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/M TAF MORGANNWG SAFEGUARDING BOARD

Cwm Taf Morgannwg Safeguarding Board

Annual Plan 2019/20

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SAFEGUARDING IN CWM TAF MORGANNWG

In June 2018, the Welsh Government announced that from 1 April 2019, Cwm Taf University Health Board will be responsible for healthcare services in the Bridgend County Borough Council area. This means that accompanying partnership structures in the delivery of social services across the Western Bay region will transfer to Cwm Taf, with the creation of a new Regional Safeguarding Board for the Cwm Taf Morgannwg area.

This is the first Annual Plan for the new Cwm Taf Morgannwg Safeguarding Board.

The area of Cwm Taf Morgannwg covers the local authority areas of Bridgend, Merthyr Tydfil and Rhondda Cynon Taf with a total population of almost 440,000.

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 area. The Board ensures that people of all ages, living in the region, are protected from abuse, neglect or other kinds of harm. This also involves preventing abuse, neglect or other kinds of harm from happening.

Keeping children and adults who may have needs for care and support safe is everyone's responsibility. This means feeling safe and being safe within their home or in their community, school, work place or anywhere else they go.

The two key **safeguarding** objectives around **protection** and **prevention** underpin the work of the Safeguarding Board and inform the priorities that we have agreed in this Annual Plan for 2019/2020.

The Cwm Taf Multi Agency Safeguarding Hub (MASH) sits within the structure of the Board and covers the areas of Merthyr Tydfil and Rhondda Cynon Taf. The purpose of the MASH is to act as the single point of contact for all professionals to report safeguarding concerns. This has significantly improved the sharing of information between agencies, helping to protect the most vulnerable children and adults from harm, neglect and abuse.

The **Bridgend Multi Agency Safeguarding Hub (MASH)** provides safeguarding services from both the local authority in Bridgend and its partners through co-location and virtual links. 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. The MASH enables earlier, higher-quality information sharing, collective risk analysis and streamlined decision-making, whilst ensuring the appropriate actions take place at the appropriate time. It also allows an opportunity for early intervention and prevention of repeat referrals.

What is Abuse and Neglect?

- Abuse means 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.

Safeguarding for All

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. Our aim is to improve safeguarding arrangements for everyone. Collaboration between children and adults safeguarding arrangements in the area has resulted in a number of joint functions, including a joint Safeguarding Board. The Board continues to take every opportunity to collaborate across children and adults safeguarding of information and learning.

Who are the Members of the Safeguarding Board?

The Lead Partner for the Board is Rhondda Cynon Taf County Borough Council and the membership complies with the statutory guidance issued under Part 7 of the Social Services and Well Being Act 2014. A list of members is attached as Appendix 1.

What are the Core Functions of the 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 sub groups (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

WHAT ARE THE OUTCOMES THAT WE PROPOSE TO ACHIEVE THIS YEAR?

In addition to carrying out the core statutory safeguarding functions, the Cwm Taf Morgannwg Safeguarding Board has agreed a number of key priorities for improvement for the coming year. These are specific areas that will enhance and support the Board in achieving its objectives and are as follows:

- **1** Safeguard children, young people and adults at risk from the impact of domestic abuse
- 2 Improve the way in which we communicate, engage and promote participation with our communities and partner agencies
- 3 Ensure that the transition to the new regional footprint for safeguarding is managed effectively

A detailed work plan for the Board and its sub groups will sit underneath this strategic Annual Plan. The work plan will include the actions required to achieve the improvements required, 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 the Annual Report for 2019/2020.

An overview of what the Board intends to do to achieve its priorities for the coming year is detailed below.

Strategic Priority 1: Safeguard children, young people and adults at risk from the impact of domestic abuse

Domestic abuse involves any type of controlling, bullying, threatening or violent behaviour between partners or family members, regardless of age, gender or sexuality.

All forms of domestic abuse have a profound effect on those who experience it. The impact that domestic abuse can have on children and young people is devastating and can lead to problems in adulthood and have a detrimental impact on their mental health and wellbeing. This is a similar case for older people, but often the domestic abuse may not be as visible or they may not be aware of the support that is available to them. Some people will be more vulnerable to domestic abuse, such as disabled people who may not have the ability to defend themselves and/or be less able to access support.

In Cwm Taf, between January and December 2018, there were 980 high risk domestic abuse cases referred in to the MARAC¹ process.

The Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 sets out the requirements for an improved collective public sector response to the way these issues are addressed, to support victims and to prevent abuse from happening. There are Steering Groups that sits under the Cwm Taf and Bridgend Community Safety Partnerships to deliver regional strategies for VAWDASV.

The Safeguarding Board will therefore deliver this strategic priority in conjunction with the Community Safety Partnership to achieve the best outcomes possible for victims and their families.

¹ Multi Agency Risk Assessment Conference

Priority Area	What do we need to do?	Outcome Indicators
Preventing Domestic Abuse	To PREVENT abuse we will: Raise awareness amongst professionals and the public on how to recognise and respond to domestic abuse (see Strategic Priority 2) Raise awareness amongst care providers and the third sector working with groups at increased risk of domestic abuse Ensure that all professional groups are well represented on multi- agency safeguarding training programmes covering domestic abuse, including the VAWDASV Ask and Act training Promote the work of those providing healthy relationships education in schools to break the cycle that children and young people who grow up living with domestic abuse themselves become involved either as victims or perpetrators in adult life Make links with the colleges and the University in the region to support the work of the Board in safeguarding people from domestic abuse Ensure there are training opportunities for all agencies in order to raise awareness of the impact of adverse childhood experiences (ACEs) upon young people and adults	 Training evaluations evidence an increased awareness of domestic abuse Training evaluations evidence an increased awareness of adverse childhood experiences (ACEs) Practice deficits identified in CPRs and audits are addressed and improved practice outcomes evidenced An increase in domestic abuse referrals from the third sector Professionals reporting and evidencing that the learning and development they receive in respect of Domestic Abuse has improved their practice and outcomes for the children and families they work with
Protecting and Supporting Children who have been affected by Domestic Abuse	We will PROTECT and SUPPORT children by: Ensuring that the impact and the risks posed by domestic abuse inform professional assessments and plans Being assured that the voice of the child is sought and heard in all Board activities aimed at protecting children and young people from domestic abuse	 Child protection plans result in objective, tangible improvements in the wellbeing and safety of children and their families Children and parents identify positive improvements in their safety and wellbeing as a result

	Recognising domestic abuse, where the perpetrator is an adolescent (between the ages of 13 and 18) and responding	of the work arising from Child Protection Plans
	appropriately Seeking assurances that work is being undertaken with perpetrators to address their offending behaviour and take an active interest in the same	 Domestic violence reduces/ceases in those families where it was identified as a risk factor
	Explore the merits of expanding the model already adopted in Bridgend of informing schools in advance of the next school day, of domestic abuse incidents involving their pupils, enabling schools to	 A reduction in the number of Police Protection Notices for domestic abuse
	respond appropriately	 An increased number of perpetrators engaged on perpetrator programmes
Protecting and	We will PROTECT and SUPPORT adults at risk by:	 Increased MARAC referrals by
Supporting Adults at Risk who have been affected by Domestic Abuse	Seeking assurances that strategy discussions are held on a multi- agency basis where there are indications that domestic abuse is involved	 adult social care professionals Adults at risk identify positive improvements in their safety
Abuse	Making the connections between adult safeguarding and domestic abuse to understand the barriers to reporting experienced by older people	and wellbeing as a result of the work arising from their Care & Support Plans
	Targeting support for the most vulnerable groups who are at a high risk of being subject to domestic abuse e.g. pregnancy, learning disability, LGBT, mental health	 Domestic violence reduces/ceases for adults at risk where it was identified as a risk factor
	Being satisfied that the provision of an independent mental capacity advocate is considered in all cases where a person lacks capacity to make decisions about keeping themselves safe from domestic abuse	 A reduction in the number of Police Protection Notices for domestic abuse
	Establishing improved reporting arrangements for care providers where a crime has been committed	

Learning from Domestic Homicide	We will work in conjunction with the Community Safety Partnership to:	 An improvement in the number of Domestic Homicide Reviews
Reviews	Complete Domestic Homicide Reviews that meet the Home Office criteria and produce timely learning	meeting Home Office timescales and quality standards
	Ensure that the learning from published Domestic Homicide Reviews is shared appropriately and has a positive impact on practice	 An increased number of practitioners receiving information on learning from
	Carry out a pilot project in conjunction with Gwent Safeguarding	reviews
	Board to carry out a Domestic Homicide Review, using the Adult Practice Review process	 An improvement in practice following actions generated from learning from reviews
The Multi Agency Risk Assessment Conference process	Learning from and building on the model already established in Bridgend we will improve the MARAC process by:	 A reduction in repeat victims of domestic abuse
	Continuing to integrate the work of the MARAC into the day to day functions of the Multi Agency Safeguarding Hubs	 We will receive update and performance reports from the
	Completing the development of a quality assurance and performance framework for the MARAC process and agreeing reporting mechanisms	Community Safety Partnership / VAWDASV Board on MARAC developments regionally
	Developing a framework and criteria for the MARAC process to ensure that the focus is on risk and agreed actions including methods of working more effectively with those who do not engage with service provisions	 A reduction in the number of cases being referred to our main MARAC

Strategic Priority 2: Improve the way in which we communicate, engage and promote participation with our communities and partner agencies

The Safeguarding 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. 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.

It is also necessary for us to provide children, young people and adults with an opportunity to participate in our work. We want to do this creatively to raise the profile of safeguarding in the region. This year we aim to increase the amount of engagement with the public, improving links with local forums and activity groups to ensure the voices of the people we support are thoroughly embedded into our work.

We also want to ensure that all feedback provided as a result of these activities is recorded and evaluated.

The Board has an established Group whose aim is to ensure that there are clear processes in place for the identification of engagement and participation needs and to capture the activities of partner agencies in meeting these needs. To enhance this function, the statutory partner agencies of the Board committed additional resources in 2019 to secure a dedicated post to support this work.

Priority Area	What do we need to do?	Outcome Indicators
Information and awareness raising of the work of the Board and the need to safeguard children and adults at risk	 We will improve our COMMUNICATIONS by: Reviewing and revising the existing Communication and Participation Strategy, to include: How we will inform people of the work of the Board; and How we will raise awareness of the need to safeguard children, young people and adults at risk Sharing the learning from Child Practice Reviews, Adult Practice Reviews, Domestic Homicide Reviews and audits to support improvements in multi-agency safeguarding practice 	 An increased number of safeguarding events and awareness raising activities being delivered Positive feedback received as a result of these activities Increased awareness within communities of safeguarding and the work of the Board

	 Capturing the safeguarding communications activities undertaken by our partner agencies to measure how well we are doing across the region Improve the CTM website so that it is a more user-friendly and useful resource for professionals and public alike We will improve our ENGAGEMENT with people by: Holding events for professionals and communities within the Cwm Taf Morgannwg region to raise awareness of safeguarding Using National Safeguarding Week as a platform to engage with our communities and professionals 	 An improved website is in place An increased number of hits to the CTMSB website An increase in the reporting and awareness of activities undertaken by partner agencies
Participation	 We will provide people with an opportunity to PARTICIPATE in the work of the Board by: Carrying out a mapping exercise across the region to identify what participation work is currently being undertaken by agencies Ensuring that the people that we are safeguarding have a voice, including maximising the use of advocacy services to ensure the voice of children and adults at risk are heard throughout the work of the Board Building on existing links with youth forums/groups across the region to provide opportunities for them to be involved in the work of the Board. Building upon existing links with adult forums/groups to provide opportunities for them to be involved in the work of the Board Develop a Participation Ladder for the Board to demonstrate how effectively we are engaging with children, young people and adults 	 An increased number of children and adults being offered/accessing advocacy support An increased number of children, young people and adults participating in the work of the Board The development of a Junior Safeguarding Board Development of a Board Participation Ladder
Targeting People who are at most risk	We will raise awareness of and promote safeguarding activities in relation to emerging themes and those people who are most at risk including:	 We will receive update and performance reports from the Community Safety Partnership / VAWDASV

of abuse and/or neglect	 Domestic Abuse (including Coercive Control) - develop a public information campaign and raise awareness amongst professionals to enable them to recognise and respond to the signs of domestic abuse with special reference to adults at risk, such as older people, people with learning disability, mental health and substance misuse issues 	 Board on those areas of activity that are of a safeguarding interest to the Board An increased awareness of
	 County Lines - ensure that staff/partners access training on County Lines and that information is shared appropriately to enhance understanding across the partnership 	the factors that contribute to County Lines and its potential impact in the Cwm Taf Morgannwg region
	 Radicalisation - complete a Multi-Agency Practitioner Forum in relation to a high profile case and disseminate findings to 	 An increase in PREVENT referrals
	 staff/partner agencies Quality of Care for Older People – awareness raising to promote 	 An increased awareness within partner agencies of
	high standards of care and improved outcomes for individuals	the factors that contribute to the radicalisation of vulnerable young people and adults

Strategic Priority 3: Ensure that the transition to the new regional footprint for safeguarding is managed effectively

From 1 April 2019, the Board will be responsible for safeguarding in Rhondda Cynon Taf, Bridgend and Merthyr Tydfil and agreement has been provided to the Welsh Government that this new Board will be called the Cwm Taf Morgannwg Safeguarding Board. The Welsh Government statutory guidance under Part 7 of the Social Services and Wellbeing (Wales) Act 2014 is currently being revised to reflect the changes to the regional footprint for the Safeguarding Board.

This process of transition requires effective planning and management to ensure that the Board and its partner agencies can continue to carry out core safeguarding functions during this time of change. Following a joint development day, the management of the transition process has been agreed as one of our strategic priorities this year.

Priority Area	What do we need to do?	Outcome Indicators
Governance	To achieve effective governance arrangements for the new Regional Safeguarding Board we will: Review the membership and terms of reference for the Board and all Sub Groups sitting under the Board to ensure that all relevant partners are represented Agree the required resources to manage the business of the Board, including the financial contributions of our statutory partner agencies	 Clear governance arrangements established across the region An agreed resource and budget arrangement in place
	Develop a joint work programme for the Board, which will provide the detailed actions, timescales and responsibilities to implement the Annual Plan	across the region
Protocols and Procedures	We will ensure that the new Regional Safeguarding Board has a suite of protocols and procedures to support the delivery of its safeguarding functions by:	 The number of documents reviewed and adopted across the
	Identifying the documents that are common to both Cwm Taf (Merthyr and RCT) and Bridgend and developing new joint protocols and procedures	new regionPositive evaluations
	Identifying the documents that are specific to each area and agreeing on those that will be adopted for the new Regional Safeguarding Board	from professionals following the implementation of
	Wherever possible, developing joint forms and templates to support our safeguarding processes	revised protocols and procedures
Training and Learning	We will seek opportunities to align the safeguarding training and learning activities across the region by:	 An increased number of joint training activities
	Reviewing the remit of the existing Training and Learning Sub Group to ensure that it meets the needs of the region	delivered across the CTM region
	Seeking opportunities to collaborate on safeguarding training activities across the region	

	Agreeing processes to identify and share learning from safeguarding audits and reviews with practitioners	
Child and Adult Practice Reviews	To carry out the statutory functions in relation to completing child and adult practice reviews we will:	 Clear terms of reference for the
	Review the terms of reference of the existing review groups to ensure that a consistent approach is adopted across the region	child/adult review group(s) are in place
	Agree a referral process for child and adult practice reviews	 A common process is in place across the CTM
	Identify a pool of suitably skilled reviewers to carry out child and adult practice reviews	region to refer cases, carry out reviews and
	Agree the processes for approving, disseminating and monitoring the outcomes of review	share learning
Quality Assurance and Performance	There is a need to develop and agree a consistent approach to measuring the quality of safeguarding activities and reviewing performance by:	 The establishment of a clear QA and
	Designing a regional approach to quality assurance, including audit programmes, tools and processes to support improvements to multi-agency practice	performance framework across the CTM region, covering both children and adult safeguarding
	Agreeing a suite of performance measures to satisfy the Board that safeguarding activities carried out by its partner agencies are effective and are achieving positive outcomes for people	 Thematic audits are carried out on a CTM regional basis which
	Developing a Partner Agency Audit Tool to support our work in measuring the impact of the work that the Board undertakes	focus on identified Board priorities
Multi-Agency Safeguarding Hubs	We will establish links between the Cwm Taf (Merthyr and RCT) and Bridgend MASH and identify opportunities to share good practice	 Links between the Cwm Taf and Bridgend MASH are established and any actions agreed

Regional Partnerships	We will establish the regional links with other partnerships in order to support and promote safeguarding and public protection	 Links between the Safeguarding Board and other partnerships are established and any actions agreed
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WHO DO WE INTEND TO COLLABORATE WITH TO ACHIEVE OUR OBJECTIVES?

Working in partnership with other agencies is integral to the work of the Board. This not only applies to agencies within the region but may also involve wider collaboration with other Boards and agency across the UK e.g. when undertaking child and adult practice reviews.

There may also be occasions when the Board will need to engage with other organisations to carry out its functions more effectively. This may be on an ad-hoc basis or as part of a more permanent arrangement via Board or Sub Group membership.

These collaborative activities will often occur during the year as situations arise and these are reported in our Annual Report (published on 31 July each year).

Planned collaborative activities for the forthcoming year have been identified as follows:

Who will we collaborate with?	Areas to collaborate?
Welsh Government	 Out of county placements for Children Looked After – this has been an area that we have identified as requiring more work to be undertaken on a national basis
	 Child Sexual Exploitation/Child Sexual Abuse National Action Plan – awaiting receipt of the same Summer 2019, with an expectation that we will need to report on this in early 2020

Community Safety Partnership	 Domestic Abuse, Domestic Homicide Reviews - see Priority 1 for more details Radicalisation (PREVENT) and Criminal Exploitation (County Lines) – see Priority 2 for more details 	
Gwent Safeguarding Board	 Adult Domestic Homicide Review pilot on a Rhondda Cynon Taf case – to be completed in the coming year 	
Cardiff & The Vale Safeguarding Board	 New All Wales Safeguarding Procedures – Cardiff and the Vale are leading on this piece of work to update the All Wales Procedures to protect children, young people and adults at risk from abuse and neglect. 	
Serious Organised Crime Board	 Modern Slavery – prevalence in the Cwm Taf Morgannwg region 	
Care Inspectorate Wales	 To implement the new RISCA Inspection Framework for adult safeguarding 	
Third Sector	 Engagement in the functions of the Regional Safeguarding Board, links to communities, delivery of training and awareness raising and provision of services 	
Parc Prison, Bridgend	 To understand the safeguarding role of the prison and its links to the Regional Safeguarding Board 	

OUR BUDGET FOR 2019/20

The Board is in the process of agreeing a budget for the year which 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 it is proposed that it will be allocated as follows:

Business Management Unit Staff Costs and Accommodation:	£187,355
Advertising and Translation:	£4,000
General Expenditure:	£5,600

Are You Concerned About Someone?

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 a child or young person is being harmed or is at If you suspect that an adult is being harmed or is at risk of being harmed risk of being harmed then you have a duty to report it immediately. All then you have a duty to report it immediately. All calls concerning worries calls concerning worries about children are treated seriously. Contact 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.cwmtafsafeguarding.org *

*new CTM website in development

APPENDIX 1 - BOARD MEMBERSHIP

NAME	TITLE	AGENCY
Giovanni Isingrini	Director of Community and Children's Services (Co-Chair)	Rhondda Cynon Taf County Borough Council
Louise Davies	Head of Public Protection	
Jackie Neale	Adult Safeguarding Service Manager	
Neil Elliot	Service Director, Adult Services	
Julie Clark	Head of Safeguarding and Support (Children)	
Gaynor Davies	Director of Education and Lifelong Learning	
Ann Batley	Service Director, Children Services	
Cara Miles	Head of Legal - Community Care and Children	
Lisa Curtis-Jones	Chief Officer, Social Services (Co-Chair)	Merthyr Tydfil County Borough Council
Jon Eyre	Safeguarding Principal Manager	
Alyn Owen	Chief Officer, Community Regeneration	
Susan Walker	Chief Officer, Education	
Annabel Lloyd	Head of Children Services	
Angela Edevane	Head of Adult Services	
Carys Kennedy	Head of Legal and Governance	

Susan Cooper	Director of Social Services (Co-Chair)	Bridgend County Borough Council
Laura Kinsey	Head of Children's Social Care	
Jacqueline Davies	Head of Adult Social Care	
	Further members to be identified	
Angela Hopkins	Director of Nursing, Midwifery and Patient Services	Cwm Taf Morgannwg University Health Board
Louise Mann	Head of Safeguarding	
Karen Thomas	Superintendent, Northern BCU	
Claire Evans	Superintendent, Central BCU	South Wales Police
Beth Aynsley/Sue Hurley	Independent Protecting Vulnerable Person Manager	
Eirian Evans	Assistant Chief Officer	National Probation Service
David Bebb	Assistant Chief Executive	Wales Community Rehabilitation Company
Jason Evans	Head of Young Person's Unit	Her Majesty's Prison and Young Offenders Institute, Parc
lan Coles	Interim Deputy Director	
Heidi Bennett	Director	Bridgend Association of Voluntary Organisations
lan Davy	Chief Officer	Voluntary Action Merthyr Tydfil

Maria James	Third Sector Representative	Interlink
Lyndon Lewis	Head of Service	Cwm Taf Youth Offending Service
Lorna Price	Designated Doctor (National Safeguarding Team)	Public Health Wales
Nikki Harvey	Assistant Director for Quality, Safety and Patient Experience	Welsh Ambulance Services NHS Trust

