



**NORTH WALES SAFEGUARDING  
BOARD  
STRATEGIC PLAN  
2021 - 2022**

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## **INTRODUCTION**



Jenny Williams  
Chair - North Wales Safeguarding  
Children Board

Neil Ayling  
Chair - North Wales Safeguarding  
Adults Board

The North Wales Safeguarding Children Board and The North Wales Safeguarding Adult Board is pleased to publish and present its fifth annual joint strategic plan for 2021-22. The identified fully aligned Joint strategic objectives and priority areas are a reflection of the continuing progress the Board has made in its approach to adopting an all age safeguarding people approach to children and adults at risk in North Wales.

This has been the most challenging year for the North Wales Safeguarding Board and its partners and so the Board have made the decision to continue to focus on the same priorities as the previous year as well as including a priority around the impact of Covid-19. Across North Wales, we have seen numerous examples of creative and innovative work to ensure the wellbeing of citizens across the region. The North Wales Safeguarding Board would like to express its gratitude to all partner agencies and their workforce during this past year.

The areas identified for continuing improvement will enable the Board and its members to fulfil their statutory responsibilities as outlined in Part 7 of the Social Services and Well-being Act (Wales) 2014 to protect and prevent children and adults at risk in the region from experiencing abuse and neglect and other kinds of harm.

Serving the citizens and diverse communities of the North Wales region which encompasses six Local Authority areas does not come without significant challenges. The board and its members however continue to be proud of the strong ethos of collaboration and partnership working that has been established at a senior executive board and sub group level

Protecting and preventing children and adults at from experiencing harm and Promoting the Wellbeing of the people of North Wales enabling them to achieve better outcomes remains central to the Board's work.

## WHAT IS SAFEGUARDING?

The Welsh Government” Working Together to Safeguard People Guidance” Volume 1 states that the objectives of a Safeguarding Children Board are:

- a) To protect children within its area who are experiencing, or are at risk of abuse, neglect or other kinds of harm, and
- b) To prevent children within its area from becoming at risk of abuse, neglect or other kinds of harm.

The objectives of a Safeguarding Adults Board are:

- a) To protect adults within its area who -
  - (i) Have needs for care and support (whether or not a local authority is meeting any of those needs), and
  - (ii) Are experiencing, or are at risk of, abuse or neglect
- b) To prevent those adults within its area mentioned in paragraph (a) (i) becoming at risk of abuse or neglect.

It is the role of both boards to set the strategic direction of safeguarding, including policy direction and monitoring the effectiveness of safeguarding within agencies across the region. Boards commission practice reviews and disseminate learning to practitioners which ensures that local learning is widely known and that safeguarding is high on the agenda at all levels of the workforce.

## BOARD STRUCTURES

North Wales Safeguarding Adults Board



North Wales Safeguarding Children Board



## **BOARD MEMBERSHIP**

### North Wales Safeguarding Adults Board:

**Chair:** Neil Ayling (Chief Officer – Social Services Flintshire County Council)

BCUHB Director of Nursing Mental Health & Learning Disabilities

**Vice Chair:** Michelle Denwood (Associate Director Safeguarding – Betsi Cadwaladr University Health Board BCUHB)

North Wales Police - Detective Superintendent/Protecting Vulnerable People Unit

Anglesey CC - Director of Social Services. Head of Adults Services

National Probation Service – Designated Officer

Conwy CBC - Strategic Director of Social Care and Education & Head of Service for Children, Family and Safeguarding

North Wales Fire & Rescue Service - Business Education and Arson Reduction Team Manager

Denbighshire CC - Corporate Director Communities & Head of Community Support Services

Public Health Wales – Designated Nurse National Safeguarding Team

Flintshire CC – Chief Officer Social Services & Senior Manager Safeguarding and Commissioning

Care Forum Wales – Chief Executive

Gwynedd CC – Corporate Director & Head of Adult Health and Wellbeing Services

Welsh Ambulance Service Trust – Head of Safeguarding

Wrexham CBC - Head of Adult Social Care

HMP Berwyn – Head of Safety and Equality

## North Wales Safeguarding Children Board:

**Chair:** Jenny Williams (Director of Social Care and Education - Conwy County Borough Council)

Barnardo's – Head of Corporate Safeguarding, Assistant Director Children's Services

**Vice Chair:** Jason Devonport  
Detective Superintendent PVPU

North Wales Police – Detective Superintendent PVPU

Anglesey CC – Director of Social Services, Head of Children and Family Services

National Probation Service – Head of Local Delivery Unit

Conwy CBC – Head of Children, Family & Safeguarding Services

Public Health Wales – Designated Nurse National Safeguarding Team

Denbighshire CC – Corporate Director Communities & Head of Education & Children's Services

Betsi Cadwaladr University Health Board - Associate Director Safeguarding & Named Doctor Children's safeguarding

Flintshire CC – Head of Children's Services & Director of Social Services

NSPCC – Service Manager for North Wales (Children services)

Gwynedd CC – Head of Children & Support Families and Corporate Director

Welsh Ambulance Service Trust – Safeguarding Specialist Quality, Safety & Patient Experience Directorate

Youth Justice Service – Service Manager Prevention & Support

Wrexham Youth Justice Service – Head of Service

Wrexham CBC – Head of Children's Services

HMPS - Head of Public Protection

## **WHAT ARE THE STRATEGIC PRIORITY OBJECTIVES OF THE BOARDS?**

Due to the impact of Covid -19 in relation to work packages around the identified Board priorities, it has been agreed that we will continue with the same priorities as the previous year and include an additional priority around Covid-19.

- 1. To promote awareness and compliance around the Wales Safeguarding (Adult) Procedures (NWSAB)**
- 2. To promote awareness and compliance around the Wales Safeguarding (Children) Procedures (NWSCB)**
- 3. To continue to ensure a robust, resilient and consistent approach to safeguarding practice during the Covid-19 pandemic (NWSB)**

The rationale for continuing with the two priority areas from last year is that we need to further promote awareness of the Wales Safeguarding procedures but as a region to continue to demonstrate over the next twelve months that we have embedded the procedures into practice. We have also included an additional priority around the impact of Covid-19 on safeguarding practice

In addition, we have improvement areas to continue to work on:

Strong Leadership & Evidenced Compliance

Increased Knowledge & Continuous Learning

## SUMMARY OF OUR STRATEGIC PRIORITY OBJECTIVES AND HOW WE PLAN TO ACHIEVE THEM

### North Wales Safeguarding Boards (NWSB) Priorities

**Strategic Priority 1 -Continue to promote awareness and compliance around the Wales Safeguarding (Adults)**

**Procedures (NWSAB)**

**Outline of Need:** With the launch Wales Safeguarding Adult at Risk Procedures, the NWSAB will focus on ensuring the “cultural shift in Adult Safeguarding practice” is embedded into Safeguarding Systems

Ref	Priority Focus	What do we want to achieve?	What are the outcome indicators	Sub Group Lead	Progress
1.1	Adult at risk	Ensure that the North Wales Safeguarding Adults Board have measures in place to protect and prevent abuse of Adults at Risk and adherence to the Wales Safeguarding procedures	<p><b>Success will mean:</b></p> <p>The NWSAB will have a range of both Qualitative and Quantitative updated performance measures to:</p> <p>Demonstrate Compliance Wales Safeguarding (Adults) Procedures</p> <p>People are actively involved in achieving their safeguarding outcomes and develop resilience as a result</p> <p>Information on outcomes is collected and reported on in such a way that the safeguarding adults board and partners can evidence the difference they are making for people and use this to improve safeguarding support</p>	Local Delivery groups	<p>The North Wales Safeguarding Adults Board have created a self-assessment audit tool-kit for all partner agencies to complete.</p> <p>The tool-kit will focus on the following areas to ensure compliance with the Wales Safeguarding procedures</p> <p>➤ Policies and procedures</p>

Ref	Priority Focus	What do we want to achieve?	What are the outcome indicators	Sub Group Lead	Progress
					<ul style="list-style-type: none"> <li>➤ Recording requirements</li> <li>➤ Workforce development</li> <li>➤ Organisational culture</li> <li>➤ Commissioning</li> </ul> <p>The audit will be completed in September 21.</p> <p>Work is well under way via the NWSAB P &amp; P to establish a pathway between Health and BCUHB in relation to S126 enquiries and the role of the Lead Practitioner</p> <p>Work is also being undertaken with the Regional Advocacy group to ensure we are able to capture more data around demonstrating that the Adult at Risk is at the centre of the</p>

Ref	Priority Focus	What do we want to achieve?	What are the outcome indicators	Sub Group Lead	Progress
					safeguarding process.
1.2	Adult at risk	Person centred practice is embedded within the safeguarding process across all agencies	<p><b>Success will mean:</b></p> <p>All Board agencies across North Wales recognise Person Centred Practice as Core Business</p> <p>Person centred practice is a focus within all Safeguarding Training delivered in the region</p> <p>There is a clear focus on prevention and early intervention in Adult Safeguarding</p> <p>That all agencies adhere to the requirements set out in the Mental Capacity Act</p>	<p>Local Delivery groups via Audit and Performance management</p> <p>Workforce Learning and Training sub group</p>	<p>Additional Person centred guidance is being developed to accompany the procedures.</p> <p>The workshops that are being commissioned via the Learning and Training sub group all include the focus on person centred planning</p>
1.3	Adult at risk	Ensure that multi-agency safeguarding pathway is effective around Domestic Violence and Adult at Risk Cases	<p><b>Success will mean:</b></p> <p>Identification of an Adult at Risk via the Multiagency risk assessment conferences</p> <p>Cases where an Adult at Risk is subject to Domestic Violence are managed within the All Wales Safeguarding Procedures</p> <p>Within Multiagency risk assessment conferences in relation to Domestic Violence (MARAC) to ensure that the victim's views and wishes are</p>	Local Delivery Groups	There is pilot of weekly MARAC meetings in order to discuss cases in a timely manner. This allows identification of the any care and support needs or relevant information and advice that can be provided

Ref	Priority Focus	What do we want to achieve?	What are the outcome indicators	Sub Group Lead	Progress
			heard especially if they are not present.		<p>In addition to support the work taking place within the Vulnerability and Exploitation Board, the NWSAB along with the other Safeguarding Boards in Wales will look at creating specific practice guide on the following areas:</p> <p>Adult at Risk and Exploitation</p> <p>Adult at Risk and Domestic Abuse</p>

**Strategic Priority 2: To promote awareness and compliance around Wales (Children) Safeguarding Procedures (NWSCB)**

**Outline of Need:** With the launch of the Wales Safeguarding Procedures, the NWSCB will focus on ensuring that all agencies will be focused on ensuring compliance with the procedures

Ref	Priority Focus	What do we want to achieve?	What are the outcome indicators	Sub Group Lead	Progress
2.1	Child at risk	Ensure that the North Wales Safeguarding Children Board have measures in place to protect and prevent abuse of Child at Risk and adherence to the Wales Safeguarding procedures	<p><b>Success will mean:</b></p> <p>The NWSCB will have a range of both Qualitative and Quantitative performance measures to:</p> <p>Demonstrate Compliance with Wales Safeguarding Procedures</p> <p>People are actively involved in achieving their safeguarding outcomes and develop resilience as a result</p> <p>Information on outcomes is collected and reported on in such a way that the safeguarding children board and partners can evidence the difference they are making for people and use this to improve safeguarding support.</p>	Local Delivery groups	<p>The North Wales Safeguarding Children Board have created a self-assessment audit tool-kit for all partner agencies to complete.</p> <p>The tool-kit will focus on the following areas to ensure compliance with the Wales Safeguarding procedures</p> <ul style="list-style-type: none"> <li>➤ Policies and procedures</li> <li>➤ Recording requirements</li> <li>➤ Workforce development</li> <li>➤ Organisational culture</li> <li>➤ Commissioning</li> </ul>

Ref	Priority Focus	What do we want to achieve?	What are the outcome indicators	Sub Group Lead	Progress
					The audit will be completed in September 21.
2.2	Child at risk	Child centred practice is embedded within the safeguarding process across all agencies	<p><b>Success will mean:</b></p> <p>All Board agencies across North Wales recognise Child Centred Practice as Core Business</p> <p>Child centred practice is a focus within all Safeguarding Learning /Training events delivered in the region</p>	<p>Local Delivery groups via Audit and Performance management</p> <p>Workforce Learning and Training sub group</p>	<p>Building on the workshops held during 20/21, the NWSCB will hold further events around Child Centred practice</p> <p>We now have established links with Tros Gynnal children's group and will use this forum to ensure we have input from Children and Young People into all new policy developments / strategies</p>
2.3	Child at risk	Ensure that multi-agency safeguarding pathway is effective around Child Sexual Abuse cases	<p><b>Success will mean:</b></p> <p>Implementation of the National Child Sexual Abuse Action plan.</p> <p>Assessment process for Child Sexual Exploitation cases moves away from the SERAF process and includes a greater focus on wellbeing and needs assessments</p>	Local Delivery Groups	During 20/21 the NWSCB have continued with the implementation of the National CSA Action plan via the LDG.

Ref	Priority Focus	What do we want to achieve?	What are the outcome indicators	Sub Group Lead	Progress
					A new CSE toolkit being piloted in the region.

**Strategic Priority 3: To continue to ensure a robust, resilient and consistent approach to safeguarding practice during the Covid-19 pandemic**

**Outline of Need:** The impact of Covid-19 has placed significant pressures on the Safeguarding Board partners and the workforce in the region.

Ref	Priority Focus	What do we want to achieve?	What are the outcome indicators	Sub Group Lead	Progress
3.1	Child/ Adults at Risk	<p>To develop a clear picture of the impact Covid-19 is having across the Region, i.e. for individuals, communities, the work force and partner agencies.</p> <p>To oversee and review the efficacy of measures taken by agencies as they realign governance, processes and practice to respond to Covid-19.</p>	<p><b>Success will mean:</b></p> <p>A suite of data to allow the virus to be tracked across the region to inform response and to pre-empt safeguarding issues arising i.e. an increase in unsafe hospital discharge, care home pressures etc.</p> <p>A suite of data to ensure changes to practice are monitored, understood and responded to by the Board i.e. Work force capacity issues across a range of agencies: domiciliary care, social care, care homes; Rapid discharge, unsafe discharge; trends in reports of Domestic Abuse, Financial abuse, Mental Health, Substance misuse etc.</p>	<p>NWSCB/NWSAB</p> <p>Local Delivery Groups</p>	<p>Both Boards have continued to have oversight in relation to any key themes due to the impact of Covid-19</p> <p>Local Delivery Groups are highlighting any key practice issues impacting the region</p>
3.2.	Child/ Adults at Risk	A clear message to the public, communities, professionals and partner agencies that safeguarding at these times remains a priority.	The Safeguarding Board will ensure factual information from Public Health Wales, Welsh Government and others is distributed to keep the regional population – citizens and workforce - well informed, whilst seeking to reduce the risk of abuse i.e. online abuse and individuals being scammed/abused i.e. financial etc.		<p>NWSB Covid-19 webpage</p> <p>NWSB press releases undertaken during this period</p>

Ref	Priority Focus	What do we want to achieve?	What are the outcome indicators	Sub Group Lead	Progress
					Supporting National Campaigns

## NWSB IMPROVEMENT PLAN:

### Outcome 4: Strong Leadership & Evidenced Compliance:

To provide strategic leadership in relation to safeguarding & to ensure that the North Wales Safeguarding Boards are able to demonstrate effectiveness in delivering against their statutory functions

Rag status

Red – No progress

Yellow – On track

Green – Action completed

Ref	Actions	Resource & Lead	Measures	Outcomes	RAG
4a	<b>The NWSB continues to monitor its risk register</b> - to ensure that NWSB is made aware of any risks within and across services and is assured and updated on any action to be taken to minimise the risk.	NWSB Board Members	Risk register is updated and reviewed at the Joint NWSB meeting  Number of new risks added Number of risks closed	NWSB are better informed of identified risk within and across services.  Professionals are increasingly aware of critical factors in improving safeguarding in North Wales.  Risk register is used to support statutory decision making, mitigating risks associated with for example; lack of clear statutory guidance and the transformation of services within and across partner Organisations.	Risk Register updated –key areas included:  Impact of Covid 19  Section 5 of the Wales Safeguarding Procedures

Ref	Actions	Resource & Lead	Measures	Outcomes	RAG
4b	<p><b>Establish clear lines of accountability and reporting mechanisms</b> - between the Safeguarding Boards and the wider safeguarding partnerships</p>	NWSB	<p>Robust reporting arrangements The NWSB has contributed to the wider Safeguarding Partnership review within the Region</p>	<p>Increased dovetailing leading to improved outcomes for individuals in need of care and support.</p> <p>Implementation of the Safeguarding Partnership review with North Wales</p>	<p>The regional safeguarding partnership review report has been completed. The Board will now undertake further work to ensure the effective implementation of the recommendations.</p>

## Outcome 5: Increased Knowledge & Continuous Learning:

To be assured that we know the children, young people and adults who are most at risk in our region and effectively safeguard them. To continually develop and improve the way we work so that outcomes improve.

Ref	Actions	Resource & Lead	Measures	Outcomes	RAG
5a	<p><b>To Respond to and implement action plans from the learning of APR's/CPR's</b> and any high profile reviews such as national reviews/practice reviews to identify, and monitor the implementation of changes that help to prevent similar abuse or neglect happening to others, ensuring the Board that partners have taken appropriate action to improve areas of concern.</p>	<p>NWSB</p> <p>NWSB CPR/APR Group</p>	<p>Learning events. Practice guidance notes.</p> <p>Audits confirm learning has been embedded into practice. Implementation of actions as set out in the action plan.</p> <p>Learning outcomes are reflected in agencies policies, practice, training and guidance.</p> <p>Professionals are increasingly aware of identified learning to improve practice and critical factors in improving safeguarding in North Wales.</p> <p>Professionals are able to apply specific learning outcomes to the wider principles of Safeguarding.</p> <p>Dissemination of learning and improved practice.</p>	<p>Reduction in recurring themes being identified within APR/CPR reviews</p>	<p>We still have further work in the following areas:</p> <p><b>Children's Neglect</b> – development of a regional Neglect strategy in 21-21</p> <p>Pre- birth assessment- practice guide to be updated</p> <p><b>Adults</b> The role of the care coordinator</p>

## HOW MUCH DO WE PLAN TO SPEND?

The Board is funded by contributions from statutory partner agencies who have agreed the funding formula as set out in the Welsh Government document 'Working Together to Safeguard People Volume 1 – Introduction and Overview', the guidance which accompanies the Social Services and Well-being (Wales) Act 2014.

This funding resources a regional safeguarding business unit consisting of a Business Manager, 2 x Business Co-ordinators and 1 x Administrative Support staff who provide support for both Children and Adult Boards.

The specific costs for this support are set out below.

<b>Total costs</b>	<b>£ 200,467.40</b>
Staff costs	<b>158,398.50</b>
APR/CPR costs (None commissioned during this financial year)	<b>0.00</b>
Training costs	<b>10,000.00</b>
Translation cost	<b>9,000.00</b>
Additional costs	<b>23,068.90</b>

## **COLLABORATIVE WORKING**

Across North Wales we have a long history of collaboration across agencies and partnerships. This collaborative work is reflected in the membership of both of our Boards which includes not only the statutory partners prescribed in guidance, but also voluntary sector partners and those where safeguarding is an integral part of their work.

This inclusive approach allows us to include partners who can influence the safeguarding agenda on a local, regional and national level. This is demonstrated by our closer working relationships with the Office of the Police and Crime Commissioner, Safer Communities Board, the Coroner and nationally recognised bodies such as Older Peoples commissioner / Children's Commissioner and the NSPCC / Barnardo's Cymru.

Board members ensure that the work from relevant partnership groups is recognised and reported at Board level. In the coming year we plan to develop these collaborative links.

We will continue to work in close partnership with the National Independent Safeguarding Board (NISB). Our link member attends all Board meetings and provides regular updates on the work of the NISB.

## **CONTACT INFORMATION AND USEFUL LINKS**

Everyone has a duty to be alert to concerns about the abuse and neglect of people and know to whom they should report their concerns.

If you are worried that a child or adult is being abused or neglected, you must report your concerns to your local Social Services contact. Details are listed below:

### **If you have concerns about a child:**

**Anglesey** 01248 725888

**Conwy** 01492 575111 (Out of hours) 01492 515777

**Denbighshire** 01824 712200 (Out of hours) 0345 053 3116

**Flintshire** 01352 701000 (Out of hours) 0345 0533116

**Gwynedd** 01766 772577 (Out of hours) 01248 353551

**Wrexham** 01978 292039 (Out of hours) 0345 053 3116

### **If you have concerns about an adult:**

**Anglesey** 01248 752752

**Conwy** 0300 456 1111 (Out of hours) 01492 515777

**Denbighshire** 0300 4561000 (Out of hours) 0345 053 3116

**Flintshire** 01352 803444 (Out of hours) 0345 0533116

**Gwynedd** 01766 772577 (Out of hours) 01248 353551

**Wrexham** 01978 292066 (Out of hours) 0345 053 311