



Cwm Taf Morgannwg Bwrdd Diogelu Safeguarding Board



Strategic Plan 2023/2026 Year 1 - 2023/2024



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board

Gwasanaeth Prawf
Cenedlaethol
National Probation
Service



Table of Contents	Page
FOREWORD FROM THE CHAIR OF THE CWM TAF MORGANNWG SAFEGUARDING BOARD	3
SAFEGUARDING IN CWM TAF MORGANNWG	4
WHAT ARE OUR STRATEGIC PRIORITIES FOR THE NEXT 3 YEARS?	7
1. We will <i>re-set</i> and establish where we are and where we need to be	7-8
2. We will <i>re-learn</i> by reflecting on the past year and agreeing how what we learn as a Board can make a difference to safeguarding practice	8-10
3. We will agree on how we can <i>re-develop</i> as a Board to maximise opportunities to improve how we safeguard people	10-12
WHO DO WE INTEND TO COLLABORATE WITH TO ACHIEVE OUR OBJECTIVES?	13
OUR BUDGET	14
ARE YOU CONCERNED ABOUT SOMEONE?	15
APPENDIX 1 - BOARD MEMBERSHIP	16-17
APPENDIX 2 - BOARD STRUCTURE	18

FOREWORD FROM THE CHAIR OF THE CWM TAF MORGANNWG SAFEGUARDING BOARD

Welcome to the first 3-year Strategic Plan of the Cwm Taf Morgannwg Safeguarding Board.

This Plan identifies what the Board will be focusing on over the next three years, in pursuit of our aim to ensure that the people of Cwm Taf Morgannwg are safeguarded from abuse, neglect or other forms of harm.

Members of the Board met in January 2023 to reflect on the past year and to agree the key priority areas that needed to be focussed on in the coming year. Board members agreed that to achieve measurable improvements to safeguarding practice there needed to be a longer-term plan for the Board so that we can set ourselves short-, medium- and longer-term targets.

These priorities stem from the lessons that we have learned over previous years and an analysis of the current and prevalent safeguarding issues affecting the region. These priorities will be carried out alongside, and in addition to, the Board's core statutory safeguarding functions.

Underpinning these priorities is the need to ensure that our staff working across the region are supported appropriately to carry out their duties and that promoting staff well-being is a core objective for all partner agencies.

We are keen to promote opportunities for people to engage in our work and anyone wishing to find out more about safeguarding in Cwm Taf Morgannwg can visit our website www.ctmsb.co.uk or contact our Regional Safeguarding Board Business Unit via the following email ctmsafeguarding@rctcbc.gov.uk



A handwritten signature in black ink that reads "Lisa Curtis-Jones".

Lisa Curtis-Jones, Chair of the Cwm Taf Morgannwg Safeguarding Board

1. SAFEGUARDING IN CWM TAF MORGANNWG

The area of Cwm Taf Morgannwg covers the local authority areas of Bridgend, Merthyr Tydfil and Rhondda Cynon Taf with a total population of 442,000¹.

The **Cwm Taf Morgannwg Safeguarding Board (CTMSB)** is a statutory partnership made up of the agencies that are responsible for safeguarding children and adults at risk in the Cwm Taf Morgannwg region. The Board ensures that agencies responsible for safeguarding have effective arrangements in place to ensure that people of all ages are protected from abuse, neglect or other kinds of harm. This also involves preventing abuse, neglect or other kinds of harm from happening.

The Cwm Taf Morgannwg Safeguarding Board carries out its objectives in line with the national statutory guidance as set out in Part 7 of the Social Services and Wellbeing (Wales) Act 2014. This legislation provides the framework for the [Wales Safeguarding Procedures](#) which supports practitioners to apply the legislation and the statutory guidance with an aim to improve person-centred outcomes for children and adults at risk of abuse and neglect.

The two key **safeguarding** objectives around **protection** and **prevention** underpin the work of the Board and inform the priorities that we have agreed in this Strategic Plan for 2023-2026.

Keeping children and adults at risk safe is everyone's responsibility and all agencies have a duty to report suspected abuse and/or neglect.

What is Abuse and Neglect?

- Abuse can entail physical, sexual, psychological, emotional or financial abuse.
- Neglect means a failure to meet a person's basic physical, emotional, social or psychological needs, which is likely to result in an impairment of the person's well-being.

¹ Source: Office for National Statistics (Census 2021)

Who are the Members of the Regional Safeguarding Board?

The membership of the Board complies with the statutory guidance issued under Part 7 of the Social Services and Well Being Act 2014. This includes:

- The three local authorities in the region
- The chief officer of police
- The Local Health Board
- NHS Trust
- Probation services

The Lead Partner for the Board is Rhondda Cynon Taf County Borough Council, which hosts the Board's Business Unit and manages the Board budget.

A list of members is attached as Appendix 1.

Multi Agency Safeguarding Hubs

In the Cwm Taf Morgannwg region there are two Multi Agency Safeguarding Hubs (MASH) that report to the Board:

The **Cwm Taf (Merthyr Tydfil and Rhondda Cynon Taf) Multi Agency Safeguarding Hub (MASH)** and the **Bridgend Multi Agency Safeguarding Hub (MASH)**.

The purpose of the MASH is to act as the single point of contact for all professionals to report safeguarding concerns. MASH provides the opportunity for a higher standard of safeguarding by providing all professionals with more information on which to make better, more informed decisions. This enables the effective sharing of information between agencies, helping to protect children and adults from abuse and neglect.

Although the concept of the MASH involves co-location, partner agencies have responded to the different ways of working over the past two years, including remote working, without compromising the need for prompt information sharing and actions to safeguard people.

What are the Core Functions of the Regional Safeguarding Board?

Every Regional Safeguarding Board has a statutory responsibility to carry out core functions in relation to multi-agency safeguarding. The Cwm Taf Morgannwg Safeguarding Board carries out these day-to-day functions via specific committees and subgroups (see Appendix 2). These include:

- Contributing to the development, implementation and monitoring of protocols and procedures that support the protection of adults and children and to prevent abuse
- Raising awareness of the Board's objectives to protect and prevent adults and children from becoming at risk of abuse, neglect and other forms of harm, and to provide information about how this might be achieved
- Reviewing the efficacy of measures taken by agencies to implement the objectives of the Board and to make and monitor recommendations
- Undertaking child practice reviews, adult practice reviews, audits, investigations and other reviews as are required in pursuance of its objectives and to disseminate learning and information arising from these reviews
- Reviewing the performance of the Board and its partners and bodies represented on the Board in carrying out its objectives
- Facilitating research into protection from, and prevention of, abuse and neglect of children and adults at risk of harm
- Review the training needs of practitioners working in the area of the Board in order to identify training to assist in the protection and prevention of abuse and neglect of children and adults at risk of harm

2. WHAT ARE OUR KEY PRIORITIES FOR THE NEXT 3 YEARS?

The focus for Safeguarding Boards is twofold:

- **The protection of children and adults who are in need of care and support from abuse, neglect or other kinds of harm**
- **The prevention of children and adults from becoming at risk of abuse, neglect or other kinds of harm.**

These two key objectives are the key drivers of the priorities of the Boards over the next three years. In line with these objectives, the work of the Board will focus on the following themes:

1. **At the start of each year, we will *re-set* and establish where we are and where we need to be**
2. **We will *re-learn* by reflecting on the past year and agreeing how what we learn as a Board can make a difference to safeguarding practice**
3. **Finally, we will agree on how we can *re-develop* as a Board to maximise opportunities to improve how we safeguard people**

An overview of what the Board intends to do to achieve its priorities in the next three years is provided in the table below.

A detailed work plan for the Board and its Sub-Groups will sit underneath this which will identify specific actions to deliver these improvements, including who is responsible, timescales and measures of success. The progress of the work plan will be monitored and reviewed on a quarterly basis and will form the basis of our future Annual Reports.

THEME 1: RE-SET – Establishing where we are at the start of each year and where we want to be

Priority Area	Description	What improvements do we need to make?	How will we measure progress?
Management of Risks	We need to ensure that the Board uses its Risk Register to identify the priority issues that need to be addressed.	At the start of each year, we will: <ul style="list-style-type: none"> Identify what the highest risks are for the Safeguarding Board Assign ownership of these risks Identify the required actions to mitigate these risks 	The Risk Register will be monitored to ensure that risks are managed, reduced and/or eliminated
Prevention of Abuse and/or Neglect	The role of the Board in terms of preventing abuse and/or neglect is a key objective that requires a continued focus.	We will develop a Prevention Strategy for the Board, to include: <ul style="list-style-type: none"> public awareness campaigns (encompassing specific priority areas such as exploitation and recommendations from reviews and audits) which will also aim to secure trust and confidence from the public identifying all key stakeholders and service providers that we can work with to develop earlier identification and preventative services and maximise opportunities for early help identifying specific populations at risk of harm and working with the third sector, community groups and organisations to target interventions to prevent escalation to care and support using inter-agency training and dissemination of learning and research to help build a more confident and knowledgeable multi-agency workforce use performance data and intelligence to understand and address early indicators of abuse and neglect, analysing 	We will identify a series of performance measures to measure the effectiveness of our preventative work, linked to the Board's Performance Framework

		patterns of referrals and re-referrals and links to thresholds	
Partnership Working	Working in partnership with a range of stakeholders is essential in fostering effective collaboration to safeguard our communities.	<p>We will review our current links with existing partnerships and develop strong collaborative relationships. This will include:</p> <ul style="list-style-type: none"> ▪ Community Safety Partnerships ▪ Public Service Board ▪ Regional Partnership Board ▪ Together for Mental Health Partnership <p>We will seek opportunities to improve collaborative links with:</p> <ul style="list-style-type: none"> ▪ Primary Care and Mental Health services ▪ Third sector ▪ Community and sports organisations ▪ Faith groups ▪ Universities and colleges <p>Encouraging the participation of the public in the work of the Board will remain a cross cutting theme for the Board.</p>	<p>We will use a range of methods to engage with stakeholders, including practitioner workshops, virtual briefing sessions and 7-minute briefings.</p> <p>Our aim will be to break down barriers, improve collaboration and reduce duplication in respect of common topics of concern.</p>
Workforce	All staff working across our partner agencies must feel valued and supported, in particular, at a time when the cost of living is rising and there are continued pressures on our services.	<p>We will continue to promote staff well-being through a range of different means. This will include:</p> <ul style="list-style-type: none"> ▪ Promoting training and awareness raising of how individuals can improve their own wellbeing and how they can access additional support. ▪ Staff briefings with senior leaders ▪ Encouraging improved professional practice, inter-agency respectful relationships and culture 	Partner agencies will be asked to report to the Board on how they are ensuring that this priority is being addressed.

		<ul style="list-style-type: none"> Regular and enhanced communications from the Board to partner agencies on issues that matter to staff 	
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THEME 2: RE-LEARN – Reflecting on the past year and agreeing on how we can improve safeguarding practice through learning

Priority Area	Context	What improvements do we need to make?	How will we measure progress
Learning Framework	In 2022/2023 the Board launched its Learning and Improvement Framework which sets out how we will identify, disseminate and implement learning to improve safeguarding practice. We want to maintain a continuous learning and improvement cycle.	<p>Across the Board partner agencies and with other stakeholders, we will:</p> <ul style="list-style-type: none"> Promote the Board’s Learning Framework to support the identification, sharing and evaluation of learning Identify and share areas of good practice Monitor recommendations and action plans arising from Reviews <p>We will also learn from others by receiving reviews from other Boards and maximise the opportunities available to us via national forums.</p>	<p>We will use a range of different methods to measure progress including:</p> <ul style="list-style-type: none"> Learning themes database Reviewing action plans Partner agency compliance audit
Communications and Engagement with Staff and Public	The Board is required to raise awareness with the public of the need to protect and prevent children, young people and adults from becoming at risk of abuse, neglect and other forms of harm, and provide information about how this can be achieved.	<p>We will:</p> <ul style="list-style-type: none"> Make the best use of a range of methods to communicate and engage with our staff and the public and to share learning. Improve our mission statement that promotes communications to include empathy and respect for all staff and service users. 	<p>We will:</p> <ul style="list-style-type: none"> Use the partner agency compliance audits to measure the effectiveness of this priority. Make the best use of evaluations and

	As part of developing a positive culture of learning the Board also needs to ensure that information is widely disseminated within the workforce to inform them about best practice and learning arising from reviews, audits and other Board activities.	<ul style="list-style-type: none"> ▪ Prioritise capturing the voice of children, young people and adults by promoting participation in the work of the Board ▪ Develop/promote public awareness campaigns led by the Board and other agencies ▪ Deliver/develop staff briefings, drop-in sessions and Q&A sessions to promote interagency communication and an understanding of roles and responsibilities ▪ Utilise Teams channels to improve the way in which we communicate ▪ Be flexible and creative in increasing the number of practitioner events to share learning and to evaluate their effectiveness 	feedback to measure success
Staff and Service Pressures	The Board wants to learn from previous years to ensure that the challenges in relation to staffing and service pressures are adequately addressed by our partner agencies.	Board partner agencies must ensure that the Board is updated on critical areas of concern and assurances given that issues are being identified and addressed. The Board will provide appropriate challenge and solutions where appropriate.	Reports to the Board and its Executive Group

THEME 3: RE-DEVELOP – to maximise opportunities to improve how we safeguard people			
Priority Area	Context	What improvements do we need to make?	How will we measure progress?
Exploitation	In our previous Annual Plans, we set out our approach to protecting both children and adults at risk	We will: <ul style="list-style-type: none"> ▪ Finalise our Regional Exploitation Strategy which will set out how our partner agencies will recognise and 	The following measures are being put in place: <ul style="list-style-type: none"> ▪ The development of an exploitation dashboard

	<p>from all forms of exploitation. A significant amount of work has been undertaken in relation to this and with our draft strategy in place, we need to continue with this work to address the prevalent issues linked to exploitation. We need to do this in collaboration with other partnerships and structures across the region</p>	<p>understand exploitation, safeguard and empower victims, and disrupt perpetrators</p> <ul style="list-style-type: none"> ▪ Develop supporting documentation for practitioners, including toolkit, assessments, and referral pathways ▪ Ensure that appropriate governance and reporting structures are in place to manage and respond to exploitation across the region ▪ Respond to national policy and guidance on exploitation to ensure that we are aligned to Wales-wide approaches ▪ Developing our understanding of the support 18-25 year olds need to ensure they have a positive experience of transition into adulthood 	<p>across the region to enable us to identify, quantify, and measure exploitation. This will include performance measures and outcomes</p> <ul style="list-style-type: none"> ▪ A shared understanding and agreement on how agencies can respond to exploitation ▪ Reports from partner agencies on how they are raising awareness of exploitation
<p>Single Unified Safeguarding Review process</p>	<p>The introduction of a new Single Unified Safeguarding Review process in 2023 will mean that the Board will have more responsibility for safeguarding reviews in relation to Domestic Homicides, Offensive Weapons Homicide Reviews and Mental Health Homicides, in addition to the existing arrangements for Child and Adult Practice Reviews.</p>	<p>We will need to support the implementation of the Single Unified Safeguarding Review (SUSR) process across Wales and in our region and manage any impact on the workload of the Board and its Business Unit.</p> <p>We will utilise the funding allocated to us by the Welsh Government to enhance Business Unit resources to co-ordinate and manage SUSR implementation. This will include:</p> <ul style="list-style-type: none"> ▪ Consultation and roll-out of the new SUSR Statutory Guidance ▪ Contributing to the development and delivery of training resources to support the new process ▪ Aligning our governance arrangements to meet the requirements of the SUSR ▪ Providing any support required to the development of the national repository 	<p>The Board will ensure that progress is monitored via a dedicated SUSR Task and Finish Group.</p>

		<ul style="list-style-type: none"> ▪ Participating in national groups to support and influence the development and delivery of the SUSR ▪ Managing an increased number and diverse nature of Reviews ▪ Supporting independent Chairs and Reviewers to carry out their functions in relation to SUSRs 	
Regional Consistency	<p>The Cwm Taf Morgannwg region is made up of three local authority areas. We want to continue to look for opportunities to achieve consistency in the way we carry out our safeguarding responsibilities.</p>	<p>We want to continue to seek ways of collaboration across the two Multi Agency Safeguarding Hubs, including:</p> <ul style="list-style-type: none"> ▪ Options for a hybrid approach to working ▪ Processes involved in initial decision-making (thresholding) ▪ A streamlined regional information sharing system <p>We will implement a new regional Performance Framework for the Board, based on a series of key questions that can provide assurances to the Board that safeguarding across the region is effective.</p> <p>We want to develop a multi-agency approach to the delivery of safeguarding training across the region. This should be needs-led and delivered by multi-agency practitioners.</p>	<p>Reports to the Board on progress.</p> <p>Monitoring of the regional Performance Framework.</p>

4. WHO DO WE INTEND TO COLLABORATE WITH TO ACHIEVE OUR PRIORITIES AND OBJECTIVES?

Effective collaboration with other partnerships and agencies, whether it be on a regional or national basis, is key to the effective delivery of the Board functions.

Who will we collaborate with?	Areas to collaborate?
Welsh Government	<ul style="list-style-type: none"> ▪ Policies and legislation in relation to safeguarding ▪ Implementation of the Single Unified Safeguarding Review process ▪ The development of Practice Guides for safeguarding adults ▪ Business Managers and Chairs quarterly meetings
National Independent Safeguarding Board	<ul style="list-style-type: none"> ▪ Seeking advice on regional and national safeguarding issues
Third Sector	<ul style="list-style-type: none"> ▪ Actively encourage their participation in the work of the Regional Safeguarding Board
Other Regional Safeguarding Boards	<ul style="list-style-type: none"> ▪ Consistent policies and processes across Wales ▪ Sharing learning and best practice
Community Safety Partnerships	<ul style="list-style-type: none"> ▪ Exploitation ▪ Single Unified Safeguarding Review ▪ Domestic Violence
Regional Partnership Board	<ul style="list-style-type: none"> ▪ Participation of children, young people and adults
Public Service Board	<ul style="list-style-type: none"> ▪ Working with Co-production Network for Wales and refreshing the Wellbeing Plan
Wales Violence Prevention Unit	<ul style="list-style-type: none"> ▪ Increase in violent offending ▪ Framework for Violence Prevention, linked to YOS and Exploitation ▪ Serious Violence Duty ▪ Offensive Weapons Pilot

5. OUR BUDGET FOR 2023-2024

The Board budget for the year will be resourced by financial contributions from the statutory partner agencies. The budget set will enable the Board to delivery its priority outcomes as set out in this Annual Plan and will be allocated as follows:

Business Management Unit Staff Costs and Accommodation: £383,260
General Expenditure: £46,870

Are You Concerned About Someone?

If you suspect that a **child or young person** is being harmed or is at risk of being harmed then you have a duty to report it immediately. All calls concerning worries about children are treated seriously. Contact your local Safeguarding Team on the numbers provided below:

In Rhondda Cynon Taf: 01443 425006
In Merthyr Tydfil: 01685 725000
In Bridgend: 01656 642320

Opening Hours:
Monday - Thursday 8.30am - 5.00pm
Friday - 8.30am - 4.30pm

If you suspect that an **adult** is being harmed or is at risk of being harmed then you have a duty to report it immediately. All calls concerning worries about vulnerable adults at risk are treated seriously. Contact your local Safeguarding Team on the numbers provided below:

In Rhondda Cynon Taf: 01443 425003
In Merthyr Tydfil: 01685 725000
In Bridgend: 01656 642477

Opening Hours:
Monday - Thursday 8.30am - 5.00pm
Friday - 8.30am - 4.30pm

To contact Children or Adults Services outside office hours, at weekends and bank holidays, ring the Cwm Taf Morgannwg Emergency Duty Team on 01443 743665.

If you suspect that a child, young person or an adult is at immediate risk of harm call 999 and speak to the Police.

If you would like to report a non-urgent incident, or have a problem or general query, you can call 101, the 24 hour non-emergency number for the police. ***Use 101 when the incident is less urgent than 999.***

Remember - safeguarding is everybody's business!

For more information and advice visit: www.ctmsb.co.uk

APPENDIX 1 - BOARD MEMBERSHIP

TITLE	AGENCY
Director of Social Services (Chair)	Merthyr Tydfil County Borough Council
Director of Social Services and Wellbeing (Vice Chair)	Bridgend County Borough Council
Director of Social Services (Chair of the Joint Operational Committee)	Rhondda Cynon Taf County Borough Council
Adult Safeguarding Service Manager	Rhondda Cynon Taf County Borough Council
Director, Public Health	Rhondda Cynon Taf County Borough Council
Head of Partnerships (Children)	Rhondda Cynon Taf County Borough Council
Director of Education and Inclusion Services	Rhondda Cynon Taf County Borough Council
Service Director, Children Services	Rhondda Cynon Taf County Borough Council
Head of Legal - Community Care and Children	Rhondda Cynon Taf County Borough Council
Prison Director	Parc Prison
Head of Safeguarding	Cwm Taf Morgannwg University Health Board
Named Doctor	Cwm Taf Morgannwg University Health Board
Deputy Executive Nurse Director	Cwm Taf Morgannwg University Health Board
Head of Service	Cwm Taf Youth Offending Service
Head of Service	Youth Justice Service, Bridgend

Named Lead for Safeguarding	Public Health Wales
Designated Nurse (National Safeguarding Team)	Public Health Wales
Head of Probation	Probation Service
Director of Education	Merthyr Tydfil County Borough Council
Head of Public Protection	Merthyr Tydfil County Borough Council
Head of Adult Services	Merthyr Tydfil County Borough Council
Principal Safeguarding Manager	Merthyr Tydfil County Borough Council
Head of Children Services	Merthyr Tydfil County Borough Council
Head of Adult Social Care	Bridgend County Borough Council
Head of Children's Social Care	Bridgend County Borough Council
Head of Education and Family Services	Bridgend County Borough Council
Group Manager	Bridgend County Borough Council
Head of Public Protection	Bridgend County Borough Council
Head of Adult Safeguarding and Secure Estate	Bridgend County Borough Council
Superintendent	South Wales Police
Head of Protecting Vulnerable Persons	South Wales Police
Assistant Director Quality, Safety & Patient Experience	Welsh Ambulance Service Trust

NISB Member	National Independent Safeguarding Board
Safeguarding Lead Officer	South Wales Fire & Rescue Service

APPENDIX 2 – BOARD STRUCTURE

