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CWMPAS

THE MID & WEST WALES SAFEGUARDING ADULTS BOARD

CYNLLUN BLYNYDDOL 2017-18 ANNUAL PLAN

It gives me great pleasure to accept the chair of CWMPAS (the Mid & West Wales Safeguarding Adults Board), and formally introduce this inaugural Annual Plan for 2017/18.

The Annual Plan outlines our safeguarding strategic outcomes with a linked action-plan, and also includes the Executive Board membership and Regional & local sub-groups structure, which sit under the Executive Board. The sub-groups remain a vital component for driving forward the multi-agency safeguarding agenda at a regional and local level.

The key legislation for safeguarding, and safeguarding boards, is the Social Services & Wellbeing (Wales) Act. It is important to note that our safeguarding outcomes clearly reflect the requirements under the Act.

I am looking forward to working with our partner agencies and stakeholders over the forthcoming years and am confident that, together, we will deliver on our objectives, helping adults in the region feel safer and free from exploitation.

Jonathan Griffiths (Chair)
Director of Social Care & Leisure
Pembrokeshire County Council

INTRODUCTION

Regional Safeguarding Boards function under Part 7 of the Social Services and Wellbeing (Wales) Act 2014. The wellbeing of its citizens is central to current Welsh Government policy and legislation. Within the Social Services and Wellbeing (Wales) Act, the Welsh Government seeks to define and measure the wellbeing of its citizens in a variety of ways. This includes physical and mental health, emotional wellbeing, social and economic wellbeing, education training and recreation as well as how well its citizens are prevented and protected from experiencing abuse, neglect and other kinds of harm. The need to ensure the citizens of Mid and West wales are adequately prevented and protected from experiencing abuse, neglect and other kinds of harm is therefore a core function and responsibility of the Mid and West Wales Safeguarding Board.

The region of Mid and West Wales is unique in that it covers a very large geographical area spanning almost half of the land mass of Wales, which in itself presents challenges within the context of meeting the needs of a wide and diverse mix of communities. The Mid and West Wales Safeguarding board is however very proud of the strong partnership and collaborative working culture it has established across such large regional footprint and is committed in the coming year to strengthen and consolidate the progress made to date to safeguard and protect the most vulnerable members of our communities.

The Mid and West Wales Safeguarding Board serves the communities of Pembrokeshire, Carmarthenshire, Ceredigion and Powys, working together collaboratively and in partnership within a multi-agency setting. The Board aims to raise awareness of safeguarding issues with members of the public and provide support, advice and guidance to professionals working in our local communities who deliver a range of voluntary and statutory services. This includes people who give their time voluntarily, in places like youth clubs, community centres and sports clubs as well as professionals such as nurses, health visitors, teachers, police officers, social workers and probation officers.

Mid and West Wales is covered by two sister Safeguarding Boards:

> **CWMPAS** [*Collaborative Working & Maintaining Partnership in Adult Safeguarding*]: The Mid & West Wales Safeguarding Adults Board**, and;**
> **CYSUR** [*Child & Youth Safeguarding, Unifying the Region*]: The Mid & West Wales Safeguarding Children Board.

The CWMPAS primary focus is adults at risk, although it works collaboratively and in partnership with its sister Board, CYSUR. CYSUR covers the same geographical area as CWMPAS and operates under the same legislative framework. However, its primary focus is to safeguard children and young people who may be experiencing or who are at risk of abuse, neglect and other kinds of harm. The CWMPAS and CYSUR boards share a number of strategic priorities and also work together by jointly hosting several board sub groups.

CWMPAS and its members seek to achieve their objectives in a variety of ways. Its structure consists of an overarching Executive Board and a number of local and regional Sub Groups which report directly to and carry out functions on behalf of the CWMPAS Executive Board. The promotion of safeguarding matters and the provision of support to professionals are assisted by the delivery of safeguarding training and the development of regional policies and procedures which seek to help support and guide professionals in their day to day work. CWMPAS also has a mechanism to allow practitioners to reflect on professional practice and learn lessons when adults at risk die or suffer serious harm via the undertaking of Adult Practice Reviews.

The Mid and West Wales Safeguarding Board seeks to support and improve the delivery of safeguarding practice by the structure as outlined in this plan and through its identified outcomes and strategic priorities for 2017-2018.
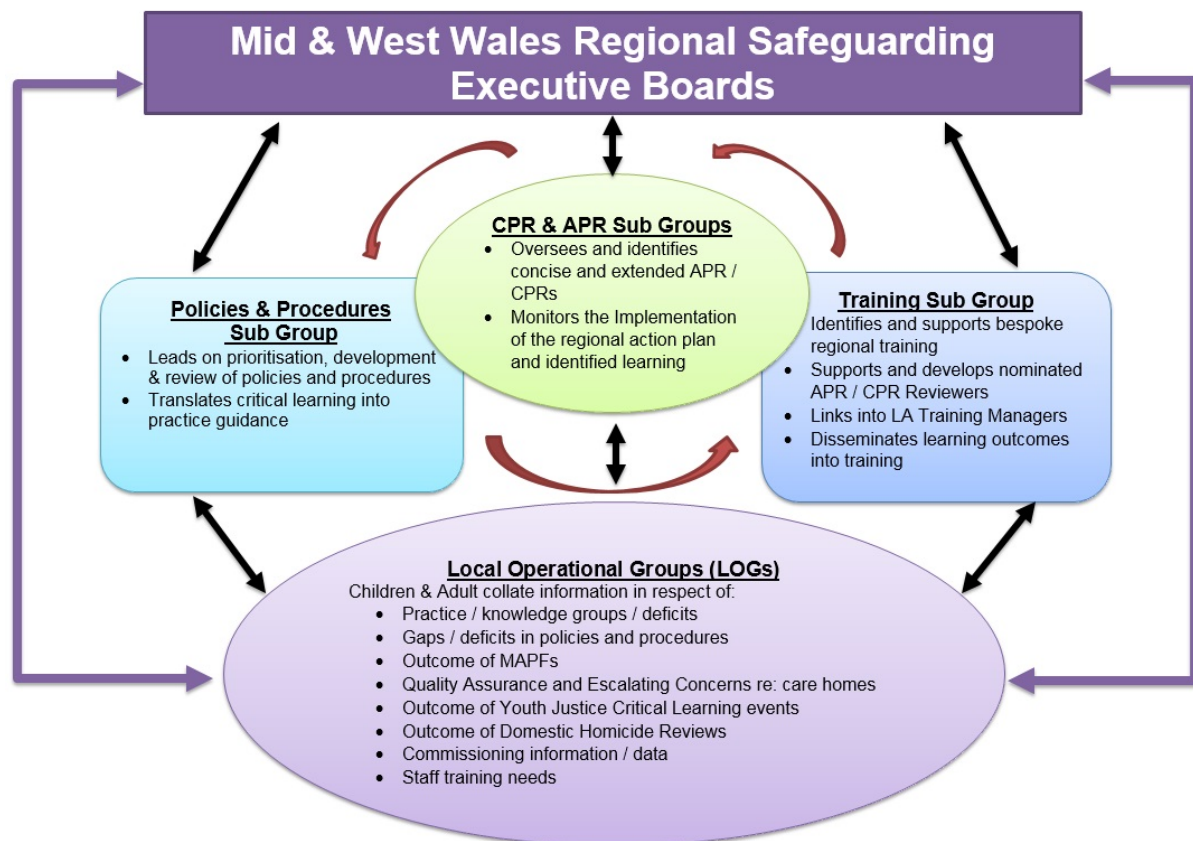
OUR VISION

The vision of the CWMPAS Regional Safeguarding Adults Board is that all citizens live their lives free from violence, abuse, neglect and exploitation and 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 adults at risk, carers, service providers and the wider community, is essential to promote the Board's vision.

CWMPAS Executive Board Membership	
Jonathan Griffiths Director of Social Care & Leisure, Pembrokeshire County Council (Chair)	County Hall, Haverfordwest, Pembrokeshire SA61 1TP
Anthony Griffiths Det Superintendent, Dyfed Powys Police (Vice-Chair)	Protection of Vulnerable People Unit, Police HQ, Llangunnor, Carmarthen, Carmarthenshire SA31 2PF
Jake Morgan Director of Community Services, Carmarthenshire County Council	County Hall, Carmarthen, Carmarthenshire SA31 1JP
Sue Darnbrook Strategic Director: Care, Protection and Lifestyle, Ceredigion County Council	County Hall, Penmorfa, Aberaeron, Ceredigion SA46 0PA
Carol Shillabeer Interim Strategic Director – People, Powys County Council	County Hall, Llandrindod Wells, Powys LD1 5LG
Rhiannon Jones Director of Nursing, Powys Teaching Health Board (Vice- Chair)	Powys Teaching Health Board HQ, Glasbury House, Bronllys Hospital, Bronllys, Powys LD3 0LS
Avril Bracey Head of Mental Health, Learning Disabilities & Adult Safeguarding, Carmarthenshire County Council	3 Spilman St, Carmarthen, Carmarthenshire SA31 1LE
Carys James Head of Adult & Commissioned Services, Ceredigion County Council	County Hall, Penmorfa, Aberaeron, Ceredigion SA46 0PA
Jason Bennett Head of Adult Services, Pembrokeshire County Council	County Hall, Haverfordwest, Pembrokeshire SA61 1TP
Louise Barry Head of Operations for Adult Services, Powys County Council	County Hall, Llandrindod Wells, Powys LD1 5LG
Christine Harley Assistant Chief Executive, National Probation Service	7 Water St, Carmarthen, Carmarthenshire SA31 1PY
Deanne Martin Assistant Chief Executive, Wales Community Rehabilitation Company	7 Water St, Carmarthen, Carmarthenshire SA31 1PY

Mandy Davies Director of Nursing, Quality & Patient Experience, Hywel Dda University Health Board	Corporate Offices, Ystwyth Building, Hafan Derwen, St Davids Park, Jobswell Road, Carmarthen, Carmarthenshire SA31 3BB
Sian Passey Assistant Director Nursing Assurance and Safeguarding Corporate Nursing, Hywel Dda University Health Board	Glangwili Hospital, Dolgwilli Road, Carmarthen, Carmarthenshire SA31 2AF
Nicola Edwards Head of Safeguarding Adults & Children (Named Nurse), Hywel Dda University Health Board	Glangwili Hospital, Dolgwilli Road, Carmarthen, Carmarthenshire SA31 2AF
Pauline Galluccio Assistant Director of Safeguarding (Named Nurse), Powys Teaching Health Board	Powys Teaching Health Board HQ, Glasbury House, Bronllys Hospital, Bronllys, Powys LD3 0LS
Debbie Pachu Designated Nurse, National Safeguarding Team (NHS Wales), Public Health Wales	National Safeguarding Team (NHS Wales), 1st Floor, Oldway Centre, 36 Orchard Street, Swansea, SA1 5AQ
Nikki Harvey Head of Safeguarding, Welsh Ambulance Services NHS Trust	1st Floor, Castle Court, Phoenix Way, Swansea SA7 9LA
Steve Davis Regional representative of Youth Justice Managers	County Hall, Haverfordwest, Pembrokeshire SA61 1TP
Chris Harrison Regional representative for Heads of Commissioning	County Hall, Haverfordwest, Pembrokeshire SA61 1TP
Julie Breckon Business Manager , Mid & West Wales Safeguarding Board	Mid & West Wales Safeguarding Board County Hall, Haverfordwest, Pembrokeshire SA61 1TP

BOARD STRUCTURE

Mid & West Wales Regional Safeguarding Executive Boards

CPR & APR Sub Groups
- Oversees and identifies concise and extended APR / CPRs
- Monitors the Implementation of the regional action plan and identified learning

Policies & Procedures Sub Group
- Leads on prioritisation, development & review of policies and procedures
- Translates critical learning into practice guidance

Training Sub Group
Identifies and supports bespoke regional training
- Supports and develops nominated APR / CPR Reviewers
- Links into LA Training Managers
- Disseminates learning outcomes into training

Local Operational Groups (LOGs)
Children & Adult collate information in respect of:
- Practice / knowledge groups / deficits
- Gaps / deficits in policies and procedures
- Outcome of MAPFs
- Quality Assurance and Escalating Concerns re: care homes
- Outcome of Youth Justice Critical Learning events
- Outcome of Domestic Homicide Reviews
- Commissioning information / data
- Staff training needs

Executive Board:
The CYSUR Executive Board is an overarching regional board which seeks to monitor and improve regional safeguarding activity. The Executive Board consists of senior officers from all key statutory partners and agencies (see membership table above). The Executive Board seeks to ensure it provides strong leadership and guidance to all of its statutory partners and does this by identifying annual strategic priorities and desired outcomes in respect of safeguarding activity and practice. The Executive Board also works closely with, supports and guides the various CWMPAS local and regional Sub Groups.

Local Operational Groups:
Each of the four Local Authorities within Mid and West Wales host Local Operational Groups (LOGs). The purpose, membership and structure of these LOGs mirror that of the Executive Board. However, the primary objective of LOGs is to monitor and analyse safeguarding practice locally, rather than regionally. Membership consists of the Head of Adult Services, who chairs the group, senior managers and officers from local statutory agencies, including Health, Police and Probation. LOGs seek to improve safeguarding practice locally by discussing local safeguarding activity in an open and transparent environment, sharing and analysing local data and by the undertaking of practice audits. LOGs seek to share and acknowledge examples of good safeguarding practice yet will professionally challenge and hold agencies to account when safeguarding practice falls below expected standards.

Regional Adult Practice Review Sub Group:
The Adult Practice Review (APR) Sub Group considers referrals from agencies where an adult at risk has either died or suffered significant impairment of health and

development as a result of abuse and neglect. The regional APR Sub Group considers information against defined criteria within 'Working Together to Safeguard People Volume 3 – Adult Practice Reviews' and makes a recommendation to the CWMPAS Chair as to whether there are identified learning outcomes and whether a APR should be undertaken to learn lessons. Practice Reviews are undertaken by a multi-agency group of professionals who collectively analyse information and identify any practice themes and lessons to learn. The report is then published as a Adult Practice Review on the Board's website.

Regional Policies & Procedures Sub Group:
The Policies & Procedures Sub Group operates collaboratively and in conjunction with the CWMPAS sister board, CYSUR. This Sub Group seeks to provide guidance to professionals by the development of regional policies and procedures. A number of local policies and procedures are in place within each member organisation. A key objective for CWMPAS in 2017/18 is to work towards the development of these into regional policies and procedures to help promote a more consistent regional response to safeguarding practice.

Regional Training Sub Group:
The Training Sub Group also operates collaboratively and in conjunction with the CWMPAS sister board, CYSUR. It seeks to support and guide the delivery of safeguarding training and learning across the four local authority areas and partner agency organisations. The Training Sub Group works closely with organisational training departments to ensure and promote the quality and consistency of safeguarding training and delivery. The group can commission specialist, bespoke safeguarding training across the region and works closely with other Sub Groups such as the APR Sub Group to ensure any learning outcomes that have been identified as result of Adult Practice Reviews are disseminated to staff.

OUR STRATEGIC OUTCOMES

1. Improving Outcomes: To be assured that there is efficient, effective and coordinated responses to the identified needs of adults at risk, across the 'continuum of need' that results in improved outcomes for them
2. Better Engagement: To demonstrate that the voice of service users is central to our work and that the views of adults at risk, their families and frontline practitioners inform practices and shape services
3. Increased Knowledge: To be assured that we know the adults who are most at risk in our region and effectively safeguard them
4. Continuous Learning: To continually develop and improve the way we work so that outcomes for adults at risk improve
5. Strong Leadership: To provide strategic leadership across the partnership in relation to safeguarding
6. Evidenced Compliance: To ensure that the Mid & West Wales Safeguarding Boards are able to demonstrate effectiveness in delivering against their statutory functions

How we intend to achieve these outcomes is outlined in the business plan below:

CWMPAS: The Mid & West Wales Regional Safeguarding Adults Board Strategic Annual Plan 2017-18

OUR PLAN FOR 2017/18

1. Improving Outcomes: To be assured that there is efficient, effective and coordinated responses to the identified needs of adults at risk, across the 'continuum of need' that results in improved outcomes for them

Focus for this year:

- Improve service delivery based on analysis of regional Quality Assurance data
- Increase the CWMPAS Board's effectiveness in coordinating safeguarding business across the region

What are we going to do?	How are we going to do it?	Who is responsible?	How will we measure success?
1.1 Improve quality of information provided to the CWMPAS Executive Board in respect of regional safeguarding activity	• Implement a Regional QA & Reporting Framework to provide the Executive Board with comparable regional safeguarding data which will identify the adults most at risk, as well as key themes and trends within a national, regional and local context	Mid & West Wales Safeguarding Board (MAWWSB) Business Unit	Regional Quality Assurance & Reporting Framework used to effectively identify the adults most at risk and areas of improvement in service delivery
	• Collate local data from LOGs on the QA & Reporting Framework and analyse service delivery from a regional perspective to identify key areas of improvement across the region		
	• Implement an annual thematic audit programme which will focus upon identified priority areas		Thematic audit programme implemented
	• From these audits identify learning outcomes and disseminate them locally via the development of a regional MAPF programme		Regional MAPF programme implemented
1.2 Strengthen reporting arrangements and communication flow between the Executive Board and Local Operational Groups	• Continue to improve and develop 'exception reporting' arrangements for LOG Chairs to report to the Executive Board	MAWWSB Business Unit	More targeted LOG Chair reports to the CYSUR Executive Board
	• Progress in respect of regional action plans to be reported by LOGs to Executive Board as part of the Regional QA & Reporting Framework		

1.3 Enhance business support to the Board and Sub Groups to improve coordination of the Board's safeguarding work streams	• Develop work plans for the Regional Training and Policies & Procedures Sub Groups with identified work priorities and timescales	MAWWSB Business Unit	Work plans in place
	• Develop the process for monitoring Regional Adult Practice Review (APR) and Multi-Agency Professional Forum (MAPF) action plans to ensure any identified learning outcomes are disseminated		Process for monitoring action plans in place
	• Improve efficiency and timeliness of agenda and paper circulation by producing a clear calendar of timescales and deadlines for the Executive Board, LOG and Sub Group meetings		Board Business Planner 2017-18 created
	• Structure business support capacity and staffing levels, including the realignment of existing staff and the recruitment of an additional half business support post dedicated solely to supporting the Board		Business Unit at full capacity
1.4 Establish more consistent thresholds for adults across the continuum of need from universal and preventive services to those eligible for care and support and those at risk of harm and in need of protection	• Complete regional threshold document which will identify and clarify what level of support and intervention should be provided depending upon the identified level of need	Policies & Procedures Sub Group	Regional document in place
	• Establish a regional position on Depravation of Liberty Safeguards (DoLS) by developing a consistent response to the management of referrals		Regional position agreed

2. Better Engagement: **To demonstrate that the voice of service users is central to our work and that the views of adults at risk, their families and frontline practitioners inform practices and shape services**

Focus for this year:

- Ensure that adults who are, or may be, affected by the exercise of the CWMPAS Safeguarding Board's functions must be given the opportunity to participate in the Board's work
- Improve engagement and communication with vulnerable groups, service users and other members of our community
- Raise awareness of Board functions, profile and activity

What are we going to do?	How are we going to do it?	Who is responsible?	How will we measure success?
2.1 Ensure the CWMPAS Executive Board understands and is aware of frontline practitioner views and experiences within the context of safeguarding work	• The voice and experience of front line practitioners to be captured and reported to the Executive Board via the implementation of the Regional QA Framework and the undertaking of regular practice audits	MAWWSB Business Unit	Voice of practitioners reflected in CWMPAS Board business
	• Ensure frontline practitioners are involved in the development of training, policies and protocols		
2.2 Consider ways in which the Board can engage more directly with service users and members of the community	• Promote participation and consultation with service user forums in the development of practice and service provision	MAWWSB Business Unit	Consultation is evidenced in development processes
	• Ensure adults at risk and their families are consulted for their views on the development of new policies and protocols		Voice of adults at risk and families reflected in CWMPAS Board business
	• Explore the use of accessible, easy read formats for all documentation that is relevant to the service user		Easy Read formats available and published on the website
	• As part of their new Terms of Reference, Local Operational Groups will be required to ensure the views of community groups and service users are fed into and considered as part of their meetings	Local Operational Groups	Views are recorded on LOG meeting minutes

2.3 Improve and maximise the use of the Board's online presence to engage with the general public	• Further develop the Board website into an information sharing hub for members of the public, community groups and professionals	MAWWSB Business Unit	Information Hub on website
	• Establish and develop links with all agency and partner websites, including the NISB when developed		Links on website
	• Use National Safeguarding Week (NSW) as a platform to engage with members of the public and community about safeguarding and to raise awareness of the Board, its profile and functions.		Local and Regional events scheduled during NSW
	• Develop publicity material and utilise CWMPAS online presence to raise awareness of the Board amongst the general public in a timely way		Press releases and media coverage
	• Publish CWMPAS Annual Report on website to highlight progress and activity		Annual Report published on website

3. Increased Knowledge: To be assured that we know the adults who are most at risk in our region and effectively safeguard them

Focus for this year:

- Self-harm and suicide
- Anti-Slavery and Human Trafficking
- Escalating concerns

What are we going to do?	How are we going to do it?	Who is responsible?	How will we measure success?
3.1 Facilitate regional learning in relation to self-harm and suicide	• Regional audit to be undertaken in respect of self-harm and suicide as part of the Board's Regional Audit programme	MAWWSB Business Unit	Better awareness of the region's current position on this issue
	• Regional learning event on suicide to be arranged and learning outcomes disseminated		Learning outcomes disseminated to improve practice in the region
3.2 Raise awareness of the issue of anti-slavery and human trafficking across the region	• Consider training and awareness raising sessions to ensure practitioners are better aware of the issue	Regional Training Sub Group	Training & awareness raising sessions delivered
	• Utilise CWMPAS online and social media presence to promote national and international awareness campaigns to the general public, including National Anti-Slavery Day and World Day Against Trafficking in Persons	MAWWSB Business Unit	Campaigns promoted
3.3 Establish a regional position on Escalating Concerns	• Regional audit to be undertaken on escalating concerns as part of Regional QA & Audit Framework to inform a current regional position	MAWWSB Business Unit	Regional position agreed

4. Continuous Learning: To continually develop and improve the way we work so that outcomes for adults at risk improve

Focus for this year:

- Dissemination of learning across the region
- Clear and consistent regional Practice Review process
- Improved awareness of statutory Board functions
- Connect safeguarding training and learning with safeguarding practice

What are we going to do?	How are we going to do it?	Who is responsible?	How will we measure success?
4.1 Develop and strengthen the recently formed all age Regional Training Sub Group	• Develop a short to medium term action plan to identify and deliver upon priority actions including identified training priorities identified from regional Adult Practice Reviews (APR) and Multi-Agency Professional Forums (MAPF)	Regional Training Sub Group & MAWWSB Business Unit	Regional Training Action Plan in place
	• Develop a regional training strategy which will help shape and focus the group's key objectives and develop a long term plan and goals		Regional Training Strategy in place
	• Identify, recruit, train and support a multi–agency group of practitioners to lead practice reviews as Independent Reviewers and support the delivery of a regional MAPF programme		Pool of trained Independent Reviewers established
4.2 Develop a culture of continuous learning and disseminate this widely to all Board partner agencies and practitioners	• Develop a regular programme of MAPFs which will disseminate the messages from local and regional audits as part of the Board's Regional QA & Reporting Framework	Local Operational Groups & MAWWSB Business Unit	Regional MAPF programme and process for dissemination of learning outcomes in place
4.3 Improve the Adult Practice Review (APR) process and strengthen links with other aligned processes	• Develop and implement a regional protocol for Adult Practice Reviews to support existing Welsh Government guidance, including the interface with Domestic Homicide Reviews (DHR)	APR Sub Group & MAWWSB Business Unit	Regional APR protocol developed and approved

4.4 Improve awareness of statutory Board functions amongst practitioners and professionals	• Undertake scoping exercise to identify that safeguarding Board functions are covered within the safeguarding training programme across the region	Training Sub Group	Scoping exercise completed and any gaps identified
4.5 Improve the quality of regional safeguarding training	• Work with the NISB and Care Council for Wales to establish a baseline in regard to safeguarding training and practice	Training Sub Group	Regional training activity will be reflected in the Board's Annual Report

5. Strong Leadership: To provide strategic leadership across the partnership in relation to safeguarding

Focus for this year:

- Strengthen governance
- Review and self-assess efficacy of the Board
- Improve collaborative working with other regional and national partnership boards

What are we going to do?	How are we going to do it?	Who is responsible?	How will we measure success?
5.1 Strengthen the relationship between Local Operational Groups for safeguarding children and adults by aligning arrangements	• Local Operational Groups (LOGs) for both children and adults to take place on the same day and the same location across the region, incorporating a cross-cutting agenda section to jointly consider local safeguarding business and issues relevant for both children and adults	Local Operational Groups	Aligned Children & Adult LOGs with cross-cutting section in place in all areas
	• Implement standard regional Terms of Reference for children and adult LOGs to encourage and develop a more consistent regional approach within the context of meeting structure, membership and agenda		Regional ToR approved and implemented
5.2 Strengthen CWMPAS oversight of local delivery	• Each local area to develop their own business plan which should dovetail in to the regional CWMPAS plan	Local Operational Groups	Business plans in place for each LOG
5.3 Ensure clear lines of responsibility and governance for the Board and all Sub Groups	• Terms of Reference for the Executive Board and all Sub Groups will be developed, reviewed and updated, where appropriate.	MAWWSB Business Unit	All ToR reviewed and approved
	• Develop an induction pack for new Board members which will clarify responsibilities and agency accountability		Induction pack developed and approved
5.4 Review how the Board is delivering against its core statutory functions	• Commission independent consultant to carry out review of the Board	CWMPAS Executive Board	Review carried out and recommendations received

5.5 Strengthen partnership working with other regional partnership collaborative, which will help identify shared strategic priorities and avoid unnecessary duplication	• VAWDASV (Violence Against Women, Domestic Abuse & Sexual Violence) Executive Board business to be incorporated into the CWMPAS Executive Board cross-cutting agenda.	MAWWSB Business Unit	VAWDASV strategic business managed within Safeguarding Executive Board agenda
	• Pathways for future communication between regional partnerships will be developed to identify opportunities for collaborative working where appropriate.		Clear lines of communication between partnerships established
5.6 Improve communication between the CWMPAS Board and the National Independent Safeguarding Board	• NISB representative to regularly attend cross-cutting section of Executive Board and provide an update to members on NISB activity.	NISB representative & MAWWSB Manager	NISB representative attends at least two meetings per year
	• Regular meetings will be scheduled between NISB representative and Board manager; to include both CYSUR & CWMPAS Chairs on two occasions per year.		Regular meetings held

6. Evidenced Compliance: To ensure that the Mid & West Wales Safeguarding Boards are able to demonstrate effectiveness in delivering against their statutory functions

Focus for this year:

- Better strategic oversight and monitoring of action plans
- Continuous development of regional policies and procedures
- Risk management

What are we going to do?	How are we going to do it?	Who is responsible?	How will we measure success?
6.1 Robust oversight of key regional action plans and local progress monitored regionally	• Regional Operation Jasmine and APR Action Plans to be included as standing agenda items in all LOGs for LOGs to self-assess on progress against relevant actions	Local Operational Groups	Self-assessment of regional action plans carried out at LOGs
	• LOG Chairs to report on local progress of regional action plans on an exception principle basis as part of LOG Chairs report to CWMPAS Executive Board		Executive Board monitors regional progress on action plans
6.2 Share good practice and develop safeguarding policies and procedures on a regional basis	• Review regional safeguarding policies and procedures and further develop any that are no longer fit for purpose, out of date or ineffective	Policies & Procedures Sub Group	Up-to-date, useful and effective regional safeguarding policies and procedures
	• Identify good practice in respect of local safeguarding policies and procedures with the view of developing regionally		
6.3 Potential risks identified by the Board are managed, reduced or eliminated	• CWMPAS Board Risk Register to be developed to identify potential risks and mitigating actions for the Board's business area	MAWWSB Business Unit	Risk Register in place and monitored by all Board members
	• Ensure that all Sub Groups contribute and update the Risk Register, where appropriate	All Sub Groups	Risk Register is a standing item on all Sub Groups