



Constitution and Terms of Reference

2025

Version control

Version	Date	Reviewer	Change Made
V1	August 2019		Document created
V2	12.02.21	Business Manager	Updated following Executive meeting
V3	13.07.21	Business Manager	Paper approved by Cabinet
V4	February 2022	Business Manager	Changes to governance arrangement of statutory review
V5	May 2023	Business Manager – LG	Annual review. Changes made to Independent Scrutiny arrangements, role of Elected Members, DHR funding and to reflect replacement of Clinical Commissioning Groups with Integrated Care Board
V6	31 July 2023	Interim Business Manager - OK	Review before submission to cabinet of changes, amendment to groups section 12. Removal of ref 7.3 and 8.5 as previous changes to document changed numbering these are no longer applicable.
V7	February 2025	KBSP Policy and Strategy Lead – LL; Business Manager – EW; Head of Legal Services – NR	Full review and rewrite following revised Partnership arrangements under Working Together to Safeguard Children 2023.

Table of change to document February 2025

Where (part)	What
Throughout document	References to Working Together to Safeguard Children 2018 have been replaced with Working Together to Safeguard Children 2023
Throughout document	The document has been revised throughout to reflect the new governance arrangements with previous Executive responsibilities split across the Keeping Children Safe Board, the Keeping Adults Safe Board, and the Keeping Communities Safe Board, overseen by the Steering Group.

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1. Establishment and Title

1.1. The Keeping Bristol Safe Partnership (the Keeping Children Safe Board, Keeping Adults Safe Board, and Keeping Communities Safe Board, and the KBSP Steering Group) is constituted to deliver relevant statutory duties as follows:

- To safeguard and promote the welfare of children as required by the Children Act 2004 and supported by the statutory guidance, Working Together to Safeguard Children 2023.
- To help and protect adults with care and support needs at risk of abuse or neglect as defined by the Care Act 2014 and supporting statutory guidance.
- To reduce crime and disorder, substance misuse and re-offending as required by the Crime and Disorder Act 1998.
- To cooperate to improve the wellbeing of children and young people as defined in the Children Act 2004.
- To fulfil the responsibilities of the local partnership board as defined in the Domestic Abuse Act.
- To cooperate to reduce Serious Violence in Bristol as defined in the Serious Violence Duty in accordance with the Police, Crime, Sentencing and Courts 2022.

Relevant statutory provisions in relation to the constitution of the Keeping Bristol Safe Partnership:

1.2. This Constitution identifies and sets out arrangements for agencies to work together to these statutory functions within the local authority area of Bristol City Council and meets the following requirements.

1.3. The Children and Social Work Act 2017 and Working Together to Safeguard Children 2023 require three named statutory partners to have a shared and equal responsibility to put in place arrangements to work together to safeguard and promote the welfare of children. The statutory partners are the Local Authority, Police and Integrated Care Board.

1.4. The Care Act 2014 requires a Local Authority to establish a Safeguarding Adults Board. It identifies that the Local Authority is responsible for setting up the Board, and that the Integrated Care Board and the chief officer of the Police for that area should be represented.

1.5. The Crime and Disorder Act 1998 established Community Safety Partnerships (CSPs). This legislation has been subject to amendment through the Police and Justice Act 2006, Crime and Disorder Regulations 2007, the Local Government and Health Act 2007, the Policing and Crime Act 2009 and the Crime and Disorder Regulations 2011. These define the Police, the Local Authority, Probation, Fire and Rescue Service and Integrated Care Board as the responsible authorities who constitute the strategic group to direct the work of the partnership.

1.6. The Lead Safeguarding Partners (LSPs) for children and the lead agency representatives responsible for discharge of their statutory functions in relation to the Safeguarding Adults Board are:

- Chief Executive Officer, Bristol City Council
- Chief Executive Officer, Bristol, North Somerset, South Gloucestershire (BNSSG) Integrated Care Board
- Chief Constable, Avon and Somerset Constabulary

The above together with:

- Head of Probation Service, Bristol and South Gloucestershire
- Chief Fire Officer, Avon Fire and Rescue

are also the responsible authorities for the Community Safety Partnership.

2. Delegated Authority

2.1. The Keeping Bristol Safe Partnership consists of three Boards and a strategic oversight group: the Keeping Children Safe Board, the Keeping Adults Safe Board, the Keeping Communities Safe Board, and the KBSP Steering Group.

2.1.1. The Keeping Children Safe Board will fulfil the Partnership's responsibilities with regards to children's Multi-Agency Safeguarding Arrangements, overseen by the LSPs.

2.1.2. The Keeping Adults Safe Board will fulfil the Partnership's responsibilities with regards to the Safeguarding Adults Board.

2.1.3. The Keeping Communities Safe Board will fulfil the Partnership's responsibilities with regards to the Community Safety Partnership.

2.2. The KBSP Steering Group will provide strategic oversight of the three Boards and will help to embed cross-cutting learning from scrutiny, reviews and lived experience.

2.3. The lead representatives for all three Boards have delegated their functions as set out below. This includes representation at the Boards although they retain overall accountability for any actions or decisions taken on behalf of their agency; with regards to children the LSPs will attend the Keeping Children Safe Board at least once a year and meet as part of a regional LSP meeting at least twice a year to enable them to carry out their joint functions as set out in Working Together 2023.

2.4. The LSPs have named Delegated Safeguarding Partners for children who are members of the Keeping Children Safe Board. These are:

- Executive Director Children and Education (DCS), Bristol City Council
- Deputy Chief Nursing Officer, BNSSG Integrated Care Board
- Chief Superintendent, Avon and Somerset Police

2.5. In delegating their authority, the LSPs and lead representatives authorise their representatives to:

- make decisions on behalf of their organisation.

- commit them to policy, resourcing, and practice matters.

2.6. The Board members with delegated authority from their service's Chief Officer will be competent to:

- Make decisions to enable the partnership and services they represent to fulfil their statutory duties and responsibilities.
- Bring a perspective from a sector involved with children, adults with care and support needs at risk of abuse or neglect, victims of crime, people with offending behaviour or wider community safety partners.
- Advise on communication and implementation of Partnership priorities within their sector.
- Disseminate information between the relevant Board and their agency including its commissioners or contracted services, and for identifying, monitoring and evaluating any necessary actions.
- Commit to report to Chief Officers who are accountable for the quality of services provided in the city to children, adults with care and support needs at risk of abuse or neglect, victims of crime, people with offending behaviour.
- Commit resource to ensure the effective delivery of the partnership arrangements and responsibilities.

2.7. The Keeping Children Safe Board will be chaired by Bristol City Council's Delegated Safeguarding Partner. The Keeping Adults Safe Board will have an Independent Chair. The Keeping Communities Safe Board will be chaired the Police Superintendent for Bristol. Details of the roles of the Chairs can be found in section 6.

2.8. Working Together to Safeguard Children 2023 requires Lead Safeguarding Partners to identify those relevant agencies whose involvement is required to safeguard and promote the welfare of children and families. These are set out in the published Keeping Bristol Safe Partnership Arrangements document which can be found on the KBSP website.

2.9. The KBSP Business Unit will maintain action logs to track against the delivery of agreed actions within meetings.

2.10. The KBSP Business Unit will maintain a challenge log for matters which may be out of the direct control of the Boards, for example matters which need to be developed at a regional or national level.

3. Arrangements for Decision Making and Support

3.1. For the Keeping Children Safe Board

3.1.1. The Keeping Children Safe Board will meet a minimum of six times a year to deliver its statutory functions. Meetings will be supported by the KBSP Business Unit, who will be responsible for the circulation of papers. Papers will be circulated seven days in advance. Draft minutes will be circulated seven days following each meeting and approved at the subsequent Board. The preparation of the agenda is the responsibility of

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the Chair in partnership with the Business Manager. Any Board member can request items for the agenda.

- 3.1.2. Quorum for each meeting will be the three statutory partners for the Multi-Agency Safeguarding Arrangements for children.
- 3.1.3. LSPs will attend the Keeping Children Safe Board meetings at least once a year for strategic oversight of the arrangements.
- 3.1.4. In the event the Chair is unable to attend a meeting, one of the other Delegated Safeguarding Partners will chair the meeting but quorum will still be three.
- 3.1.5. All Board members are equal and have a single vote.

3.2. **For the Keeping Adults Safe Board**

- 3.2.1. The Board will meet a minimum of six times a year to deliver its statutory functions. Meetings will be supported by the KBSP Business Unit, who will be responsible for the circulation of papers. Papers will be circulated seven days in advance. Draft minutes will be circulated seven days following each meeting and approved at the subsequent Board. The preparation of the agenda is the responsibility of the Chair in partnership with the Business Manager. Any Board member can request items for the agenda.
- 3.2.2. Quorum for each meeting will be the three statutory partners for the Safeguarding Adults Board.
- 3.2.3. In the event the Independent Chair is unable to attend a meeting the Board will elect a chair (who will still have a vote) but quorum will still be three.
- 3.2.4. All Board members are equal and have a single vote.

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3.3. **For the Keeping Communities Safe Board**

- 3.3.1. The Keeping Communities Safe Board will meet a minimum of six times a year to deliver its statutory functions. Meetings will be supported by the KBSP Business Unit, who will be responsible for the circulation of papers. Papers will be circulated seven days in advance. Draft minutes will be circulated seven days following each meeting and approved at the subsequent Board. The preparation of the agenda is the responsibility of the Chair in partnership with the Business Manager. Any Board member can request items for the agenda.
- 3.3.2. Quorum for each meeting will be three out of the five statutory partners for the Community Safety Partnership.
- 3.3.3. In the event the Chair is unable to attend a meeting the Board will elect a

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chair but quorum will still be three.

3.3.4. All Board members are equal and have a single vote.

3.3.5. Observer status is given to Police and Crime Commissioner role.

3.4. Within a framework of accountability, due diligence and governance, the Board members for each Board will take decisions in relation to the following relevant statutory functions:

- the development and content of a strategic plan
- the development of annual business plans and identification of the priorities in support of the strategic plan
- the content of an annual report (also referred to as the yearly report in Working Together to Safeguard Children 2023)
- the contribution of resources including the budget, the commissioning and acceptance of statutory reviews

3.5. Observer status will be given to Policy Committee chairs for Children, Adults, and Communities at the relevant Boards to represent the public and fulfil their oversight and accountability roles.

3.6. The decision-making process with regards to statutory reviews is set out at section 9 of this Constitution.

3.7. It is the role of the Chair of each Board to encourage a working relationship between partners of mutual understanding and respect, assurance, and professionally respectful challenge.

3.8. The Chair of the Keeping Children Safe Board should escalate issues where members are not fulfilling the statutory duties and functions of the Partnership to the LSPs in cases where this cannot be resolved directly with the Board member.

3.9. The Chairs of the Keeping Adults Safe Board and the Keeping Communities Safe Board should escalate issues where members are not fulfilling the statutory duties and functions of the Partnership to the KBSP Steering Group in cases where this cannot be resolved directly with the Board member, before escalating further to relevant Chief Officers if the matter can still not be resolved.

3.10. Dispute Resolution processes are set out in section 15 of this Constitution.

For the KBSP Steering Group

3.10.1. The KBSP Steering Group is a strategic oversight group and not a decision-making body.

3.10.2. Meetings will be supported by the KBSP Business Unit, who will be responsible for the circulation of papers. Papers will be circulated seven days in advance. Draft minutes will be circulated seven days following each meeting and approved at the subsequent KBSP Steering Group. The preparation of the agenda is the responsibility of the Chair in partnership consultation with the Chairs of the three Boards. Any Steering Group

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member can request items for the agenda.

- 3.10.3. Quorum for each meeting will be five; two of the three statutory partners for safeguarding, and three representatives from the other designated agencies.
- 3.10.4. It is the role of the Chair to encourage a working relationship between partners of mutual understanding and respect, assurance, and professionally respectful challenge. The Chair should escalate issues with members to the relevant Chief Officers in cases where this cannot be resolved directly with the Steering Group member.

4. Objectives

- 4.1. The core statutory functions and objectives for the Keeping Children Safe Board are as follows:
 - 4.1.1. To coordinate what is done by each person or body represented for the purpose of safeguarding and promoting the welfare of children in Bristol (Section 14(1) of the Children Act 2004).
 - 4.1.2. To ensure the effectiveness of what is done by each such person for that body or for that purpose. (Section 14(1) of the Children Act 2004).
 - 4.1.3. To conduct any Child Safeguarding Practice Reviews and Rapid Reviews in accordance with the Children and Social Work Act 2017 and Working Together 2023.
- 4.2. The core statutory functions and objectives for the Keeping Adults Safe Board are as follows:
 - 4.2.1. To improve local adult safeguarding arrangements and ensure partners help and protect adults with care and support needs who are experiencing or at risk of neglect or abuse (the Care Act 2014; see definition in 6.3).
 - 4.2.2. To conduct any Safeguarding Adult Reviews in accordance with section 44.
- 4.3. The core statutory obligations and objectives for the Keeping Communities Safe Board are as follows:
 - 4.3.1. To reduce crime and disorder, substance misuse and reoffending within Bristol (the Crime and Disorder Act 1998).
 - 4.3.2. To conduct any Domestic Homicide Reviews in accordance with the Domestic Violence, Crime and Victims Act 2004.
- 4.4. Whilst each Board has a role in coordinating and ensuring the effectiveness of work being undertaken by individuals and organisations in relation to child safeguarding / adult safeguarding / Community Safety, it is not accountable for their work.

4.5. Each Board will publish a strategic plan for each financial year and an annual report (known as the yearly report in Working Together 2023).

5. Core Duties

5.1. In relation to the Keeping Children Safe Board:

- To develop policies, procedures and arrangements for Family Help, safeguarding and promoting the welfare of children, and child protection in line with Working Together to Safeguard Children 2023.

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5.1.1. This includes policies and procedures in relation to:

- action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention.
- training of persons who work with children or in services affecting the safety and welfare of children.
- recruitment and supervision of persons who work with children.
- investigating allegations concerning persons who work with children.
- the safety and welfare of children who are privately fostered.
- co-operation with neighbouring and placing children's services authorities and their joint and equal partners and relevant agencies.

5.2. In relation to the Keeping Adults Safe Board:

The safeguarding duty applies to an adult who:

- has needs for care and support (whether or not the local authority is meeting any of those needs) and
- is experiencing or at risk of abuse or neglect; and
- as a result of those care and support needs is unable to protect themselves from either the risk of, or the experience of abuse or neglect.

5.2.1. In addition, with specific regard to its duties under the Care Act 2014 and statutory guidance the Board will:

- develop policies and procedures for adult safeguarding and to ensure individuals, their families, friends and members of the community and professionals understand how and when to raise a safeguarding concern.

5.2.2. Ensure safeguarding practice complies with the Care Act 2014 statutory guidance in particular Making Safeguarding Personal and the six principles of safeguarding:

- Empowerment. People are supported and encouraged to make their own decisions and informed consent
- Prevention. It is better to take action before harm occurs
- Proportionality. The least intrusive response appropriate to the risk presented.
- Protection. Support and representation for those at greatest need
- Partnership. Local solutions through services working with their communities – communities have a part to play in preventing, detecting, and reporting neglect and abuse.

- Accountability. Accountability and transparency in safeguarding practice

5.2.3. Ensure safeguarding practice in line with the five principles of the Mental Capacity Act 2005:

- Principle 1: Assume a person has capacity unless proved otherwise.
- Principle 2: Do not treat people as incapable of making a decision unless all practicable steps have been tried to help them.
- Principle 3: A person should not be treated as incapable of making a decision because their decision may seem unwise.
- Principle 4: Always do things or take decisions for people without capacity in their best interests.
- Principle 5: Before doing something to someone or making a decision on their behalf, consider whether the outcome could be achieved in a less restrictive way.

5.3. In relation to the Keeping Communities Safe Board:

- The Board's duties are addressed in section 1.5 of the Constitution, with the exception of the duty to produce a reoffending strategy which is discharged at the Regional Force level (Avon and Somerset Constabulary). In addition, it is to fulfil the responsibilities of the local partnership board as defined in the Domestic Abuse Act and to cooperate to reduce Serious Violence in Bristol as defined in the Serious Violence Duty in accordance with the Police, Crime, Sentencing and Courts 2022.

6. Roles of Chairs

6.1. The Chair of the Keeping Children Safe Board

6.1.1. The Chair of the Keeping Children Safe Board will be Bristol City Council's Delegated Safeguarding Partner – the Executive Director for Children and Education (DCS) – in line with chairing requirements for children's Multi-Agency Safeguarding Arrangements set out in Working Together 2023.

6.1.2. The Chair will carry out the functions of the Partnership Chair role as set out in Working Together 2023. The Chair will facilitate the partners in carrying out their statutory duties, ensuring accountability, due diligence and governance. In addition, they will:

- facilitate partner discussions, working in conjunction with the independent scrutiny role which provides rigour and challenge.
- act as the conduit between the DSPs and LSPs, providing feedback and escalating collective risk and issues to LSPs as necessary.
- develop strategic links, support and hold to account all LSPs in fulfilling their safeguarding duties for children.
- ensure that local arrangements are designed to work collaboratively and effectively by encouraging and supporting the development of partnership working between the LSPs, DSPs, independent scrutiny role and subgroups.
- chair any additional meetings of DSPs convened as a response to specific and exceptional circumstances, with the help of the Business Manager and Independent Scrutineer.

- offer appropriate challenge to ensure that the partners are accountable, and that the local arrangements operate effectively
- demonstrate a commitment to excellence in safeguarding delivery.
- speak with authority on safeguarding issues including to the media.

6.1.3. The Chair will be responsible for:

- overseeing the development of strategic plans and supporting annual business plans including consultation with the Children's Shadow Board, other participation and engagement groups, and relevant agencies.
- the production of the annual report.
- attending relevant meetings of Bristol City Council (Children and Young People Committee) to report on the work of the Board, including the presentation of the annual report.

6.2. The Independent Chair of the Keeping Adults Safe Board

- 6.2.1. The Independent Chair will be appointed for 2 years, which can be extended with the agreement of all three statutory partners for up to a further 2 years.
- 6.2.2. Bristol City Council Executive Director for Adults (DASS) is responsible for the appointment of the Independent Chair following a selection process involving and agreed by a recruitment panel. The recruitment panel must include partner agency representation from Avon and Somerset Constabulary and the BNSSG Integrated Care Board.
- 6.2.3. The Independent Chair will have an annual performance review led by the three named statutory members.
- 6.2.4. The Independent Chair's contract will be with Bristol City Council (acting on behalf of the Board).
- 6.2.5. The Independent Chair can be removed from post on the basis of poor performance or breach of contract by the Bristol City Council Executive Director for Adults (DASS) with the majority agreement of the Board, including partner agency representation from Avon and Somerset Constabulary and the BNSSG Integrated Care Board. This will be in line with Bristol City Council Policy and Procedure for Performance, Disciplinary Matters and Grievances.
- 6.2.6. The Independent Chair will facilitate the partners in carrying out their statutory duties, ensuring accountability, due diligence and governance. In addition, they will:
 - ensure effective performance assessment is in place.
 - demonstrate a commitment to excellence in safeguarding delivery.
 - advise Board members on areas of development and make proposals for change when necessary.
 - speak with authority on safeguarding issues including to the media.
 - ensure the continued confidence of all members in maintaining the independence of the Board, whilst holding all agencies to account for

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delivery.

6.2.7. The Independent Chair will be responsible for:

- overseeing the development of strategic plans and supporting annual business plans including consultation with adult participation and engagement groups, and relevant agencies.
- the production of the annual report.
- attending relevant meetings of Bristol City Council (Adult Social Care Committee) to report on the work of the Board, including the presentation of the annual report.

6.3. The Chair of the Keeping Communities Safe Board

6.3.1. The Chair of the Keeping Communities Safe Board will be the Police Superintendent for Bristol.

6.3.2. The Chair will facilitate the partners in carrying out their statutory duties, ensuring accountability, due diligence and governance. In addition, they will:

- ensure effective performance assessment is in place.
- demonstrate a commitment to excellence in community safety delivery.
- advise Board members on areas of development and make proposals for change when necessary.
- speak with authority on community safety issues including to the media.

6.3.3. The Chair will be responsible for:

- overseeing the development of strategic plans and supporting annual business plans including consultation with participation and engagement groups and relevant agencies.
- the production of the annual report.
- ensuring the delivery of an annual strategic assessment by the community safety partnership.
- attending relevant meetings of Bristol City Council (Public Health and Communities Committee) to report on the work of the Board.
- ensuring the Community Safety Partnerships and Police and Crime Commissioner (PCC) cooperate with each other as set out in The Police Reform and Social Responsibility Act 2011. This will include sending the annual community safety plan and strategy to the PCC, sharing priorities where mutually agreed, attending PCC meetings as required and responding to PCC requests for reports on specific issues.

7. Role of the Independent Scrutineer for Children

7.1. The Independent Scrutineer for Children will provide the role of independent scrutiny as defined in the Children and Social Work Act 2017 and Working Together to Safeguard Children 2023 to provide assurance in judging the effectiveness of the children's Multi-Agency Safeguarding Arrangements in Bristol.

- 7.2. The Scrutineer will attend the Keeping Children Safe Board.
- 7.3. The Scrutineer will work with the Business Unit to determine the activities necessary to assure the Board about the quality of local arrangements.
- 7.4. The Independent Scrutineer will be appointed for 2 years, which can be extended with the agreement of all three statutory partners for up to a further 2 years.
- 7.5. Bristol City Council Executive Director for Children and Education (DCS) is responsible for the appointment of the Independent Scrutineer following a selection process involving and agreed by a recruitment panel. The recruitment panel must include partner agency representation from Avon and Somerset Constabulary and the BNSSG Integrated Care Board.
- 7.6. The Independent Scrutineer will have an annual performance review led by the three named statutory members.
- 7.7. The Independent Scrutineer's contract will be with Bristol City Council (acting on behalf of the Keeping Children Safe Board).
- 7.8. The Independent Scrutineer can be removed from post on the basis of poor performance or breach of contract by the Bristol City Council Executive Director for Children and Education (DCS) with the majority agreement of the Keeping Children Safe Board, including partner agency representation from Avon and Somerset Constabulary and the BNSSG Integrated Care Board. This will be in line with Bristol City Council Policy and Procedure for Performance, Disciplinary Matters and Grievances.

8. Annual Reports

- 8.1. The LSPs for children and the chair of the Keeping Adults Safe Board will publish a joint annual report by the end of September covering the previous year (April – March) which will report on progress against priorities, barriers to progress and any learning from statutory reviews and related action plans commissioned in the reporting year.

- 8.1.1. The report will be submitted to:

- Bristol City Council's Children and Young People Committee
- Bristol City Council's Adult Social Care Committee
- Chief Executive Officer, Bristol City Council
- Chief Constable, Avon and Somerset Constabulary
- Chief Executive, BNSSG Integrated Care Board
- Bristol Health and Wellbeing Board Chair
- Healthwatch Bristol

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

Commented [LL9]: Check where this responsibility sits

Commented [SR10R9]: its not the chair of the SG for the reasons already given. For the MASA its the LSPs and that is what other partnerships are doing so we need to have an arrangement that fits this and then work the SAB and CSP around it. But it doesn't sit with the chair of the SG anymore

8.1.3. The Annual Report will be made widely available and published on the Keeping Bristol Safe Partnership website.

8.2. The Keeping Communities Safe Board will publish an annual report on the work of the Community Safety Partnership.

8.2.1. The report will be submitted to:

- Bristol City Council's Public Health and Communities Committee
- The Police and Crime Commissioner for Avon & Somerset

9. Decision-Making and Commissioning for Statutory Reviews

9.1. By the Keeping Children Safe Board

9.1.1. The Keeping Children Safe Board is responsible for commissioning and responding to the findings of:

- Child Safeguarding Practice Reviews (CSPR) including Rapid Reviews (Children and Social Work Act 2017 and Working Together 2023).

9.1.2. Working Together 2023 states that:

- Safeguarding partners must:
 - identify and review serious child safeguarding cases which, in their opinion, raise issues of importance in relation to their area
 - commission and oversee the review of those cases if they consider it appropriate
- A CSPR should be considered for serious child safeguarding cases where:
 - abuse or neglect of a child is known or suspected
 - and a child has died or been seriously harmed

Serious harm includes but is not limited to serious and/or long-term impairment of a child's mental or physical health or intellectual, emotional, social, or behavioural development.

9.2. By the Keeping Adults Safe Board

9.2.1. The Keeping Adults Safe Board is responsible for commissioning and responding to the findings of:

- Safeguarding Adult Reviews (SAR) (Care Act 2014 and Care Act 2014 Statutory Guidance).

9.2.2. The Care and Support Statutory Guidance states that:

- A safeguarding adult's board (SAB) must arrange a SAR when an adult in its area dies as a result of abuse or neglect, whether known or suspected, and there is concern that partner agencies could have worked more effectively to protect the adult.

- SABs must also arrange a SAR if an adult in its area has not died, but the SAB knows or suspects that the adult has experienced serious abuse or neglect. SABs are free to arrange for a SAR in any other situations involving an adult in its area with needs for care and support.

9.3. By the Keeping Communities Safe Board

- 9.3.1. The Keeping Communities Safe Board is responsible for commissioning and responding to the findings of:
 - Domestic Homicide Reviews (Domestic Violence, Crime and Victims Act 2004).
- 9.3.2. For Domestic Homicide Reviews the Board Chair alongside the core Board partners will agree to commission and respond to findings in the reviews.
- 9.3.3. The Home Office Statutory Guidance for the Conduct of Domestic Homicide Reviews (DHR) defines a DHR to mean:
 - A review of the circumstances in which the death of a person aged 16 or over has, or appears to have, resulted from violence, abuse or neglect by:
 - a) a person to whom they were related or with whom they were or had been in an intimate personal relationship, or
 - b) a member of the same household as themselves, held with a view to identifying the lessons to be learnt from the death.

NB: Where a victim took their own life (suicide) and the circumstances give rise to concern, for example it emerges that there was coercive controlling behaviour in the relationship; a review should be undertaken, even if a suspect is not charged with an offence or they are tried and acquitted.

9.4. The principles of each review process are similar.

- Members of the safeguarding partners or wider relevant agencies will notify the KBSP Business Unit of any serious incident they assess to meet the criteria for review.
- The Boards have established two statutory review groups (CPSR and DHR/SAR subgroups) which are chaired by a representative of one of the statutory partners.
- A joint group has been established to jointly review referrals for Safeguarding Adults Reviews and Domestic Homicide Reviews.
- These groups will have responsibility to review the information provided in the referral, supported where appropriate by other agencies' information. They will make a recommendation to the relevant Board as to whether, in their professional opinion, the criteria for a statutory review is met and set out the reasons for this recommendation. In relation to CSPRs the Keeping Children Safe Board will make a decision, in relation to SARs the Keeping Adults Safe Board will make a decision, in relation to DHRs, the Chair of the CSP will make the final decision as to whether to commission a review.
- The decision should be communicated to the KBSP Business Unit in writing within 5 working days of receiving the recommendation or within 1 working day in the case of Rapid Reviews.

- For CSPRs the three lead representatives must have a named deputy who can make this decision in their absence.
- For SARs the three lead representatives must have a named deputy who can make this decision in their absence.

9.5. The decision-making and timeliness in relation to all statutory reviews will be subject to scrutiny by the KBSP Steering Group.

9.6. In the case of a decision to commission or accept the finding of a DHR, the three lead representatives or their delegates will have 5 working days from the Chair of the CSP's decision to make representations before the decision is finalised.

9.7. Any statutory review will be commissioned through the Bristol Statutory Review process.

9.8. The relevant statutory review group will have oversight of:

- 9.8.1. The review process,
- 9.8.2. The quality and timeliness of reviews being delivered and managed by convened statutory review panels, and
- 9.8.3. Delivery against the review's action plans by the Boards.

9.9. It is the responsibility of the KBSP Business Unit Manager or Statutory Review Group Chair(s) to escalate to the relevant Board any issues with agencies not engaging with the statutory review process. It will be for the relevant Board to determine whether to seek to use its legal powers to compel engagement.

9.10. Presentation of final reports will be to the relevant Board for agreement. All named agencies and other interested parties must have the opportunity to see and comment on the report and its findings prior to it being presented to the relevant Board. In relation to DHRs the Chair of the CSP will make the final decision to accept the report, in consultation with the Board.

9.11. Due to the need for urgency in relation to Rapid Reviews, the decision to submit a report to the National Panel will be made outside of the meeting process by the majority decision of the representatives of the three statutory partners. They must agree this decision in writing with two working days.

9.12. The decision whether to publish a CSPR or SAR will be made by the Board at the time of accepting the report.

9.13. The decision for submission of a DHR to the Home Office Quality Assurance Panel will be made by the Board. Once approved by the Panel, the Board will approve whether to publish locally.

9.14. The decision whether to disclose information from statutory reviews will be taken by the Chair of each Board in consultation with statutory partners, following the process and principles set out in Appendix 4.

9.15. Complaints received by the Board will be dealt with in line with the policy set out in Appendix 5.

9.16. All published reports will be placed on the KBSP website.

10. Resources

10.1. The LSPs and the Chair of the Keeping Children Safe Board, the Chair of the Keeping Adults Safe Board and the Chair of the Keeping Communities Safe Board will ensure that an adequate and reliable pooled budget and other resources are available to maintain the Business Unit and to deliver the relevant Boards' Strategic Plans. The Steering Group will have oversight of the budget.

Commented [SR11]: I think the SG will have oversight of this is better. Again the role of the LSPs is to ensure for the MASA. I think for the SAB its technically the LA via the DASS? No idea re CSP but doesn't the OPCC have a role?

10.2. The named partner organisations share responsibility for determining the level of contributions required from each agency and the use of those resources. The LSPs and the Boards will review contributions required from relevant statutory partners every three years to ensure that financial responsibilities are shared equitably. Any changes to agency contributions are to be agreed no later than October each financial year.

10.3. The budget will be administered by Bristol City Council, on behalf of the partners.

10.4. The pooled budget will be sufficient to:

- drive forward the day-to-day business of the Boards including the monitoring and evaluating of their work.
- ensure collaboration across the partners is delivered both operationally and tactically.
- take forward staff training and development.
- provide administrative and organisational support for the Boards and the Steering Group and subgroups, and those involved in policy and training.
- contribute to any agreed regional supporting arrangements.
- employ an Independent Chair for the Keeping Adults Safe Board and the children's Independent Scrutineer.
- commission and respond to the findings of statutory reviews.

10.5. Specifically, the budget should be sufficient to fund the KBSP Business Unit to undertake the work required to coordinate and deliver the work of the Boards.

10.6. Bristol City Council Legal Services will provide legal advice and Bristol City Council Communications Team will provide communications advice to the Boards and the Steering Group unless to do so would constitute a conflict of interest. Legal advice will be free of charge for core board work as set out in the written agreement (Appendix 4). By exception, any advice or representation needed beyond this will be funded by the relevant named partners.

10.7. In the case of conflict of interest, either another member agency will provide legal or communications advice or independent legal or communications advice will be commissioned. The decision to commission independent legal or communications advice will be made by the majority decisions of the

representatives of the named partners on the relevant Board.

Commented [SR12]: again doesn't this go back to the 3 boards not the SG?

11. Business Planning

11.1. The Chair of each Board will arrange the production of a Strategic Plan supported by a business plan each year. The Strategic Plans will set out the Boards' strategic priorities and a work programme and will include measurable objectives and progress and will be made available on the KBSP website. There will be a progress report to review the Business Plans every six months. The Steering Group will oversee cross cutting themes and issues from the Boards' Strategic Plans.

11.2. In establishing the Strategic Plans, the Boards will refer to relevant key information such as Joint Strategic Needs Assessment data and the Police and Crime Commissioner Policing and Crime Plan, and feed into regional plans and any other plans or strategies that are relevant to the work of the board.

Commented [SR13]: I think this whole para is wrong now. The SG is likely to meet no more than 4 times a year (I thought we had already agreed that) to ensure oversight of the arrangements. The priorities should be agreed by the MASA/SAB and CSP and can be put together in one plan but the work will be led by the individual partnership boards not the SG. The SG will look at cross cutting themes and any stuck issues.

Commented [SR14]: as per previous comments this isn't the SG role anymore

12. Subgroups and Task and Finish Project Groups

12.1. The Boards will constitute subgroups to deliver the agreed Strategic Plans.

12.2. The serious violence duty (Police, Crime, Sentencing and Courts Act 2022) is managed through the serious violence subgroup.

12.3. There will be two separate Statutory Review Groups:

- Safeguarding Adult Review/Domestic Homicide Review subgroup
- Child Safeguarding Practice Review subgroup

Commented [SR15]: I think we also need to be explicit about the data sub grp/ the audit and quality sub grp and the training sub gp here

12.4. Partners will identify suitably qualified, skilled, and committed staff to actively contribute to the subgroups.

12.5. Pace and traction in the priorities of the Boards will also be supported using task and finish project groups, which are commissioned to find solutions to systemic problems, including but not limited to domestic abuse, contextual safeguarding and drug and alcohol treatment.

12.6. Partnership arrangements will engage with any regional subgroups, as agreed by statutory partners, where additional value is added to the work of the Bristol partners by working together on a wider footprint.

13. Public Participation and Engagement

13.1. Delegated Safeguarding Partners under Working Together 2023 have a duty to seek and respond to feedback from children and families about their experiences of services and co-designing services to ensure children from different communities and groups can access the help and protection they need.

13.2. The Keeping Adults Safe Board has a duty under the Care Act 2014 to consult

with Healthwatch and the local community on the development and content of its strategic plan.

- 13.3. The Keeping Communities Safe Board has a duty under the Crime and Disorder Act 1998 to regularly engage and consult with the community about their priorities and progress achieving them.
- 13.4. The Boards will ensure that arrangements are in place to consult with and respond to the voice of children and families, adults, and communities.
- 13.5. This will be achieved through the Children's Shadow Board, Domestic Abuse Survivor Forum, adult consultation and engagement groups, and consulting with those who have had to seek the support of the adult safeguarding system, victims of crime and disorder in particular victims of criminal exploitation, sexual violence, and domestic abuse, and by engaging with substance misuse services.

14. Information Sharing and Governance

- 14.1. The KBSP Business Unit is hosted by Bristol City Council, who is the data controller for the Boards, Steering Group and substructures. Agencies remain data controllers for their own data and do not enter into joint data ownership unless specifically stated.
- 14.2. Information sharing is undertaken within the relevant statutory framework, a summary of which is set out below:
 - The General Data Protection Regulation (GDPR) supplement by; Data Protection Act 2018
 - The Freedom of Information Act 2000
 - Human Rights Act 1998 (Article 8)

14.3. The Keeping Bristol Safe Partnership is not subject to the Freedom of Information Act 2000 (FOIA). Some member agencies of the Partnership will be subject to FOIA and will need to deal with any requests that they receive regarding information relating to the Partnership that they hold in accordance with the legislation and their own internal legal advice.

15. Dispute Resolution

- 15.1. Working collaboratively to safeguard, promote welfare and increase safety in our communities is at the heart of our arrangements. Through effective leadership, openness, transparency and effective professional challenge, there is a commitment to resolving any disputes locally between the core partners, relevant agencies and wider partnership members in a timely fashion.
- 15.2. If there is a professional dispute between Keeping Children Safe Board members, this will be resolved in the first instance through mediation between the Board members facilitated by the relevant Chair. If resolution is not possible the matter will be referred to the LSPs for final decision.
- 15.3. If there is a professional dispute between Keeping Adults Safe Board members

or Keeping Communities Safe Board members, this will be resolved in the first instance through mediation between the Board members facilitated by the relevant Chair. If resolution is not possible the matter will be referred to KBSP Steering Group members. If resolution is still not possible the matter will be referred to the relevant Chief Officers for final decision.

- 15.4. If there is a professional dispute between KBSP Steering Group members this will be resolved in the first instance through mediation between the Steering Group members, if resolution is not possible the matter will be referred to the relevant Chief Officers for final decision.

16. Liability

- 16.1. Notwithstanding any other provision of this Constitution, but subject to any separate written agreement between Board or Steering Group members, each Board or Steering Group member accepts that the Keeping Bristol Safe Partnership is not an incorporated organisation and so individual member organisations will be liable in respect of any successful action brought against any of the three Boards or Steering Group (or constituent members) in relation to a decision made by one of the Boards or Steering Group.

17. Review of the Constitution

- 17.1. This Constitution will be reviewed every two years as a minimum and in response to any significant changes to statutory guidance or delivery of these arrangements. The review of the Constitution will be the responsibility of the KBSP Business Manager in consultation with statutory partner organisations for review and approval through the three Boards and Steering Group.

Appendices

[Appendix 1 Code of Conduct](#)

Keeping Bristol Safe Partnership (KBSP) Code of Conduct KBSP Steering Group / Board Member

Name _____

Organisation _____

Job Title _____

Duty of confidentiality

- I understand that confidential information relevant to the work of the KBSP Steering Group or Board is subject to the common law Duty of Confidence, General Data Protection Regulations 2016, the Data Protection Act 1998 the Human Rights Act 1998 and of the Caldicott principles.
- I undertake to ensure that confidential information is obtained and processed fairly and lawfully; is only disclosed in appropriate circumstances; is accurate, relevant, is not held longer than necessary; and is kept securely.

As a member of the KBSP Steering Group or Board, I undertake that:

- I will declare in writing to the Chair of the KBSP Steering Group or Board any financial interest - whether direct or indirect in any existing or proposed matter being considered by the KBSP Steering Group or Board.
- I will declare in writing to the Chair of the KBSP Steering Group or Board any interest or association with any KBSP Steering Group or Board activity, which could cause a potential conflict of interest.

- I will carry out a strategic role in relation to safeguarding and promoting the independence, wellbeing and safety of children and/or adults at risk and/or communities.
- I have the authority to speak on behalf of my organisation to represent its views and various duties.
- I am authorised to account to my organisation on all matters relating to safeguarding children and/or adults at risk and/or communities and to recommend ways to implement necessary changes within my organisation.
- I am able to commit my organisation to deploy resources to support safeguarding work by the allocation of financial or human resources to directly support the achievement of the KBSP's agreed objectives; I will ensure that the safety and wellbeing of children and adults at risk and communities is promoted within services provided by my organisation.
- I will develop my knowledge and understanding of safeguarding in order to keep up to date and to share this expertise within the KBSP Steering Group or Board and my own organisation.

I undertake to contribute to the effective functioning of the KBSP by:

- Attending all meetings and if unable to attend I will send written response to agenda items in advance, as appropriate.
- Ensuring that staff and volunteers within my organisation are kept fully informed of the KBSP's work.
- Representing the interests of children, adults at risk and communities on other committees that I am a member of.
- Contributing to the work of the subgroups by identifying and mandating appropriate delegates from my own organisation and ensuring that they keep me informed as appropriate.

Signature: _____

Date: [Click here to enter a date.](#)

Appendix 2 Child Death Overview Process

Two partners are responsible for the Child Death Review process – the Local Authority and the NHS BNSSG Integrated Care Board. Additionally, the Police work in partnership with the responsible partners in this process.

The Child Death Overview Panel (CDOP) remains a function of the children's Multi-Agency Safeguarding Arrangements in Working Together to Safeguard Children 2023. The CDOP reviews all child deaths of children normally resident in the area it serves. The joint panel for Bristol and surrounding local authority areas will continue, as it is compliant with the 2023 guidance, to enable learning from a larger cohort than could be achieved as a single authority area.

The Bristol CDOP Processes are set out in the published CDOP arrangements. The CDOP is accountable to the Department of Health and NHS England.

[West of England Child Death Overview Panel Arrangements - NHS BNSSG ICB](#)

Appendix 3 Agreement for Legal Advice to the KBSP Steering Group and the Boards

Legal Advice that will be provided without charge:

- Legal Services will attend Board meetings if requested to do so and/or there is a specific item on the agenda that requires legal advice and will advise on the commissioning of all statutory reviews either in person or in writing.
- Legal Services will attend KBSP Steering Group meetings if requested to do so and/or there is a specific item on the agenda that requires legal advice.
- Legal advice will be sent in writing in advance if needed to statutory review group meetings and Lawyers will attend for complex matters or if they are specifically requested to do so. This would be for example, where reviews are in the early stages of planning, or where draft reports are being presented.
- Legal Services will give advice in respect of policies and procedures that are being developed/amended by the Boards.
- Legal Services will meet with the KBSP Business Manager to cover any issues arising, including statutory review progress.

Legal advice that is outside of the core work for the KBSP Steering Group and the Boards:

- Counsels advice - to be agreed and funded by Statutory Partners.
- Preparation for and attendance at Court, including Coroners Court.

Appendix 4 Disclosure of Information from Statutory Reviews

The KBSP play a crucial role in the safeguarding of children within their areas. One of the most important ways that this role is fulfilled is by carrying out statutory reviews. The purpose is not to attribute individual blame but of individually and collectively learning lessons for the future, with a focus upon inter-agency cooperation.

The effectiveness of statutory reviews requires the cooperation of the individual contributing agencies involved and those working within them. It is imperative that in order for professionals

to have the confidence to fully engage in learning reviews that they have an expectation of confidentiality from the process.

It is the role of the overview report authors to analyse the information contained in the background reports to draw overall conclusions, bring together the learning and identify recommendations for action within the overview report.

The full overview report will usually be published thereby publicly reporting robustly and transparently on the learning from the review. In a case where it is considered by the relevant Board that it would not be possible to publish the report in full, the emergent learning will be reported upon in the relevant Board annual report, again ensuring transparency.

The overview report is commissioned by the relevant Board. Any background documents written as part of the review to inform the report, and having been commissioned by the Board, are in the possession and control of the Board rather than the individual agencies who have contributed to the process.

There may be a request to disclose information to external parties such as the Coroner; the Police; legal representation of the family or subject(s).

It is established in guidance and case law that in order for there to be openness and candour within the review process, it is necessary to protect confidentiality particularly in relation to related agency reports. This must be balanced with general principles of openness and transparency applicable to public process, and compliance with relevant legislation in relation to disclosure of information.

It is for the relevant **Board** in its capacity as data controller to decide whether documents should be disclosed, and the Chair of the Board will do so in consultation with the agencies concerned. Should a single agency receive a disclosure request for documents prepared as part of a statutory review, it should not be responded to but be forwarded to KBSP Business Unit to deal with in line with this policy. Requests for disclosure of other information held by agencies will be for the agency to decide.

Commented [SR16]: MASA/SAB/CSP

Other than the final report, documentation will not usually be disclosed save where the Board is ordered to do so.

Requests by the Police

These will be dealt with in line with the guidance on the CPS website:

[Inquiries and reviews – statutory and independent, child and adult safeguarding, domestic homicide, and offensive weapons homicide | The Crown Prosecution Service](#)

Requests from the Coroner

Disclosure to the Coroner is based on the public interest in a fair hearing as well as the need to the court to have all relevant information before it. This is balanced by the public interest in agencies being able to learn from incidents that have happened. It is recognised that this may require that information is not disclosed in some circumstances.

Good practice provides that the Coroner should be informed that the KBSP has commissioned a statutory review.

If the Coroner requests disclosure of information, case law dictates what should be disclosed

and legal advice should be sought before a response is made. The Chair will decide in consultation with participating agencies.

Appendix 5.1 Complaint Procedure for Statutory Reviews

Keeping Bristol Safe Partnership

Complaint Procedure for Statutory Reviews

This procedure relates to Safeguarding Adult Reviews (SAR), Child Safeguarding Practice Reviews (CSPR), and Domestic Homicide Reviews (DHR), as described in the Constitution and Terms of Reference 2025 Section 9.

It does not cover complaints about section 42 Care Act safeguarding enquiries, which will be dealt with under the Statutory Adult Social Care complaint process.

Complaint

It has been agreed that the Local Authority will administer complaints about the process or actions of the KBSP Steering Group and the three Boards.

A complaint can be made about issues applicable to the KBSP Steering Group or the Boards such as:

- The conduct of any of the Chairs.
- Failure to follow due constitutional process in decision making.
- Failure to disclose a conflict of interest in the KBSP Steering Group, Board or Statutory Review Group and to take due steps to manage this.
- Failure to discharge statutory functions in line with the legislation.

Or a complaint can be made about specific issues about Statutory Reviews, such as:

- Whether local guidance has been followed in making a decision about whether to undertake a statutory review or not.
- Whether policies and procedures have been followed.
- The length of time taken by the Board to conclude a review.
- Communication with the individual or their representative.
- Failure to appropriately involve an adult with care and support needs or their representative;
- Failure to appoint an advocate.

This list is not exhaustive, and complaints will be considered on a case-by-case basis. Decisions on the outcomes of statutory reviews are not considered under this process. A complaint concerning a statutory review will be accepted from:

- The subject of the review.
- Any individual named in the review.
- An individual, acting on the behalf of an individual who can complain, where consent has been given.
- An individual acting on behalf of an individual who can complain but lacks capacity to provide consent, where it is considered in their best interests to accept the complaint.
- An individual acting on behalf of a deceased individual where they have sufficient interest to raise the complaint.
- An organisation that is not a statutory member of the Board but is a named party within a review.

Process

Where an individual wishes to make a complaint, they should be sent this procedure.

The complaint will be received by the KBSP Business Unit who will notify the Customer Relations Team.

The KBSP Business Unit will acknowledge the complaint within 3 working days (see Template Complaint Response, Appendix 5.2) and allocate to the Keeping Bristol Safe Partnership Business Manager (respondent).

Copies of the complaint will be shared with the Chair of the relevant Board or Steering Group and the statutory safeguarding partners who will be responsible for identifying a respondent in the event that the Business Manager is unavailable.

If the Business Manager is the subject of the complaint, it will be allocated to the relevant manager within Bristol City Council, who will become the respondent.

The respondent will contact the complainant either by telephone or in writing within 5 working days to discuss the detail of the complaint.

The respondent should determine:

- The complaint to be investigated;
- Complainant's desired outcomes;
- The methodology of dealing with the complaint (e.g. key persons to be interviewed, relevant paperwork, policies and legislation;
- When complainant should expect to receive a written response.

Following the fact-finding telephone call or meeting, the respondent will write to the complainant within 2 working days setting out the action plan they have agreed.

Within 15 working days of the complaint being received, the respondent will send a written response to the complainant (see Appendix 5.3: Template Complaint Response) to include:

- Explanation of how complaint was investigated;
- Conclusions reached;
- whether the complaint is upheld or not
- Actions to be taken as a result of complaint;
- Information about escalation.

The time can be extended depending on the complexity of the complaint.

The respondent will have access to information relevant to the complaint held by the Board or Steering Group, and by members of the Statutory Review Group who contributed to a decision or action which is the subject of complaint. The respondent will consult with the Chair of the relevant Board or Steering Group to inform the response, unless they are the subject of the complaint when it will be escalated to representatives of the statutory safeguarding partners.

The report will be shared with the relevant Chair.

Where there is confidential or sensitive information involved, a decision will need to be made as to how much information can be shared with the complainant.

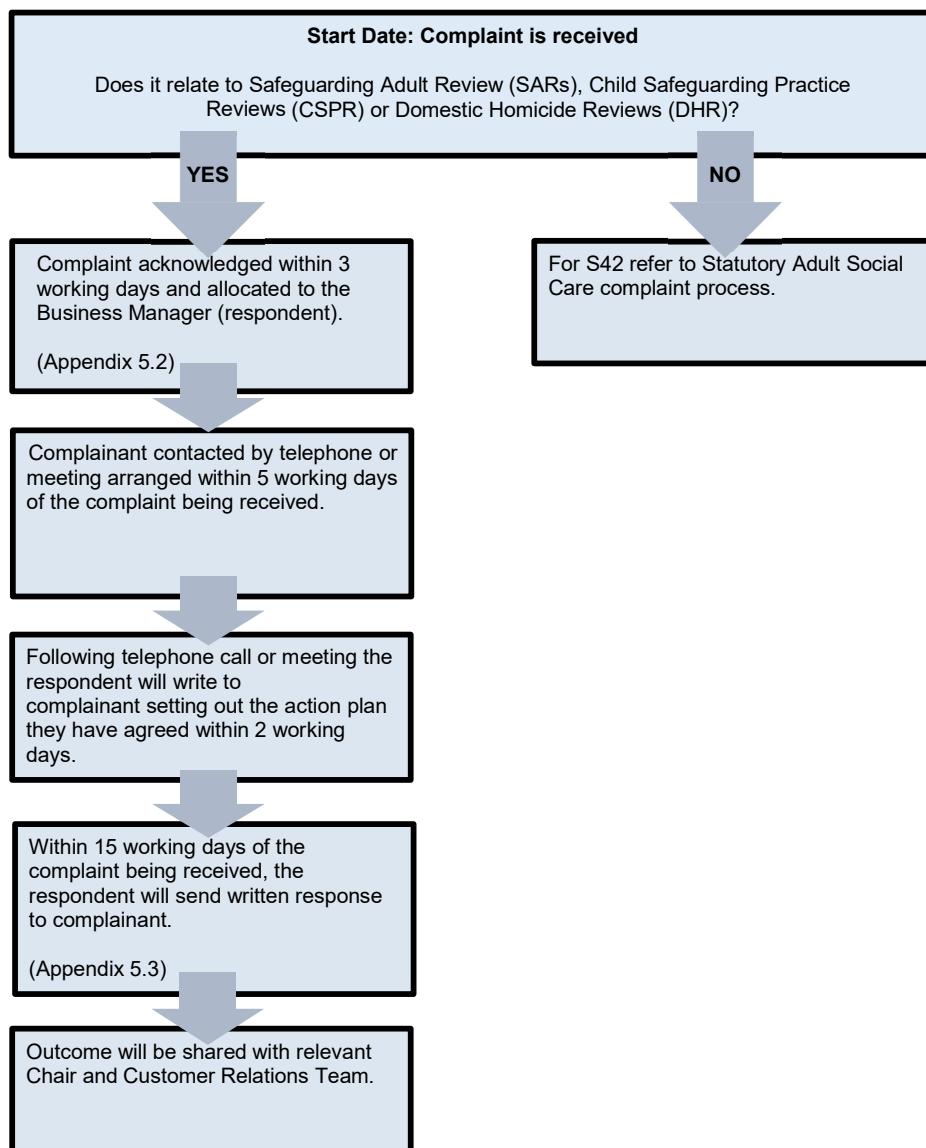
The complainant will be kept informed of the progress of the complaint.

Copies of response letters will be sent to the Customer Relations Team for reporting and monitoring purposes.

If the complainant is dissatisfied with the outcome of the complaint, they can contact the Business Manager within 15 days. The Business Manager will request one of the representatives of the statutory safeguarding partners to allocate a manager to review the decision.

Alternatively, the complainant may be able to pursue their complaint with the Local Government and Social Care Ombudsman (LGSCO).

The LGSCO's key test for whether they can investigate the complaint is whether the remedy can be achieved by the Local Authority, rather than some other body participating in the work of the Board.



Appendix 5.2 Complaint Acknowledgement

Private and Confidential

Reply to
Telephone
E-mail
Our ref.
Your ref.
Date

Dear

Thank you for telling us your concerns about xx.

Your complaint has been given to xx. They will contact you to discuss the issues you have raised. You may be able to discuss the matter by telephone, or a meeting may be arranged.

Xx will want to agree with you:

- the issues that you are concerned about;
- how you see the problem being resolved;
- how the complaint will be looked into;
- how you will be told about the outcome;
- the date you should know the outcome.

Sometimes, it may not be possible to let you know the outcome by the agreed date because, for example, a key person has not been available to speak to. If this happens, xx will get in touch with you to agree a new date when you should know the outcome.

I hope it will be possible to resolve your concerns as soon as possible.

Yours sincerely

Appendix 5.3 Complaint Response Template

Private and Confidential

Reply to
Telephone
E-mail
Our ref.
Your ref.
Date

Dear

Re: Your complaint about xx

Thank you for meeting with me on *date* to discuss your complaint.

or

Thank you for your letter of *date* telling us about your complaint. To confirm, your complaints are as follows:

Complaint one:.....

Complaint two:.....

And so on

In our meeting *or* in your letter you said that you are looking for the following to happen to resolve your complaint (your desired outcomes):

- List desired outcomes here

I've looked into your complaints and have responded to each one below:

1. Complaint one

You need to say whether you consider the complaint or any part of it to be upheld or not or whether you have been unable to reach a conclusion. You need to provide evidence to show how you have reached your conclusion, e.g., from staff and witnesses interviewed, records, policies, procedures, regulations, etc. If you have partially upheld a complaint, state clearly which parts are upheld and which parts are not.

2. Complaint two, etc.

In terms of your desired outcomes,

This is the place where you address each of the desired outcomes in turn, explaining clearly whether you will be taking any action, and why. For upheld complaints, you will need to consider whether the desired outcome can be met or whether an alternative or

additional action is required to remedy any injustice caused. Possible remedies could include:

- *an apology;*
- *practical action specific to the particular complainant;*
- *a review of practice;*
- *a financial remedy;*
- *an assurance that the KBSP Steering Group / Board (delete as appropriate) will monitor the effectiveness of its remedy.*

If you consider that the complaint is not upheld, this is where you sensitively say that it is with regret that you are unable to agree to whatever they're asking for, giving reasons.

I hope that this response has fully explained how your complaint has been dealt with. If you have any further queries please contact me again.

If you are unhappy with the outcome of your complaint, you may wish to contact the Local Government and Social Care Ombudsman:

Telephone: **0300 061 0614**

www.lgo.org.uk

Yours sincerely