristol to understand if there is an inclusive culture within the safeguarding systems that values difference, where everyone feels they belong and have opportunities to succeed.</p>	<ul style="list-style-type: none"> ● A reduction in Bristol citizens who report experiencing discrimination or harassment. ● An increase in the percentage of families and communities of Bristol feeling that statutory services (Police, Social Care and Health) have an inclusive response to their safeguarding needs. ● Families and communities of Bristol have a mechanism to raise concerns if they feel like they have been discriminated within the safeguarding system.
<p>Members and senior officers of the executive group are champions for Equality and diversity within the partnership.</p>	<ul style="list-style-type: none"> ● Using self-assessment against external peer review frameworks and audit reports to evidence improvement. ● Progress is reported at executive meetings and features regularly in newsletters and communication to partners. ● Publishing information at least once a year summarising progress against our equality and inclusion objectives and outlining any challenges we are facing going forward.
<p>Safeguarding systems are responsive to individual needs so all families and communities of Bristol can access service easily and have opportunities to improve their outcomes.</p>	<ul style="list-style-type: none"> ● Successful delivery of KBSP action plans to improve safeguarding system. ● Regular progress and data reporting providing multi-agency partnership safeguarding. ● Increase in the percentage of residents of Bristol satisfied with the way statutory services provide safeguarding systems.

Systems and Procedures



We will continue to embed contextual and transitional safeguarding approaches to safeguard children and adults affected by exploitation and serious violence. Working in partnership to develop effective pathways for young people who may need additional support to transition into adulthood successfully.

We want to review our current provision and pathways for children and young people who suffer with mental health issues. Ensuring both young people needing therapeutic interventions and those needing acute mental health treatment receive it in a timely manner and appropriate mental health setting. Reducing their time on a generic hospital ward.

We will continue to work with national partners from the centre of excellence for child sexual abuse ensuring our local policies, procedures and pathways are strengthened for victims and survivors of CSA and our workforce are adequately trained in trauma informed approaches to offer better support.

We will review our child protection arrangements including the effectiveness of strategy meetings to provide more effective responses and transparency for families within the child protection system and look to increase our engagement with families to gain their views on how we can improve existing support services.

We want to improve the interface between partners involved in child protection meetings including those from health to improve preventative work and better protect those children and young people who are subject to child protection arrangements.

We will continue to promote collaborative working amongst partners by further strengthening our children's MASH, improving risk management and decision-making processes. Whilst focusing on the future development of an adult Multi-Agency Safeguarding Hub (MASH) to assist the KBSP in developing a robust management approach for safeguarding complex adults.

We will work to improve the coordination of our response to incidents of serious violence in the city to promote improved safeguarding and community safety responses.



Quality Assurance and Performance



The Partnership continues to build and strengthen its quality assurance activity to ensure organisations are working well together and safeguarding outcomes are improved for our families, young people and adults in Bristol.

The KBSP undertakes quality assurance activities including:

- **Multi-agency data**
- **Self-Assessment audits**
- **Statutory Safeguarding Audits, including S11 & S175**
- **Multi-agency thematic audits**
- **Inspection findings eg OFSTED, CQC**
- **Assurance reporting by partner agencies**
- **Service User feedback**
- **Young Peoples Shadow Board mystery shopper exercise**
- **Evaluation of multi-agency training**

Details on the above are provided in the KBSP Quality Assessment Frameworks (QAF) for children and young people and for adults. The QAF is agreed by the partnership on an annual basis with outcomes delivered through multi-agency action plans which are reported to the Executive by exception on a six-monthly basis.

The KBSP Chair provides the independent scrutineer for the partnership. The role is primarily focussed on how well the statutory safeguarding partners are working together and with other agencies and organisations, to ensure that families and individuals of Bristol are safeguarded, and their welfare promoted. Further details of all our quality assurance work can be found in our KBSP Annual Reports.

As a partnership we are keen on using new technologies and ways of working and to make the best use of data to monitor our performance across our safeguarding systems. We hope to develop links with the data accelerator project which aims to bring multi-agency data including that of the police and the local authority together. This will help the partnership in better identifying children and young people who would benefit from a more targeted approach from agencies, including children who frequently go missing.

We are currently developing an overarching strategic dataset to help us understand how effective our safeguarding systems are at identifying and responding to safeguarding concerns and to further develop our decision making. We will also consider ethical and inclusive research to become more evidence-led when making our decisions.

Voice and Participation



The KBSP has a dedicated Participation, Engagement and Communications (PEC) officer who works to engage and capture the voice of children and adults with care and support needs.

They do this through a variety of platforms including consultation and surveys, through engaging lived experience groups and including young people in quality assurance activities. We have an established Children's Shadow Board and a Young Carers and Children in Care Council, which we also use for consultation.

The shadow board assist the KBSP with quality assurance activities such as the annual mystery shopper exercise to test the front door of children's social care and will provide feedback and suggest improvements to the service. The shadow board have identified involvement in the forthcoming activities to assist the KBSP in 2023–24:

- Assist KBSP with quality assurance activity to test safeguarding system
- Assist KBSP with the recruitment of the KBSP Independent Chair in 2023.
- Inform consultations with public health on vaping, substance misuse, sex and relationships
- Work to support University of Bristol on vaccinations project
- Informed discussions with NHS on children's health & social care framework.

Further activity to support the delivery of this plan will be made on annual basis with the shadow board and recorded in the operational business plan which details all activity and action to achieve the priorities we have set out in this plan. Going forward we want to replicate the shadow board with a dedicated adults forum, to help us evidence the effectiveness of making safeguarding personal and to amplify the voice of the adult. Using this to further develop our safeguarding systems and strengthening implementation of the CQC framework for adult social care.

There is an expectation that KBSP partners agencies also capture the voices of children and adults in their daily work, and this is shared through section 11 statutory audits and other quality assurance activities undertaken annually by the KBSP. We will be building on this in 2023–2026 by undertaking targeted community safety and safeguarding campaigns with a focus on gaining views of those from diverse isolated & under-represented groups.

We also want to focus on making safeguarding personal outcomes and will be engaging with adults who have defined care and support needs and direct experience of using adult services. Whilst continuing to use our Domestic Abuse Lived Experience Forum to influence the improved implementation of policy and strategies and future service design.

Our Themes for 2023–2026

Children and Young People

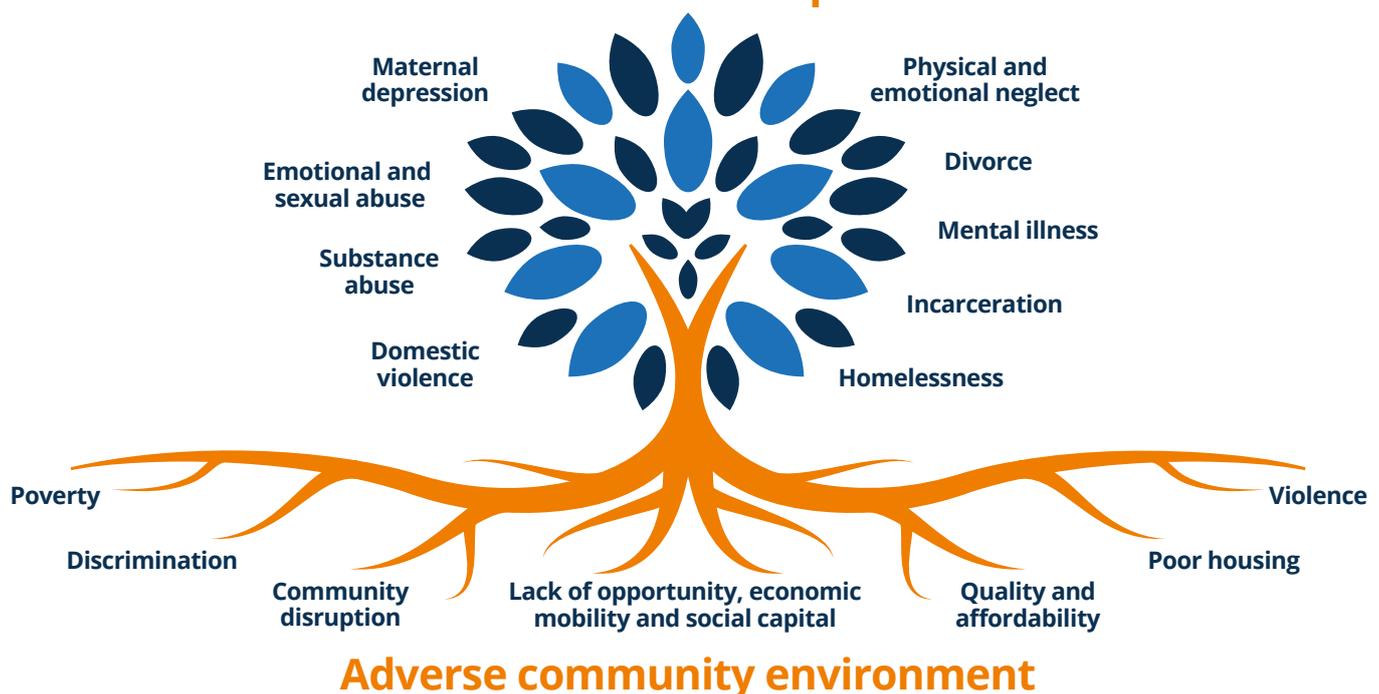
The KBSP works to ensure Bristol is a safe place for families to live and where children can thrive. We want our children and young people to have the best possible access to safe play spaces and attend educational settings that are free from all forms of abuse or harassment. We want families to be able to easily access information and services when they need support, and we want these services to be delivered in a timely way and be responsive to the family’s needs. The KBSP have identified the following priorities to focus this work.

Trauma Informed Workforce

We are training our workforce to better respond to complex safeguarding issues using a trauma informed approach, recognising that early childhood adverse experiences may lead to a child being at greater risk of violence and harm, whilst negatively affecting their adult health and life outcomes. We believe building on this approach will help our workforce to better support, repair and restore relationships with families who have experienced trauma.

We will continue to embed the work with the University of Bedfordshire to protect and support our young people who are at risk of exploitation and serious violence by using a contextual safeguarding approach and continue our work with the Centre of Excellence for Child Sexual Abuse in the development of new policies, procedures, and pathways to improve safeguarding outcomes for young people who have been victims of sexual abuse.

Adverse childhood experiences



Adapted from Ellis, W., Dietz, W. (2017) A New Framework for Addressing Adverse Childhood and Community Experiences: The Building Community Resilience (BCR) Model. Academic Pediatrics. 17 (2017) pp.S86–S93. DOI information: 10.1016/j.acap.2016.12.011

These priorities have been identified because of learning from Child Safeguarding Practice Reviews, where the workforce's ability to respond to complex safeguarding concerns was highlighted as an area for improvement. It has also been highlighted in local audits which identified a need for the workforce to have access to better tools to help decision making and visually clear pathways, so professionals know how to access timely support for victims of child sexual abuse

Systems and Procedures

We believe that children and young people and their families have the right to access information and services when they need them and that early support can be more beneficial and cost effective than waiting until a child or family is in crisis. As such, Bristol had developed Family Hubs, which strive to provide support and services which are joined up, easily accessible and timely. The family hubs will provide universal services which all families can access, and which can provide a 'gateway' into more targeted support for those who need it. These family hubs work in a trauma-informed way and use approaches which promote trusted relationships and positive connections that children have with their families, teachers and other professionals.

The Partnership has recently begun a review of its Child Protection Arrangements including the interface between agencies eg health partners and attendance and effectiveness of strategy meetings, its Section 47 procedures and improving its Joint Investigations and Best Evidence Interviews.

We are improving transparency around children's social care by developing and sharing more online resources for children and parents and by engaging the lived experience of parents who have previously been involved in the child protection system. This has led to an improved understanding of child protection boards and the removal of confidential slots in child protection conferences improving trust between parents and professionals.

We will continue to embed a contextual safeguarding approach across our safeguarding system to support parents who need help with children who have been exposed to extra familial harm and abuse and work together with adult social care in the development of a transitional safeguarding approach and pathways to support our most vulnerable young people between the ages of 16-25 who may have care and support needs or other vulnerabilities which place them at greater risk of sexual and criminal exploitation.

We have identified a need to improve our current Children's Multi-Agency Safeguarding Hub (MASH) arrangements to improve the co-ordination of safeguarding responses, promote improved information sharing and better decision making. We know that Bristol could be better at sharing information at an earlier stage, so a clearer understanding of the family is known to all professionals at the start. We want to further strengthen our current model so more children are managed through the MASH, where multi-agency professionals can access databases and have joint conversations immediately about their knowledge of a family, making decisions as to how intensive the support offered needs to be.

This model should enable the earlier identification of children and young people at risk of harm, including those suffering from domestic violence and abuse, and provide better support for those young people who need to access specialist provision.

The MARAC (Multi-Agency Risk Assessment Conference) is where different agencies meet to discuss victims experiencing domestic abuse and provide the coordinated response and support needed to keep them safe. The KBSP have identified the alignment of MARAC to the Children's MASH as a priority recognising children can be victims in witnessing (hearing and seeing) domestic abuse and violence in the home and as older adolescents who may have their own abusive relationships. The KBSP has highlighted domestic abuse as a priority and have already co-located specialist domestic abuse workers within

its family in focus teams to improve the coordinated response offered to non-abusive parents and their children.

We know from national and local data that children's mental health has been negatively affected by the pandemic and demand for mental health services has risen. Children with the most acute mental health needs need good joint working between CAMHS, Children's Social Care, health, and education. We are aware there are a small number of children spend too long in hospital before the right provision to support their needs in the community or in a specialist hospital setting can be found. We would like to explore how we can improve this system and ensure more children get the right support, looking into CAMHS therapeutic offer and resolving the current issues around the delayed discharge of children from hospitals.

What does success look like for our children and young people?

- Our children and young people to have the best possible access to safe play spaces and attend educational settings that are free from all forms of abuse or harassment.
- Families can easily access information and services when they need support, and these are delivered in a timely and responsive way to meet the family's needs.
- A safeguarding system which supports young people experiencing extra familial harm and their parents who may need help to protect and safeguard their children.
- A fully integrated safeguarding system which works across children and adult social care ensuring a seamless transition for transitional safeguarding approach and pathways to support our most vulnerable young people between the ages of 16-25
- Improved Children's Multi-Agency Safeguarding Hub (MASH) arrangements and the alignment of MARAC to ensure the co-ordination of high-quality safeguarding responses, which promotes information sharing and better decision making.
- Children with the most acute mental health needs are provided with timely and appropriate support, including an improved therapeutic offer and with issues around the delayed discharge of children from hospitals resolved.

Safeguarding Adults

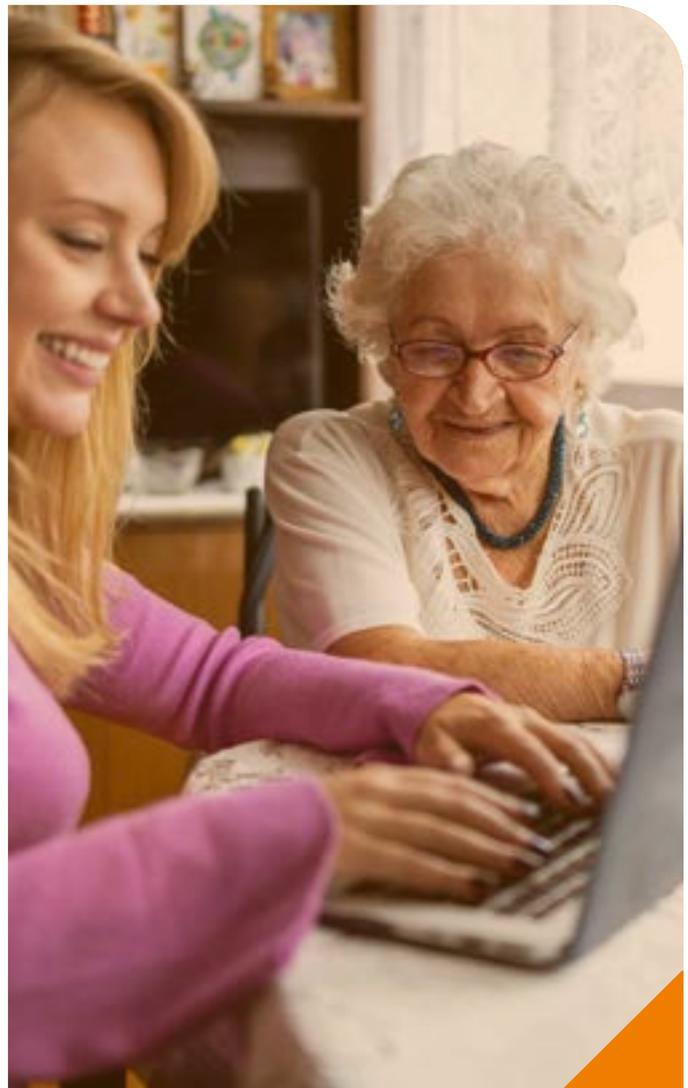
Workforce and Learning

There have been significant changes to safeguarding adults since the KBSP set out its first strategic plan in 2019 and it will be vital that the workforce is confident and skilled to deliver on these changes. These include upskilling the adult workforce on the implementation of new Liberty Protection Safeguards (LPS) which replace the current Deprivation of Liberty Safeguards (DOLS) and the new Care Quality Commission (CQC) inspection framework for adult social care. This aims to ensure the services provided to adults with care and support needs are timely, appropriate and of sufficient quality to meet their needs. We have already undertaken readiness assessments of the workforce in meeting these new challenges and have scheduled training to assist with the implementation of these key areas.

Systems and Procedures

In emerging from the pandemic into a cost-of-living crisis we have seen an increase in the number of adult social care referrals and those presenting with complex needs including self-neglect, dual diagnosis, and multiple disadvantages. We have also seen an increase in local Safeguarding Adult Reviews (SARs) which has highlighted the need for a more robust approach to risk enablement in the absence of an adult's MASH. The Partnership continues to focus on the development of an adult's MASH model to assist in the earlier identification and co-ordination of its multi-agency responses, but this has been hindered due to a lack of funding afforded by partners to date.

Self-neglect is a priority for the partnership including the improvement of risk management approaches, which has been identified in local SARs and in national reviews. We have a self-neglect group to take forward a review of current safeguarding adults' policies, procedures, and pathways to improve outcomes for these complex cases. In doing this we also hope to see reduction in the number of inappropriate referrals into adult social care and an improvement in early intervention for those presenting with complex needs. We will measure this through our adult's dataset which is reported to the Keeping Adults Safe group on a quarterly basis and six monthly to the Executive.



We understand the importance of having affordable, safe, and secure accommodation for families and we will continue to work with partners in putting homelessness prevention at the heart of what we do. We need to further research and understand different people's needs and the complex factors that can lead to homelessness, drawing on the recent homelessness needs assessment undertaken locally by Public Health, the positive practice briefing on Adult Safeguarding and Homelessness, produced by the Association of Director Adult Social Services (ADASS) and the early findings from our own local Changing Futures programme. This programme works intensively with people experiencing homelessness to better understand and

address the system change issues people experience in relation to health, social care, housing and the criminal justice system.

We will also continue to work in collaboration with neighbouring local authority areas to strengthen information sharing and better protect individuals and families who are in emergency accommodation having fled their own countries due to war. These individuals and families are placed directly into local authority areas by the Home Office often in local hotels and emergency accommodation. In working together across geographical areas, we will be able to better identify safeguarding issues, manage risk and provide more timely and responsive interventions and support for those wishing to settle in Bristol.

What does success for safeguarding adults look like ?

- Adult Social Care workforce are trained and fully informed on the requirements of the new Liberty Protection Safeguards (LPS) which replace the current Deprivation of Liberty Safeguards (DOLS) and the new Care Quality Commission (CQC) inspection framework for adult social care to further improve outcomes for those using adult's services.
- A robust approach to risk enablement in the absence of an adult's MASH is created to ensure those adults with complex needs and disadvantage are prioritised and provided with a multi-agency coordinated approach to address safeguarding issues.
- Improved pathways for those adults suffering from self-neglect to enable earlier identification, increased engagement, targeted intervention, and improved retention in support services.
- We will further strengthen our work with neighbouring local authority areas to better protect and safeguard individuals and families who are in emergency accommodation and seeking asylum having fled their own countries due to war.
- An improved offer of support for those individuals who are homeless or at risk of homelessness due to complex needs, which may include substance misuse, mental health issues or other problems which could place their tenancy at risk if not addressed.

All Age Exploitation

Our aim is for children, young people, and vulnerable adults to be safe from all forms of exploitation. The risks and challenges that children and young people face outside of their home in peer groups, schools, neighbourhoods and in the wider community where they live their lives is becoming increasingly complex and the risks are exacerbated for children and young people with additional vulnerabilities. Opportunities for grooming and coercion on-line and through social media have increased.

Preventing and responding to extra familiar harm, including criminal and sexual exploitation, missing, and youth violence continues to be a priority for the KBSP. We will continue to embed our trauma informed, contextual safeguarding approach across our partnership prevention of and response to exploitation. Working together alongside children and young people, families, and wider communities to strengthen our approach to prevention, early identification and our response and recovery for those who have been exploited.

This includes continuing to build on our Safer Options approach implementing a public health approach to understanding and tackling the root causes of violence and exploitation and building an integrated system to prevent and protect children from violence and exploitation in our communities.

Bristol City Council is bringing its Youth Justice Service, Safer Options and Safer Together into one service to further strengthen co-ordination and a cohesive service offer. With the increased understanding of the interlinks between youth violence, criminal and sexual exploitation, missing and wider vulnerabilities we will refresh our operational and governance arrangements to further integrate and coordinate our response and multi-agency arrangements across the city. This will include collaboration with neighbouring local authority areas when a cross boundary approach will be beneficial.

The innovative strategic partnership between Bristol City Council and Barnardo's to co-design a service model for children, young people and families affected by extra familial harm and exploitation was established in January 2022. A service specification is now fully developed for an Adolescent Exploitation Service for children and young people up to the age of 25 who are being exploited and experiencing high levels of risk. A key element of our strategy is for the service to be developed and delivered in response to emerging needs and implementing the recommendations from the Collaboration.

A new multi-agency Transitional Safeguarding Group was formed in 2023 which is also being chaired by Barnardo's on behalf of the KBSP and will continue to build on the contextual safeguarding approach to reduce these older adolescents experiencing a cliff edge of services and support when they reach 18 years.

All Age Exploitation – what does success look like ?

- A better understand of the root causes of violence and exploitation and build an integrated system to prevent and protect children from violence and exploitation
- Working together with children and young people, families, and wider communities to strengthen prevention, early identification and our response and recovery for those who have been exploited.
- Successful implementation of an Adolescent Exploitation Service for children and young people up to the age of 25 who are being exploited and experiencing high levels of risk
- A fully integrated approach to transitional safeguarding of those who are 16-25 years and who require support into adulthood.



Keeping Communities Safe

The Keeping Communities Safe group is responsible for discharging the statutory responsibilities of the KBSP Community Safety Partnership functions. This includes undertaking a strategic needs assessment of crime and disorder and producing a community safety plan on behalf of the Executive which sets out its priorities to tackle local crime and community safety issues.

They also have due regard to the Office of the Police Crime Commissioner (OPCC) crime plan and work in partnership with the police, criminal justice agencies and others to improve the safety of local communities.

Community safety priorities include combating drugs which involves a multi-agency response in educating young people and the community on the harms that drugs can cause, the earlier identification and support to prevent drug related crime and anti-social behaviour, the disruption and prosecution of those involved in drug supply and improving access into treatment services for those battling addiction.

The partnership also recognises the harm that alcohol can cause and has seen increased levels of alcohol related disorder especially which is linked to the night-time economy. In July 2022 the partnership successfully secured £750k of Home Office Safer Streets funding (round 4) which will enable interventions such as improved CCTV and lighting and the expansion of the Safety for Women at Night agenda.

Serious Violence has so been highlighted as a priority in Bristol, with local data and the learning from recent Child Safeguarding Practice Reviews indicating an increase in serious violence between young people, which is often gang and or drug related. The KBSP have a dedicated Serious Violence Group which reports into Keeping Communities Safe, and which seeks to understand the issues and complexity of serious violence, developing a multi-agency strategy which will turn the curve on the city's current violent crime rates

We also recognise that over a quarter of violent offences are directly linked to violence against women and girls and take place behind closed doors and out of sight from others. Victims often feel they have nowhere to turn for protection and are fearful of reporting the perpetrator due to threats of violence and repercussions. Our recent Public Health JSNA Domestic Abuse summary report (March 2023) highlighted in Bristol, females over the age of 16 are 2.8 times more likely to be a victim of a domestic abuse related crime than males and that women in the 30–39 year-old age bracket are most likely to experience a domestic abuse related crime.

The partnership takes a zero-tolerance approach to violence against women and girls which includes domestic violence and abuse, honour based abuse and harmful cultural practices. We have been working hard with a variety of key agencies to commission improved support services for victims improve prosecution rates for perpetrators and provide opportunities for them to engage with behavioural change programmes.

Domestic abuse offences have reduced in the past year (6469 in 2022/23 from 7351 offences in 2021/22), and we want to continue this downward trajectory. We will have a multi-agency response to safeguard victims and children, provide training for professionals and communities and provide literature on services in public buildings and social media platforms to reach out to potential victims.

The KBSP domestic abuse survivor's forum tell us better protection needs to be afforded to non-abusive parents both through the child protection system and the family court. In relation to the child protection system, non-abusive parents say the current system fails to see or acknowledge the perpetrator and does not hold them to account for their violence or abusive behaviour, instead placing the responsibility on the non-abusive parent to keep their child(ren) safe.

Similarly, victims say they feel let down by the family court which continues to grant parental access to fathers who are perpetrators of domestic and sexual violence, enabling them to continue to harass and abuse. This has also been highlighted by victims and specialist domestic abuse services nationally who have called for urgent reform of the family courts to ensure they are acting in the best interest of the child and considering the risk of domestic abuse.

The KBSP have a dedicated Domestic Abuse & Sexual Violence group which seeks to improve outcomes for victims, and they have reached out to the Bristol family court, so they are better informed on domestic abuse and coercive control. This group also holds the remit of developing the Bristol

Violence Against Women & Girls (VAWG) Strategy which is due to be published in 2023.

The Bristol Modern Slavery Partnership works on behalf of the KBSP to increase the identification, protection & provision of support for victims of modern slavery & human trafficking. This includes working collaboratively to disrupt and target offenders, bringing perpetrators to justice, especially those in organised crime networks. This group will also work to educate communities on how they can best report or share information if they have concerns.

The Partnership Against Hate Crime (PAHC) reports directly into the Keeping Communities Safe group and like the Modern Slavery Partnership works both locally across Bristol and more widely across the Avon and Somerset area to prevent and reduce hate crime and provide better support to victims. Hate crime offences have reduced when compared to last year's figures (2340 offences in 2021/22 compared to 2099 offences in 2022/23).

We know from Bristol City Councils Annual Quality of Life survey (2021/22) that residents want to feel safe in their communities, and in the past 24 months the KBSP has taken a city-wide approach to tackling hate-based harassment, hate crime, and discrimination. Working collaboratively with all partners across the city we will continue to provide a person-centred approach for victims and promote a zero-tolerance approach to this crime.

Community Safety – what does success look like ?

- Production of Bristol strategic needs assessment of crime and disorder and community safety plan to drive the partnership in identifying and responding to safeguarding threats and opportunities in our local communities.
- Strong multi-agency approaches to prevent and reduce serious violence, providing improved targeted interventions to young people and the disruption and prosecution of organised crime networks
- Drug and alcohol offending behaviour is reduced across the city, young people and communities are educated and access into treatment and support is timely.
- We will continue to build strong resilient communities, where people get along together, where hate crime and violence against women is not tolerated
- We will protect and support victims of modern slavery and target those who seek to exploit them.



Partnership Safeguarding Arrangements and Relevant Agencies

The Partnership oversees the delivery of its statutory duties through the KBSP Executive, which has an Independent Chair, and includes a core membership of Executive Director of People Bristol City Council, Superintendent of Neighbourhood and Partnerships Avon & Somerset Police, the Chief Executive of the Integrated Care Board, the Assistant Chief Officer of the Probation Service and the Chief Officer of Avon Fire and Rescue Service.

Safeguarding partners are required to provide equitable and proportionate funding to the KBSP safeguarding arrangements. The funding covers all elements of the arrangements, including the cost of the business support infrastructure and safeguarding reviews. The KBSP is being funded through a pooled budget and details of our funding can be found in our [Annual Report](#) published on our [KBSP website](#).

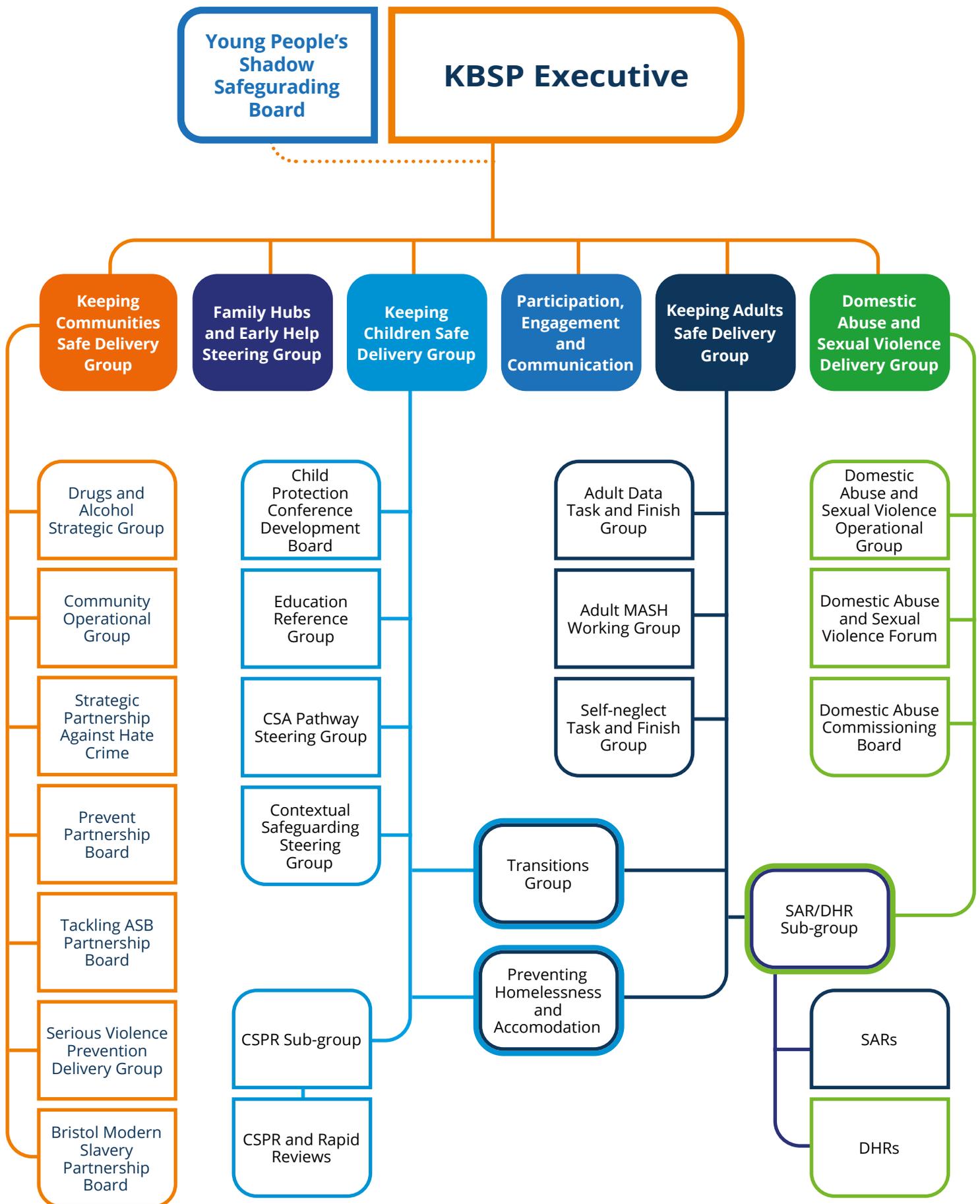
In addition to the five statutory partners the KSPB includes representation from the Office of Police and Crime Commissioner, a representative from the voluntary & Community sector and Education Sector (through a nominated Head Teacher) and the Directors from both children and Families Services and Adult Services.

The Executive is supported by a Safeguarding Business Unit which co-ordinates the work of the partnership, undertakes quality assurance activity and delivers workforce training. It also ensures the partnership legislative functions are met.

The Executive delivers its statutory responsibilities through six key delivery groups:

- **Keeping Adults Safe group**
- **Keeping Children Safe group**
- **Keeping Communities Safe group**
- **Domestic Abuse and Sexual Violence group**
- **Participation, Engagement and Communication**
- **Family Hub & Early Help**

Figure 3: structure chart as of March 2023



KBSP Executive Board

The purpose of the KBSP Executive is to be the strategic decision-making body overseeing the coordination of local work to safeguard and promote the welfare of children, adults and the local communities ensuring the effectiveness of what the member organisations do individually and together.

The statutory safeguarding partners form the Executive which also includes representation from the Education and Voluntary and Community sector.

The Executive is chaired by an independent Chair and is responsible for:

- Agreeing and communicating its safeguarding priorities and commissioning intentions for safeguarding children and adults through the publication of its strategic plan
- Ensuring level of effective independent oversight and challenge of its local safeguarding arrangements
- Undertaking statutory reviews for safeguarding children and adults and domestic homicide reviews.
- Agreeing the annual report for publication
- Have oversight and responsibility for the statutory duties of the Partnership and its six strategic groups which seek to support the Executive in the delivery of its safeguarding agenda.



Keeping Children Safe and Keeping Adults Safe Groups

The KBSP Keeping Children Safe Group and the Keeping Adults Safe Group assist the Executive in ensuring its safeguarding functions and duties for children and adults are delivered effectively. Both groups have a fixed core membership drawn from organisations across the safeguarding partnership and are designed to support and enable local organisations and agencies to work together in a safeguarding system where:

- Children and adults are safeguarded, and their welfare promoted
- Partnership members collaborate, share information and provide effective responses to achieve improved outcomes for children and adults at risk
- Provide challenge and accountability through quality assurance activities, including self-assessment and peer reviews
- Enable early identification and analysis of new safeguarding issues and emerging threats reporting these to the Executive and providing a multi-agency timely response where needed.
- Promote and embed learning across the Partnership workforce to improve safeguarding systems and responses for children and adults who need protection and support.

Both the Keeping Children’s Safe (KCS) group and the Keeping Adult Safe (KAS) group have several subgroups which work to support the two strategic groups. For the children’s group this includes the Child Protection Development Board, Child Sexual Abuse Pathway group, the Contextual Safeguarding steering group and the Education Reference group. It also has a Child Safeguarding Practice Review (CSPR) group which commissions and oversees the statutory review arrangements for safeguarding children and young people on behalf of the KCS and the Executive.

The Keeping Adults Safe (KAS) subgroups include the Multi-Agency Safeguarding Hub (MASH) project group, Preventing Homelessness group, a Self-Neglect group, a Transitional Safeguarding steering group and an Adult Data & Performance group. The KAS group also has a Safeguarding Adult Review and Domestic Homicide Review group (SAR/DHR Group) which commissions and oversees the statutory review function for safeguarding adults on behalf of KAS and the Executive.

Keeping Communities Safe Group

The Keeping Communities Safe group assists the Executive in delivering their statutory functions under the Crime and Disorder Act (1998) and are responsible for ensuring effective strategies and plans are in place which focus on keeping our local communities safe. This group is responsible for:

- Undertaking a local strategic needs assessment of crime and disorder
- The formulation and implementation of a community safety plan and to have regard to the Office for the Police & Crime Commissioner (OPCC) Crime Plan
- The production of a strategy which addresses the harm caused by substance misuse (drug and alcohol) in local communities
- The production of a reducing re-offending strategy

The Keeping Communities Safe Group have several subgroups as detailed in Fig 1 KBSP structure chart these work on the keeping communities' safe priorities including but not limited to Anti-Social Behaviour (ASB), Modern Slavery Partnership, Partnership against Hate Crime and Combating Drug and Alcohol group. There is also a Prevent group which seeks to protect and educate individuals and communities from radicalisation and terrorism.

Domestic Abuse and Sexual Violence Group (DASVG)

The DASVG oversees the domestic abuse and sexual violence agenda on behalf of the Executive. This includes having responsibility for the development of a local strategy to address Violence against Women and Girls (VAWG) and ensuring local services that seek to support victims and children suffering from domestic abuse and sexual violence are protective timely and responsive to need. They also have responsibility for:

- Undertaking a strategic needs assessment for domestic abuse and sexual violence to inform the development and implementation of a local strategy.
- Ensure the commissioning and development of local services to respond to victims and children who are suffering or at risk from domestic abuse and sexual violence and ensure their voice is heard in the development of services and multi-agency responses.
- Ensuring a multi-agency approach is provided in managing risk and providing support services to perpetrators of Domestic Abuse and Sexual violence
- Providing oversight of the Multi-Agency Risk Assessment Conference (MARAC) process for Bristol

The DASVG has subgroups which seek to support the DASVG with the delivery of its priorities these include a DASV Forum, a DASV operations group and a DASVG commissioning board. The DASVG shares ownership of the SAR/DHR subgroup with the KAS which commission and undertake DHRs on behalf of the Keeping Communities Safe group and the Executive.

Participation, Engagement and Communications Group (PEC)

The PEC group supports the Executive and its six strategic groups in ensuring the families and individuals of Bristol are included in the development and formulation of strategies, plans and multiagency project to improve the safeguarding of adults and children that live in our local communities. It does this by:

- Ensure the voice of communities underpins the development of strategies and services and in decision making increasing join up across the groups and to avoid duplication of efforts on PEC work.
- Ensure participation and engagement is evidenced in the work of the 6 strategic delivery groups and provide support to the groups to access local groups and forums to consult and coproduce work in relation to their focus
- Support the KBSP Executive in its quality assurance work of local safeguarding systems and services ensuring the inclusion of people who use our services and live in our local communities.

Learning, Training and Development

The KBSP offer a selection of core safeguarding and specialist safeguarding courses relating to children, adults and community safety to engage front line practitioners in supporting their learning and development and to ensure their practice is in line with both national and local policies, legislation and guidance.

The KBSP offer bitesize webinar sessions on a variety of thematic safeguarding subjects, and these are recorded and available on our KBSP website [training page](#).

In June 2023 the KBSP will be launching a new electronic management system which will enable further expansion of the current training offer to colleagues across Bristol including E-learning, further inter-agency Level 2, Level 3 and Level 4 courses and KBSP webinars. This system will also provide a more efficient and streamlined booking for colleagues enabling them to manage their own bookings for learning and development and have their own dedicated CPD (continued professional development) area on the system.

Our training programme will continue to focus on both mandatory safeguarding training for professionals and a variety of thematic safeguarding courses to assist in the development of effective practice. This includes domestic abuse, the expansion of the current offer for adults core safeguarding, mental capacity act and mate crime.

KBSP Training and Webinars

- Working together: our shared responsibility
- Advanced Child Protection
- Child Protection for Managers
- Safeguarding non mobile babies and Children Under one
- Domestic Abuse
- Female Genital Mutilation (FGM)
- Harmful Sexual Behaviour
- Contextual Safeguarding
- Safer Recruitment
- Graded Care Profile level 2
- Trauma and Adversity Awareness – level 1
- Trauma and Adversity – Advanced
- Courageous conversations with families
- Understanding, Recognition and Response to Child Sexual Abuse
- Arthur and Star – National Panel Child Safeguarding Practice review
- Mind your Language
- Mental Capacity Act
- Self-neglect
- Hate Crime
- Honour Based Abuse and Forced Marriage
- Perinatal Mental Health

Disability and safeguarding (children and adults), trauma informed practice training and training on specific harms in the community including the exploitation of children and adults, child on child harm/ serious youth violence and the prevention of extremism.

We will also be supporting the adult workforce with the development of training to support the embedding of Liberty Protection Safeguards and the new Care Quality Commission framework for Adult Social Care.

The KBSP can provide bespoke commissioned courses on request on specialist themes across children, adults and communities based on the needs of organisations and frontline practitioners.

