



# NORTH WALES SAFEGUARDING BOARD

## STRATEGIC PLAN 2026 - 2027

## INTRODUCTION

The North Wales Safeguarding Adults and Children's Board is pleased to publish and present its tenth annual joint strategic plan for 2026– 27.

The Board's principal and overarching aims are to support agencies to collectively fulfil their statutory responsibilities as outlined in Part 7 of the Social Services and Well-being Act (Wales) 2014, and to protect and prevent children and adults at risk in the region from experiencing abuse and neglect and other kinds of harm.

In the coming year, we remain committed to continuing to work together to meet the needs of the most vulnerable in our communities, and to learn any lessons to aid the future delivery of high quality, resilient and effective multi-agency safeguarding services.

We have kept the same priorities and programme of work as previous year; due to the challenges we have encountered during the year. During 25/26, the Board published "Our Bravery brought Justice" practice review. A key priority is to continue implementing the multi-agency learning from practice reviews.

Improving and building upon our existing regional quality assurance framework, alongside the work being led by the National Independent Safeguarding Board and further embedding the lived experiences of children and adults at risk in the Board's work programme are key identified priorities for us this year.

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.

Jenny Williams

Co Chair North Wales  
Safeguarding Children Board

Nicola Stubbins

Co Chair North Wales  
Safeguarding Adults Board

## **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.

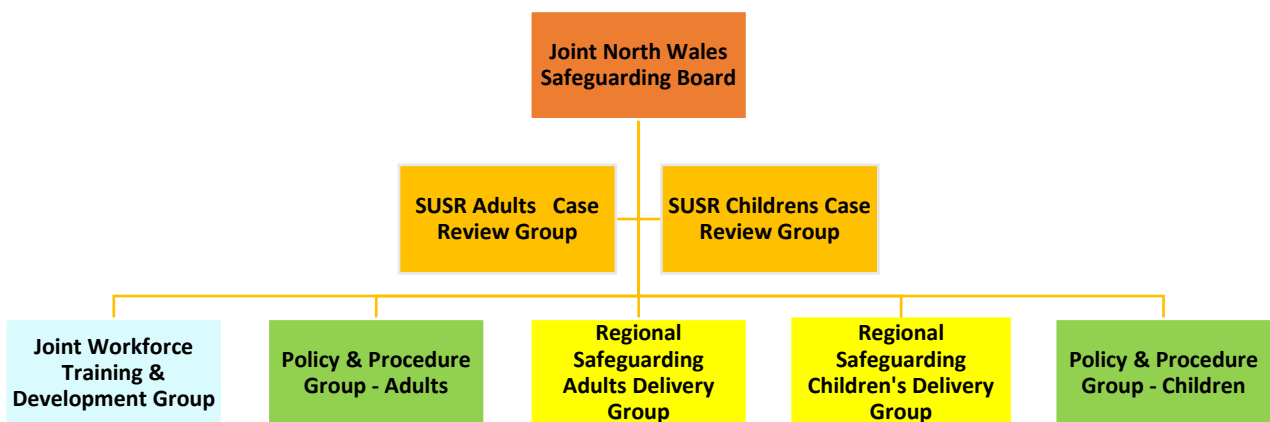
The objectives of a Safeguarding Adults Board are:

- 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.

### **North Wales Safeguarding Board Structure**

The North Wales Safeguarding Boards have now moved to a joint Adults and Children’s Board and undertaken a restructure of the sub-groups.



## **North Wales Joint Adults & Children's Safeguarding Board Membership**

**Co Chair NWSAB:** Nicola Stubbins – Corporate Director, Social Services & Education, Denbighshire County Council

**Co Chair NWSCB:** Jenny Williams, Director of Social Care and Education, Conwy County Borough Council

**Vice Co Chair NWSAB:** Michelle Denwood, Director of Safeguarding & Public Protection, Betsi Cadwaladr University Health Board BCUHB

**Vice Co Chair NWSCB:** Jacqueline Downes, Detective Superintendent / Protecting Vulnerable People Unit, North Wales Police

Isle of Anglesey Council -, Director of Social Services & Head of Children and Families Services, Head of Adults Services, Director of Education, Skills and Young People

Gwynedd Council – Corporate Director & Head of Adult Health and Wellbeing Services, , Head of Children and Family Support Department, Head of Education

Conwy CBC – Head of Children, Family & Safeguarding Services, Head of Education

Denbighshire CC – Joint Head of Service for Education and Children's - Children's Social Care Head of Community Support Services

Flintshire CC – Chief Officer Social Services, Senior Manager Safeguarding and Commissioning, Head of Education

Wrexham CBC – Director Social Services / Head of Adult Social Care, Senior Head Of Service – Children Social care, Head of Education

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

Team Manager

National Probation Service – Head of Probation Delivery Unit, North Wales

Public Health Wales – Designated Nurse National Safeguarding Team

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

Barnardo's – Assistant Director Children's Services

National Independent Safeguarding Board Representative.

Youth Justice Service – Service Manager Prevention & Support, Senior Manager(s)

Betsi Cadwaladr University Health Board, Named Doctor Children's safeguarding, Director of Nursing Mental Health & Learning Disabilities

HMP Berwyn – Deputy Governor

Head of Safeguarding & Advocacy, Hope Project Manager, Age Cymru

## **WHAT ARE THE STRATEGIC PRIORITIES / OBEJECTIVES OF THE NWSB IN 2026/27**

Given the NWSB has seen an increase in the number of Single Unified Safeguarding Reviews starting in 2026 / 27, a number of actions will be identified in this year from the reviews. We have also seen the publication of National and Regional Inspections which will have implications for all board partners. The National Independent Safeguarding Board publication in 2023 in relation to thematic findings from Child Practice Reviews has highlighted significant areas of practice which the board continue to address.

The NWSB will also need to continue to manage the transformation to the Single Unified Safeguarding Review process during this financial year.

- 1. To respond effectively to the learning identified from Practice reviews / Regulatory Inspections and other reviews. (NWSB)**
- 2. Effective engagement and communication: To improve engagement and consultation with children and adults at risk, vulnerable groups, professionals and partnerships (NWSB)**
- 3. To continue to ensure a robust, resilient, and consistent approach to emerging safeguarding themes (NWSB)**

## **North Wales Safeguarding Boards (NWSB) Priorities**

**Strategic Priority 1** - To respond effectively to the learning identified from Practice reviews / Regulatory Inspections and other reviews (NWSB)

**Outline of Need:** Due to the increase in the number of SUSR referrals and regulatory inspection activity the Board will need to prioritise its work in this area. Also respond to the Single Unified Safeguarding Review work undertaken by Welsh Government

| <b>Ref</b> | <b>Priority Focus</b> | <b>What do we want to achieve?</b>  | <b>What are the outcome indicators</b>   | <b>Sub Group Lead</b> |
|------------|-----------------------|---|--|-----------------------|
| 1.1        | Child/Adult at Risk   | Reduce delays in starting Adult and Child Practice reviews due to limited number of reviewers and chairs available      | <p>Reduced reliance of commissioning external reviewers.</p> <p>Multi-agency Attendance at Practice Review training offered by the NWSB</p> <p>Multi –agency Attendance at the National SUSR Welsh Government training.</p> <p>Shared responsibility across all board partners to providing reviewers and Chairs.</p> <p>Development of a Practice review reporting framework.</p> | SUSR CPR/APR Group    |
| 1.2.       | Child/Adult at Risk   | Members of the RSB and its sub groups will continue to support the Single Unified Safeguarding Review national project. | The NWSB continues to contribute to the development of and influence national safeguarding, policy, guidance and legislation.  | SUSR CPR/APR Group    |

| Ref  | Priority Focus        | What do we want to achieve?   | What are the outcome indicators  | Sub Group Lead         |
|------|-----------------------|---|--|------------------------|
| 1.3. | Adult / Child at Risk | Expand the application of learning from completed reviews via sharing this information with other relevant Board sub-groups and workstreams | <p>Recommendations arising from reviews will have a wider reach and therefore facilitate a more comprehensive regional response to learning</p> <p>Development of a training programme for 25/26 to deliver responses to identified learning from SUSR reviews</p> | SUSR Case Review Group |
| 1.4  | Adult/Child at Risk   | Greater oversight at the Joint NWSB in ensuring lessons from regulatory inspections are shared and responded to.                            | Agenda items at the Joint Board / delivery groups.   | Joint NWSB             |

## **North Wales Safeguarding Boards (NWSB) Priorities**

**Strategic Priority 2** - Effective engagement and communication: To improve engagement and consultation with children and adults at risk, vulnerable groups, professionals and partnerships (NWSB).

**Outline of Need:** The NWSB need to improve engagement and consultation during 2026 – 27 and to support consultation work taking place across the region.

| <b>Ref</b> | <b>Priority Focus</b> | <b>What do we want to achieve?</b>   | <b>What are the outcome indicators</b>  | <b>Sub Group Lead</b>                |
|------------|-----------------------|--|---|--------------------------------------|
| <b>2.1</b> | Child/Adult at Risk   | <p>Effective communication and engagement with adults at risk which enables their voice to directly influence our strategic priorities and work plans.</p> <p>Identify key forums already in existence and develop strong links to facilitate regular consultation with vulnerable groups.</p> | <p>The Board’s work will be directly influenced by the voice of adults and children at risk.</p>  | NW Safeguarding Board /Business Unit |
| <b>2.2</b> | Child/Adult at Risk   | <p>The Board to consider and hear case studies and lived experiences of children and adults at risk</p>  | <p>The voice and lived experiences of children and adults at risk will be a core feature of joint Board meetings.</p> <p>Each delivery group meeting will include a focus on an individual case to promote a person-centred approach for children and adults at risk.</p> | NW Safeguarding Board /Business Unit |

| Ref | Priority Focus      | What do we want to achieve?  | What are the outcome indicators   | Sub Group Lead                       |
|-----|---------------------|--|---|--------------------------------------|
| 2.3 | Child/Adult at Risk | Communication with Other Regional Strategic Safeguarding Partnerships  | <p>Shared priorities and opportunities for any joint working will be established.</p> <p>Assurance will be provided to the Board that contextual safeguarding issues are adequately managed within local partnerships and public protection forums.</p>   | NW Safeguarding Board /Business Unit |
| 2.4 |                     | <p>Raise awareness of the Regional Safeguarding Board and its work. This will be communicated through:</p> <p>Routinely disseminate 7 Minute Briefings in relation to key areas of practice, policy and research</p> | <p>Monitoring of the level of activity on the NWSB website</p> <p>Practitioners will be aware of current priorities and pieces of work within the Board</p> <p>Practitioners will feel more informed in relation to key practice and policy developments and its relevance to their role</p> <p>In addition to the weekly update, development of six monthly detailed newsletters on work taking place within the Safeguarding arena.</p> | NW Safeguarding Board Business Unit  |

**Strategic Priority 3: To continue to ensure a robust, resilient and consistent approach to emerging safeguarding themes**

**Outline of Need:** The Regional Safeguarding Board responds effectively to emerging safeguarding themes and supports the coordination of an effective multi-agency response.

| Ref  | Priority Focus        | What do we want to achieve?   | What are the outcome indicators   | Sub Group Lead  |
|------|-----------------------|---|---|---|
| 3.1  | Child/ Adults at Risk | Continue to work with the National Independent Safeguarding Board and Manchester Metropolitan University to shape, influence and develop a national safeguarding performance framework for children and adults at risk. | Regional performance reporting will be underpinned by an agreed national model and be consistent with other Boards across Wales   | Delivery Groups   |
| 3.2. | Child/ Adults at Risk | Develop a Framework that measures and assesses the availability and quality of safeguarding training to multi-agency practitioners.   | The Board will assure practitioners have access to high quality safeguarding training that meets their learning and development needs to effectively safeguard children and adults at risk. | Workforce Development and Safeguarding Training sub group |
| 3.3. | Child/ Adults at Risk | Evaluate the impact of regional work undertaken against the CSA Action Plan, Prevention of abuse of older people and IICSA Report, alongside ongoing national work including the thematic review of APRs in Wales.      | The impact of this work will be understood and can inform further practice in this area.<br><br>Action plan that details the NWSB response to the key findings from the thematic review.    | Delivery Groups   |
| 3.4. | Child/ Adults at Risk | Review Regional Safeguarding Board /sub groups functions and responsibilities to ensure it is able to meet future challenges  | Refreshed and updated terms of reference and focus.   | Joint NWSB  |

## 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.

*\*\* Figures are subject to a review of NWSB contributions*

|   |             |
|---|-------------|
| Staff Costs/Training/Hosting/Learning Events & Misc | £235,000.00 |
| SUSR Review Costs                                   | £20,000.00  |
| Translation   | £10,000.00  |
| Legal Costs   | £5,000.00   |
| Total   | £270,000.00 |

## **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 725 888 (Teulu Mon)  
01248 353 551 (out of hours)

#### **Conwy**

Social Services: 01492 575111  
Out of Hours: 0300 123 3079

#### **Denbighshire**

01824 712200: Monday – Friday 9am – 5pm  
0345 053 3116: Evenings and weekends

#### **Flintshire**

01352 702000  
0345 053 3116 (out of hours)

#### **Gwynedd**

01758 704 455  
01248 353 551 (out of hours)

#### **Wrexham**

01978 292 039  
0345 053 3116 (out of hours)

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

#### **Anglesey**

01248 725 888 (Teulu Mon)  
01248 750057 (Main Switchboard)  
01248 353 551 (out of hours)

#### **Conwy**

0300 456 1111 (Office hours)  
0300 123 3079 (Out of hours)

#### **Denbighshire**

0300 4561000  
0345 053 3116 (Out of hours)

#### **Flintshire**

01352 701000  
0345 053 3116 (Out of hours)

#### **Gwynedd**

Adults Department, Health and Wellbeing 01766 772577  
01248 353551 (Out of hours)

#### **Wrexham**

01978 298286/298155  
0345 053 3116 (Out of hours)