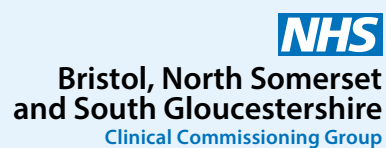




# STRATEGIC PLAN

2020-23



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# Introduction

In forming the Keeping Bristol Safe Partnership, partners in Bristol are committed to taking a person centred, place based approach to safeguarding, one that is not bound by notional or unhelpful divides such as that between vulnerable children and vulnerable adults. It was our explicit intention that the new partnership arrangements will enable and support innovative solutions to high risk complex situations, for example extra-familial and complex safeguarding (the risk in the environment rather than the traditional risk in the home) and will facilitate a whole system approach.

Our 2019/2020 Partnership Arrangements document set out the formation of our governance and Executive structure designed to realise this vision. The 2020-2023 Strategic Plan is the blueprint for us building the system for Bristol which realises these ambitions.

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

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

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

**Reflective:** we believe practitioners and systems improve where there is high quality space for thinking and reflection, and opportunities for different perspectives. Quality assurance activities delivered through this framework will promote reflective practice and shared learning.

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

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

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

## Background

Our citizens will thrive in a city that supports their physical health and mental health equally, with children growing up free of adverse childhood experiences having had the best start in life and support through their life.

Our strong communities will be formed of resilient and independent people. Our people will live healthier for longer and live happier lives in Bristol.

Integrated health and social care will seamlessly meet the ever-changing needs of our communities. We will focus on early help and prevention; our interventions will be tailored and person-centred. (Bristol One City Plan 2019-2050)

## Coronavirus (COVID-19)

KBSP is committed to providing the Partnership with regular updates as the situation develops regarding the spread and management of COVID-19 around the world.

This will be through newsletters and through the Partnerships website and social media pages.

# Our priorities

We believe that the delivery of these five priorities over the next three years will improve outcomes for the people of Bristol. We will measure this through our quality improvement, learning and performance frameworks.



## End-to-end excellence

- Integrated Partnership that is equipped to seamlessly meet the ever-changing needs of our communities
- Partnership of peer support and peer scrutiny
- Innovative quality improvement partnered with research
- Adaptive partnership leadership responsive to the needs of our communities
- Ensure the workforce is equip to support adults with disability and mental health appropriately where abuse and neglect is suspected



## Citizens of Bristol are our equal partners

- Ensuring individuals and their choices remain the centre of all work
- Increase and find different ways to work with citizens of Bristol to improve our policies, systems and processes
- Identify and Amplify seldom heard voices in decision-making
- Build a culturally competent workforce across the city
- Support the communities within Bristol to create their own solutions by providing information, tools and other resources they may need



## Domestic Abuse response across the life-course

- Commission and deliver domestic abuse services which are trauma-informed and recovery-focused
- Proactive in our outreach to victims and perpetrators
- Reducing demands for services as children live free from domestic abuse



## Seamless transitions

- Integrated out of hours and crisis services for children and families
- Co-located Adult Safeguarding Front Door
- Develop Transitional Safeguarding Approach for 16-25s
- Use of new technologies for safeguarding and partnerships



## Safe in our communities - Safe in our homes

- New Contextual safeguarding pathways to be developed
- To prevent and divert people away from gang violence and organised crime in order to reduce reoffending
- Create conditions for quality domiciliary and residential care provision to flourish in the city
- A consistent approach is applied to challenge all forms of Hate Crime and discrimination

Keeping Bristol Safe Partnership is committed to delivering inclusive and accessible services for all citizens of Bristol in a way that respects individual need and does not exclude anyone.

## The details

Strategic Priority	What we want to achieve
<b>1. End-to-end excellence</b>	
<ul style="list-style-type: none"> <li>● <b>Integrated Partnership that is equipped to seamlessly meet the ever-changing needs of our communities</b></li> </ul>	<ul style="list-style-type: none"> <li>• To produce an integrated workforce and learning hub that will bring adult, children and community safety together.</li> <li>• Assure and support plans for implementation of Liberty Protection Safeguards</li> <li>• Mental wellbeing in the community and the preventive interventions that can be employed to support people to avoid the need to statutory intervention around their mental wellbeing</li> <li>• To review and revise the impact COVID- 19 has had upon services across the Partnership</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Partnership of peer support and peer scrutiny</b></li> </ul>	<ul style="list-style-type: none"> <li>• Use peer self-assessment to partner organisations in their development journey informed by section 11 of the Children Act 2004 and safeguarding adults self-assessment</li> <li>• Engage with regional scrutiny to assure the effectiveness of the partnership</li> <li>• Strengthen a culture of learning through multi-agency auditing and learning from success</li> <li>• Develop methods of sharing and embedding learning from statutory reviews</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Innovative quality improvement partnered with research</b></li> </ul>	<ul style="list-style-type: none"> <li>• Lead on the development of regional statutory review procurement framework and regional review models</li> <li>• Identify and collaborate on national and regional opportunities for investment, innovation and research aligned to the strategic vision and plan</li> <li>• Performance dashboard enabling insight on the system</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Adaptive partnership leadership responsive to the needs of our communities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Culture of pace and traction in the KBSP Executive</li> <li>• The Partnership will work together in identifying and responding to disadvantage groups in the community that have been disproportionate affected during and beyond COVID</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Ensure the workforce is equip to support adults with disability and mental health appropriately where abuse and neglect is suspected</b></li> </ul>	<ul style="list-style-type: none"> <li>• This to include emerging themes of coercive control and domestic abuse, modern slavery, cuckooing, and safeguarding rough sleepers</li> <li>• To consider adults cases where there are a number of complex needs but do not always need the thresholds (relating to recent SAR)</li> </ul>

Strategic Priority	What we want to achieve
<b>2. Citizens of Bristol are our equal partners</b>	
<ul style="list-style-type: none"> <li>• <b>Ensuring individuals and their choices remain the centre of all work</b></li> </ul>	<ul style="list-style-type: none"> <li>• We will take a person centred approach to all our safeguarding practice</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Increase and find different ways to work with citizens of Bristol to improve our policies, systems and processes</b></li> </ul>	<ul style="list-style-type: none"> <li>• Invest in KBSP Partnership post and co-production funding to drive culture change</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Identify and Amplify seldom heard voices in decision-making</b></li> </ul>	<ul style="list-style-type: none"> <li>• Join with public as partners to understand the impact of the child protection system in Bristol and commit to being brave in new ways of working designed in partnership (e.g. peer advocacy/peer researchers)</li> <li>• Work with the Voice and Influence Partnership and others across the city to create a Participation, Engagement and Communication Strategy</li> <li>• Create a process by which delivery and other groups must report on how they ensured participation, engagement and communication through their work</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Build a culturally competent workforce across the city</b></li> </ul>	<ul style="list-style-type: none"> <li>• Support co-designed research with communities about culturally harmful practice and use these platforms to develop collaboration on culturally competent safeguarding policy and practice (development of the FGM working group)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Support the communities within Bristol to create their own solutions by providing information, tools and other resources they may need</b></li> </ul>	<ul style="list-style-type: none"> <li>• Create consistent branding and public consciousness to Keeping Bristol Safe's vision through public and professional communications strategy</li> <li>• Work with businesses, community groups and public to develop our Contextual Safeguarding Community Guardianship models as our response to PREVENT, crime and exploitation</li> <li>• Remain connected to the Adverse Childhood Experiences public training roll-out through the ACEs HIIT</li> </ul>

Strategic Priority	What we want to achieve
<b>3. Domestic Abuse Response across the life-course</b>	
<ul style="list-style-type: none"> <li>• <b>Commission and deliver domestic abuse services which are trauma-informed and recovery-focused</b></li> </ul>	<ul style="list-style-type: none"> <li>• Finalize a multi-agency domestic abuse strategy focusing on a more responsive and assertive outreach offer to victims; investing in recovery services</li> <li>• Provide safe housing for victims of abuse and domestic abuse perpetrators</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Proactive in our outreach to victims and perpetrators</b></li> </ul>	<ul style="list-style-type: none"> <li>• Create a pathway for Domestic Abuse services which recognises the cycle of change for victims of abuse including services for victims who remain in abusive relationship or who require more assertive engagement</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Reducing demands for services as children live free from domestic abuse</b></li> </ul>	<ul style="list-style-type: none"> <li>• Engage in the Research in Practice Domestic Abuse and Child Protection study to contribute to the national evidence base and learning on protection of children from domestic abuse</li> <li>• Learning will be taken from Domestic Homicide Reviews and a robust learning loop will be implemented within the Partnership</li> </ul>
<b>4. Seamless Transition</b>	
<ul style="list-style-type: none"> <li>• <b>Integrated out of hours and crisis services for children and families</b></li> </ul>	<ul style="list-style-type: none"> <li>• Scope joint commissioning out of hours provision which reduces reliance on acute crisis services by intervening early and stops people falling between health and safeguarding silos (e.g. No Wrong Door model)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Co-located Adult Safeguarding Front Door</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop a multi-agency safeguarding framework and co-located Hub model for adults aligned to First Response, MASH, Lighthouse Safeguarding Unit, MARAC and MAPPA</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Develop Transitional Safeguarding Approach for 16-25s</b></li> </ul>	<ul style="list-style-type: none"> <li>• Smooth transitions between child and adult provision and legislative frameworks</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Use of new technologies for safeguarding and partnerships</b></li> </ul>	<ul style="list-style-type: none"> <li>• Commit resources to technological solutions for video conferencing; online learning and development which are accessible for professionals and public alike, enabling flexibility in service delivery to the public</li> <li>• Build framework for use of Avon and Somerset Constabulary social networking analysis and the Think Family Database to enable a proactive safeguarding response for peers and groups</li> </ul>



Strategic Priority	What we want to achieve
<b>5. Safe in our communities - Safe in our homes</b>	
<ul style="list-style-type: none"> <li>• <b>New Contextualised pathways for safeguarding places and peers through integrating safeguarding and community safety response</b></li> </ul>	<ul style="list-style-type: none"> <li>• Develop, pilot and implement a Contextual Safeguarding System as part of the partnership Contextual Safeguarding Scale-up project</li> <li>• Move to an integrated multi agency exploitation coordination and intervention model responding to CSE/CCE and youth crime</li> <li>• Adults to develop a pilot that manages risk and compatibility for supported accommodation settings</li> </ul>
<ul style="list-style-type: none"> <li>• <b>To prevent and divert people away from gang violence and organised crime in order to reduce reoffending</b></li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the Serious Violence Response Plan</li> <li>• Implement and assure Operation Dovetail regional safeguarding pathway for Channel</li> <li>• Improve conviction rates of individuals offending against adults at risk; assuring appropriate outcomes e.g. restorative justice</li> <li>• Improve systems to join up regulatory and anti-social community safety powers with criminal interventions to improve disruption</li> <li>• Develop interventions to prevent the exploitation of siblings</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Create conditions for quality domiciliary and residential care provision to flourish in the city</b></li> </ul>	<ul style="list-style-type: none"> <li>• Improve the identification and prevention of financial abuse of adults at risk</li> <li>• Innovate and mature work to improve provider quality and prevent institutional abuse</li> <li>• Explore peer inspector models for adults with lived experience and carers</li> </ul>
<ul style="list-style-type: none"> <li>• <b>A consistent approach is applied to challenge all forms of Hate Crime and discrimination</b></li> </ul>	<ul style="list-style-type: none"> <li>• The Partnership will focus on the prevention of hate incident from happening in the first place, whilst providing support and guidance to victims and taking positive action against perpetrators where it does happen</li> </ul>

## Appendix 1 – What is business as usual?

Safeguarding Children	Safeguarding Adults	Community Safety
<b>KBSP Annual Report Strategic and Business Plan Reporting</b>		
<b>Quality Assurance and Performance of our safeguarding response to:</b> Child Neglect Sexual Abuse Physical Abuse Sexual Abuse Culturally Harmful Practices CSE and CCE Missing Safeguarding of Children in Custody Safeguarding of Children placed out of area	<b>Quality Assurance and Performance of our safeguarding response to:</b> Physical abuse Domestic violence or abuse Sexual abuse Psychological or emotional abuse Financial or material abuse Modern slavery Discriminatory abuse Organisational or institutional abuse Neglect or acts of omission Self-neglect	<b>Joint Strategic Needs Assessment and Performance Information</b> Anti-Social Behaviour Response Reducing crime and re-offending Reducing Hate and Mate Crime Channel and PREVENT Community Trigger
Allegations against people in positions of trust	Allegations against people in positions of trust	Commissioning Domestic and Sexual Violence Services
Section 11 Self-Assessment and Section 175 Safeguarding Education Self-Assessment	Safeguarding Adults Self-Assessment	Commissioning Alcohol and Drug Treatment Services
Rapid Reviews and Child Safeguarding Practice Reviews	Safeguarding Adults Reviews	Domestic Homicide Reviews
Multi-agency Safeguarding Training and Conferences	Provider Quality impacting safeguarding	
Multi-agency safeguarding Procedures (SWCPP)	Multi-agency safeguarding Procedures	

