



BWRDD DIOGELU CANOLBARTH A GORLLEWIN CYMRU

# CYSUR & CWMPAS

THE MID & WEST WALES SAFEGUARDING BOARD

CYNLLUN BLYNYDDOL | ANNUAL PLAN

## 2025-26



Bwrdd Iechyd  
Addysgu Powys  
Powys Teaching  
Health Board



Iechyd Cyhoeddus  
Cymru  
Public Health  
Wales



Bwrdd Iechyd Prifysgol  
Hywel Dda  
University Health Board

Gwasanaeth Prawf  
Cenedlaethol  
National Probation  
Service



Heddlu • Police  
DYFED-POWYS



  
**Powys**



Cyngor Sir Gâr  
Carmarthenshire  
County Council



## INTRODUCTION

CYSUR: The Mid & West Wales Safeguarding Children Board and CWMPAS: The Mid & West Wales Safeguarding Adults Board is pleased to publish and present its annual joint strategic plan for 2025-26. Multi-agency strategic collaboration remains strong across the partnership and in our view continues to be a consistent source of strength in promoting regional and national safeguarding practice.

As we move forward into next year, our key priorities remain focussed upon leading the delivery of the Single Unified Safeguarding Review Learning and Development Framework (SUSR). The preceding year has seen the successful national rollout of core training to support Chairs and Reviewers and Panel Members, with training delivered in each of the six Regional Safeguarding Boards across Wales. In the coming year, a supplementary suite of digital training resources will be developed which are targeted at a wider audience, including 'Awareness for All' training and resources to support senior leaders across organisations. This will embed a comprehensive training and learning framework across Wales to support implementation of the SUSR Statutory Guidance which became effective on 1<sup>st</sup> October 2024.

Work to support better information sharing across agencies utilising advances in technology and digital platforms will continue, with an ambitious programme of work planned. The implementation of a pilot exercise using artificial intelligence will support the identification of children at risk at an earlier stage in the safeguarding process and support improved services and multi-agency responses to the children at most risk of harm.

We will continue to explore and seek creative ways to embed the voices of children and adults at risk in the Board's programme of work in the coming year. We will develop a revised model for engaging with children and young people, and pursue the 'Most Significant Change' model as a potential mechanism for embedding the voices of adults at risk into the work of the Regional Safeguarding Board, using stories from those with lived experience.

We have no doubt the long-standing ethos of collaboration and strong partnership working across agencies in our region will be a continuing source of strength in moving forward and delivering against our objectives together.



A handwritten signature in black ink that reads "J. Morgan".

**Jake Morgan (CYSUR Chair)**  
Director of Community Services  
Carmarthenshire County Council



A handwritten signature in black ink that reads "Michael Gray".

**Michael Gray (CWMPAS Chair)**  
Director of Social Services, Housing and  
Public Protection  
Pembrokeshire County Council

## **OUR VISION**

The vision of the Mid & West Wales Safeguarding Board is that all people in the region live their lives free from violence, abuse, neglect and exploitation and that their rights are protected. All safeguarding work is sensitive to and firmly rooted in respect for differences in race, ethnicity, culture, ability, faith and sexual orientation. Engaging with and being responsive to the needs of all stakeholders, including children, young people, adults at risk, their families, carers, service providers and the wider community, is essential to promote the Board's vision.

## Mid & West Wales Safeguarding Executive Board Membership

 <b>CWMPAS</b> <b>(Safeguarding Adults Executive Board)</b>	 <b>CYSUR</b> <b>(Safeguarding Children Executive Board)</b>
<b>Michael Gray (Chair)</b> Director of Social Services, Housing and Public Protection, Pembrokeshire County Council	<b>Jake Morgan (Chair)</b> Director of Community Services, Carmarthenshire County Council
<b>Mandy Nichols-Davies (Vice-Chair)</b> Head of Safeguarding Adults & Children (Named Nurse), Hywel Dda University Health Board	<b>Vacant (Vice-Chair)</b>
<b>Jake Morgan</b> Director of Community Services, Carmarthenshire County Council	<b>Michael Gray</b> Director of Social Services, Housing and Public Protection, Pembrokeshire County Council
<b>Audrey Somerton-Edwards</b> Director of Social Services, Ceredigion County Council	<b>Audrey Somerton-Edwards</b> Director of Social Services, Ceredigion County Council
<b>Nina Davies</b> Director of Social Services, Powys County Council	<b>Nina Davies</b> Director of Social Services, Powys County Council
<b>Sharon Daniel</b> Deputy Director of Nursing, Hywel Dda University Health Board	<b>Sharon Daniel</b> Deputy Director of Nursing, Hywel Dda University Health Board
<b>Claire Roche</b> Director of Nursing and Midwifery, Powys Teaching Health Board	<b>Claire Roche</b> Director of Nursing and Midwifery, Powys Teaching Health Board
<b>Olwen Morgan</b> Assistant Director of Nursing, Assurance and Safeguarding Hywel Dda University Health Board	<b>Olwen Morgan</b> Assistant Director of Nursing, Assurance and Safeguarding Hywel Dda University Health Board
<b>Ifan Charles</b> Assistant Chief Constable, Dyfed Powys Police	<b>Ifan Charles</b> Assistant Chief Constable, Dyfed Powys Police
<b>Avril Bracey</b> Head of Adult Social Care, Carmarthenshire County Council	<b>Wayne Bevan</b> Det Superintendent, Dyfed Powys Police
<b>Donna Pritchard</b> Deputy Director of Social Services and Corporate Lead Officer, Porth Gofal, Ceredigion County Council	<b>Jan Coles</b> Head of Children's Services, Carmarthenshire County Council
<b>Mel Laidler</b> Head of Adults' Services, Pembrokeshire County Council	<b>Donna Pritchard</b> Deputy Director of Social Services and Corporate Lead Officer, Porth Gofal, Ceredigion County Council
<b>Sharon Frewin</b> Head of Adults' Services, Powys County Council	<b>Darren Mutter</b> Head of Children's Services, Pembrokeshire County Council

<b>Liz Bowen</b> Assistant Chief Executive, National Probation Service	<b>Sharon Powell</b> Head of Children's Services, Powys County Council
<b>Mandy Nichols-Davies</b> Head of Safeguarding Adults & Children (Named Nurse), Hywel Dda University Health Board	<b>Mandy Nichols-Davies</b> Head of Safeguarding Adults & Children (Named Nurse), Hywel Dda University Health Board
<b>Jayne Wheeler-Sexton</b> Assistant Director of Safeguarding (Named Nurse), Powys Teaching Health Board	<b>Jayne Wheeler-Sexton</b> Assistant Director of Safeguarding (Named Nurse), Powys Teaching Health Board
<b>Debbie Pachu</b> Designated Nurse, National Safeguarding Team (NHS Wales), Public Health Wales	<b>Debbie Pachu</b> Designated Nurse, National Safeguarding Team (NHS Wales), Public Health Wales
<b>Vicky Maxwell</b> Head of Safeguarding, Welsh Ambulance Services NHS Trust	<b>Vicky Maxwell</b> Head of Safeguarding, Welsh Ambulance Services NHS Trust
<b>Chris Harrison</b> Regional representative for Heads of Commissioning	<b>Gill Adams</b> Regional representative of Youth Justice Managers
<b>Dafydd Llywelyn</b> Police and Crime Commissioner for Dyfed Powys	<b>Regional Directors of Education</b> Rotating membership from Pembrokeshire, Carmarthenshire, Ceredigion and Powys
	<b>Dr Ingrid Prosser</b> Named Doctor, Child Protection, Powys Teaching Health Board
	<b>Dr Damitha Ratnasinghe</b> Named Doctor, Child Protection, Hywel Dda University Health Board

<b>Mid and West Wales Safeguarding Boards Business Unit</b>
<b>Julie Breckon</b> Strategic Regional Safeguarding Manager for Children and Adults at Risk
<b>Rebecca Reynolds</b> Practice Review Business Manager
<b>Theresa Welch</b> Business Development Officer
<b>Stuart Hicks</b> Business Development Officer

## **IDENTIFIED STRATEGIC PRIORITY OUTCOMES FOR 2025-26**

- 1. Develop a culture of collaboration and innovation across the partnership, which promotes a safe, skilled and resilient workforce.**
- 2. Measure, evidence and understand the impact of this Board's work on professional practice, and how this improves outcomes for children and adults at risk.**
- 3. Undertake systemic analysis of organisational performance and change to better understand its impact on children and adults at risk.**
- 4. Continue to influence and contribute to the national strategic agenda to support improvements in safeguarding legislation, guidance and policy.**

How we intend to achieve these outcomes and the summary of improvements we propose to make to enable us to fulfil our objectives is listed in our Business Plan below.

## Mid & West Wales Safeguarding Board Business Plan 2025-26

1. Develop a culture of collaboration and innovation across the partnership, which promotes a safe, skilled and resilient workforce.		
Priority Area	What do we want to achieve?	What are the outcome indicators?
<b>1.1 Information Sharing</b>	Support, facilitate, and promote information sharing across agencies in the partnership, via development of digital solutions and platforms as well as promotion of training and guidance.	The implementation of a pilot exercise using artificial intelligence will support the identification of children at risk at an earlier stage in the safeguarding process and support improved services and multi-agency responses to the children at most risk of harm.
		Training, policies and guidance in relation to information sharing will reach a wide multi-agency audience of safeguarding practitioners.
<b>1.2 Thresholds</b>	Publish a revised regional threshold document in an easy-to-navigate format utilising a digital platform, to provide the right help at the right time for children and their families across the continuum of need from early intervention to children at risk of significant harm.	Risk assessments, intervention and the provision of safeguarding services for children and adults at risk, will be timely and proportionate to the level of need and risk.
	Review existing thresholds for adults at risk and update corresponding regional guidance.	A greater level of consistency will be evident in the application of thresholds across the four local authority footprint areas and practitioners from statutory agencies via the availability of clear practice guidance.
<b>1.3 Safeguarding Training</b>	Support collaboration across the region in the delivery of bespoke, specialist safeguarding training aligned to the National Safeguarding Standards and Framework.	A programme of safeguarding training for groups D-F, that can be delivered on a regional basis across the four Local Authority areas, will be identified.
	Commission and deliver more multi-agency safeguarding training across the region.	Specialist Section 47 training will be jointly delivered to police officers and social workers.
	Support the implementation of a Group B training package across agencies within the region, aligned to the National Safeguarding Training Standards.	Practitioners will be skilled to better protect children and adults at risk via the delivery of high-quality safeguarding training.

<b>1.4 Right Care Right Person</b>	In collaboration with partner agencies, support the implementation of <i>Right Care, Right Person</i> .	Children and adults at risk of harm will receive the right response from the right agency at the right time.
<b>1.5 Complex Abuse</b>	Explore opportunities to improve guidance and information available to multi-agency practitioners on the theme of complex and organised abuse.	Practitioner awareness of this safeguarding issue will improve, with a greater understanding of responses which can be provided to children and adults suspected to be at risk of complex abuse.
<b>1.6 Develop collaborative Approaches to the Safeguarding Workforce</b>	Consolidate and continue to implement existing workforce strategies across agencies within the region.	Collaboration on best practice and ‘what works’ in recruitment and retention and growth will be utilised and shared across LA and agency boundaries.
		The number of staff vacancies and numbers of employed agency workers in business-critical service areas will decrease over time.



## 2. Measure, evidence and understand the impact of this Board's work on professional practice, and how this improves outcomes for children and adults at risk.

Priority Area	What do we want to achieve?	What are the outcome indicators?
<b>2.1 Explore and implement innovative strategies for embedding the voices of children and adults at risk in the Board's programme of work</b>	Develop and pilot a revised model for engaging with children and young people to inform the work of the Safeguarding Board, which utilises existing networks and fora to increase reach.	The voices of children and young people will input into Board work to inform its priorities and activity.  The Board will be able to evidence engagement activity with children and young people across the region.
	Pursue the Most Significant Change model as a potential mechanism for embedding the voices of adults at risk into the work of the Regional Safeguarding Board.	The voices of adults at risk will input into Board work to inform its priorities and activity via the collection and consideration of stories from service users.
	LOGs to review their agendas with a view to identifying and implementing opportunities to encapsulate the voices of children and adults at risk, in connection with the regional workstreams above.	LOGs will be able to evidence local engagement activity with children and adults at risk that will feed into and support local and regional workstreams.
<b>2.2 Isolated Organisations and Institutions</b>	Seek ways to better support organisations and institutions within the region who are isolated and detached from safeguarding infrastructures and services.	Isolated and vulnerable groups will be safer and more visible as a result of improved safeguarding practice and stronger governance processes.
<b>2.3 Suicide Prevention</b>	Embed the regional Rapid Response Model for those immediately impacted by an act of suspected suicide.	Learning from the regional pilot will inform the implementation of a regional model which provides support to networks of people impacted by instances of suspected suicide.
	Develop processes that will enable the improved identification of and response to suspected suicide clusters.	Local Operational Groups will be better equipped to respond to vulnerable groups who may be at risk of and impacted by suicide.
<b>2.4 Adult Safeguarding Practice</b>	Develop and embed a more collaborative multi-agency response to safeguarding practice, aligned to the Wales Safeguarding Procedures and work undertaken by the National Independent Safeguarding Board.	Adults at risk in need of intervention or a service will receive a more proportionate and coordinated response across agencies.

### 3. Undertake systemic analysis of organisational performance and change to better understand its impact on children and adults at risk.

Priority Area	What do we want to achieve?	What are the outcome indicators?
<b>3.1 Audits</b>	Implement a new model to undertake a regular multi-agency audit programme for children and adults at risk, linked directly to themes that emerge from the Board's priorities, data and QA performance framework.	Discussions in relation to current key issues in safeguarding can be informed by quantitative and qualitative regional data collated via a robust audit model.
<b>3.2 Risk Register</b>	Review the pilot period of the multi-agency risk register and adapt and develop as appropriate.	The Board's line of sight on high-level multi-agency risk will be strengthened, enabling a coordinated response to children and adults at risk of harm.
<b>3.3 Quality Assurance and Performance</b>	Review the Board's new Quality Assurance framework with a view to strengthening our analysis of themes and trends that emerge.	Children and adults at risk will be safer as a result of more informed safeguarding intervention and practice, due to improved information and training.
	Continue to support the NISB and the development of the Multi-Agency Safeguarding Performance Framework.	Regional quality assurance processes will be aligned to key national workstreams.
	Develop the existing framework to include a reporting mechanism on the provision and quality of multi-agency training akin to the National Training Standards and Framework.	<p>Regional arrangements for reporting on the quality, delivery and commissioning of safeguarding training will be strengthened.</p> <p>Regional Safeguarding Board members will be assured practitioners have access to good quality safeguarding training appropriate to their role.</p>

#### 4. Continue to influence and contribute to the national strategic agenda to support improvements in safeguarding legislation, guidance and policy.

Priority Area	What do we want to achieve?	What are the outcome indicators?
<b>4.1 Single Unified Safeguarding Review (SUSR)</b>	Implement the SUSR model across Mid and West Wales, ensuring regional toolkits, guidance and procedures align with the statutory guidance and accompanying guides.	Regional reviews are undertaken in compliance with guidance and legislation and utilise best practice guidance available within the model.
		The Board will maintain an oversight of the implementation and development of the model across the region.
	Continue to implement the Learning and Development Framework on behalf of Welsh Government, ensuring training and guidance developed is widely promoted across the partnership.	Practitioners and partners across the Board footprint will access relevant training packages at all levels.
		Mentoring opportunities will be built into existing training programmes.
		Broader awareness of SUSRs will be achieved across the region, particularly in relation to senior/corporate leaders as well as practitioners across agencies.
		Regional practice in relation to SUSRs will align with the best practice models promoted in training and guidance.
		Chairs and Reviewers will access networks and fora developed in order to build a community of practice model supporting development and confidence in the undertaking of these roles.
Engage with Community Safety Partnerships to embed a collaborative relationship which facilitates effective undertaking and oversight of SUSRs with a domestic abuse element.	A smooth transition of governance around DHRs will occur, supported by a collaborative model for undertaking domestic abuse-related SUSRs.	

	Explore, via regional workstreams and pathways as well as utilising the Wales Safeguarding Repository, opportunities to embed thematic learning into the Board's programme of work.	Board workstreams and priorities will be directly informed by themes identified in regional and national SUSRs.
<b>4.2 Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)</b>	Support the VAWDASV Strategic and Delivery Groups in their programme of work as set out under the regional strategy and strategic plan.	Clear, evidence based progress will be made against the actions set out in the VAWDASV Strategy 2023-27, which can be accessed here. This will improve safeguarding services and practice for survivors of domestic abuse.
		Creative and innovative response pathways will be developed for survivors of domestic abuse, including an option for a virtual response.
<b>4.4 Preventable Infant Deaths linked to Safe Sleep</b>	Develop and launch a regional strategy in respect of safer sleep, incorporating guidance available to families as well as to practitioners.	Parents will be able to access clear, accessible information in relation to safer sleep.
		Practitioners will have an awareness of resources and guidance available to support them in promoting safer sleep practice with the families that they support.
<b>4.5 Crime and Justice</b>	Ensure key safeguarding outcomes from relevant regional and national workstreams linked to Crime and Justice work are considered and embedded into the Board's workstreams.	The work of the Board's sub groups will be informed by outputs from the regional Serious Violence Duty work, the National Sentencing Review and PREVENT work.

## PROPOSED BOARD EXPENDITURE TO ACHIEVE OUR OBJECTIVES

<b>Local Authorities:</b> <ul style="list-style-type: none"> <li>Ceredigion 15%</li> <li>Powys 25%</li> <li>Carmarthenshire 35%</li> <li>Pembrokeshire 25%</li> </ul>	60%	<b>Health:</b> <ul style="list-style-type: none"> <li>Hywel Dda UHB 75%</li> <li>Powys Teaching HB 25%</li> </ul>	25%	Total: 100%
<b>Police</b> <ul style="list-style-type: none"> <li>Dyfed Powys Police</li> </ul>	10%	<b>Probation:</b> <ul style="list-style-type: none"> <li>National Probation Service</li> </ul>	5%	

Proposed Budget 2025-26		Proposed Agency Contributions 2025-2026	
Staff Costs and Salaries	213,440	Ceredigion County Council	18,485
IT equipment & software	1,020	Powys County Council	30,808
Office, admin & recruitment costs	9,723	Carmarthenshire County Council	43,132
Travel, venues & communication	5,817	Pembrokeshire County Council	30,808
Publicity, promotion & translations	7,118	Dyfed Powys Police	20,539
Commissioning of research, independently commissioned projects and external delivery of bespoke regional training	10,272	Wales Probation Service	10,270
		Hywel Dda Health Board	38,511
		Powys Teaching Health Board	12,837
		Additional WG funding	42,000
<b>TOTAL</b>	<b>247,390</b>	<b>TOTAL</b>	<b>247,390</b>

## **HOW WE PROPOSE TO COLLABORATE WITH OTHER PERSONS OR BODIES**

The Mid & West Wales Safeguarding Board will continue to work collaboratively and in partnership with all other Safeguarding Boards in Wales via attendance at regular Business Manager and Business Coordinator meetings facilitated by Welsh Government. This includes regular sharing of information and good practice regarding practice reviews, coordination of National Safeguarding Week themes and communication, and other ad-hoc/bespoke events that are arranged externally. In particular, strong collaboration will be achieved this year with various key stakeholders as we continue to oversee implementation of the Single Unified Safeguarding Review Learning and Development Framework and the facilitation of in-person training events, alongside the development of supporting digital training resources.

We continue to shape the national safeguarding agenda and conversation, and we continue to work with the National Independent Safeguarding Board, Social Care Wales and Welsh Government on several national workstreams. This includes continuing to support the development of a National Multi-Agency Safeguarding Performance Framework and numerous national projects, including the ongoing implementation of the National Training Standards and Framework, as well as ongoing support to the Wales Safeguarding Procedures Project Board.

## **HOW WE GIVE PEOPLE WHO ARE AFFECTED BY THE BOARD'S WORK THE OPPORTUNITY TO PARTICIPATE**

The four local authorities in the Mid and West Wales footprint, Pembrokeshire, Carmarthenshire, Ceredigion and Powys, have Local Junior Safeguarding Groups and partnerships. These are closely aligned to the Local Operational Groups (LOGs) where junior members attend and provide information to LOG meetings on local safeguarding issues for young people. This will continue in the coming year.

Due to a series of challenges with consistent engagement and membership, the Regional Safeguarding Board's long-standing partnership with TGP Cymru to commission a Regional Junior Safeguarding Board will come to an end this year. In the coming year, the Board will pilot a revised model looking to utilise existing fora to engage children and young people in the Board's work.

A survivors panel made up of survivors of domestic abuse is well embedded within the Board's workstreams linked to the Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) regional work. Their voices and lived experience contribute to regional meetings and work on a regular basis. This has included, for example, work to support members of the judiciary in their understanding and responses to survivors of domestic abuse. The Board is in the process of considering how to better engage a wider group of adults at risk, and is actively considering implementing the Most Significant Change Model into the Board's structures via the collection and telling of stories from service users with lived experience.

Plans to further embed the voices of survivors of domestic abuse will continue this year as outlined in the [regional VAWDASV Strategy \(2023-2027\)](#).

For more information on the Mid & West Wales Safeguarding Board, please go to our website:

[www.cysur.wales](http://www.cysur.wales)

## HOW TO REPORT A CONCERN

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

If you would like to report a **non-urgent** incident or have a problem or general query, you can call the Police 24hr non-emergency number on **101**.

If you are concerned about the safety or wellbeing of a child, you have a duty to report it immediately – contact:

### **CARMARTHENSHIRE:**

During Office Hours: Central Referral Team – 01554 742322 (8:45am - 5pm Monday – Thursday, 8:45am - 4:30pm Friday)

Outside of Office Hours: 0300 333 2222

Email: [CRTChildren@carmarthenshire.gov.uk](mailto:CRTChildren@carmarthenshire.gov.uk)

### **CEREDIGION:**

During Office Hours: Contact Centre – 01545 574000

Outside of Office Hours: Emergency Duty Team – 0300 4563554

Email: [contact-socservs@ceredigion.gov.uk](mailto:contact-socservs@ceredigion.gov.uk)

### **PEMBROKESHIRE:**

During Office Hours: Assessment Team – 01437 776444

Outside of Office Hours: Emergency Duty Team – 0300 123 5519

Email: [CCAT@pembrokeshire.gov.uk](mailto:CCAT@pembrokeshire.gov.uk)

### **POWYS:**

Front Door: 01597 827666 (8.45am - 4.45pm Monday – Thursday, 8.45am - 4.15pm Friday)

Outside of Office Hours: 0845 0544847

Email: [csfrontdoor@powys.gov.uk](mailto:csfrontdoor@powys.gov.uk)

If you are concerned about the safety or wellbeing of an adult, you have a duty to report it immediately – contact:

### **CARMARTHENSHIRE:**

IAA service on 0300 333 2222 (available 24hrs, 7 days a week) or make a referral through the website [www.carmarthenshire.gov.uk](http://www.carmarthenshire.gov.uk)

Email: [iaa@deltawellbeing.org.uk](mailto:iaa@deltawellbeing.org.uk)

### **CEREDIGION:**

During Office Hours: Contact Centre – 01545 574000

Outside of Office Hours: Emergency Duty Team – 0300 4563554

Email: [contact-socservs@ceredigion.gov.uk](mailto:contact-socservs@ceredigion.gov.uk)

### **PEMBROKESHIRE:**

During Office Hours: Duty Team – 01437 776056

Outside of Office Hours: Emergency Duty Team – 0300 123 5519

Email: [adult.protection.team@pembrokeshire.gov.uk](mailto:adult.protection.team@pembrokeshire.gov.uk)

### **POWYS:**

During Office Hours: 03456 027050 (8.30 - 4.45 Monday – Thursday, 8.30 - 4.15 Friday)

Outside of Office Hours: Emergency Duty Team – 0300 333 2222

Email: [assist@powys.gov.uk](mailto:assist@powys.gov.uk)