

QUARTERLY REPORT TO CABINET: RESPONSE PLAN PROGRAMME BOARD

PROFESSOR SALLY HOLLAND: CHAIR OF THE RESPONSE BOARD

DATE: 10th March 2026

Introduction

Since my last report to Cabinet in November 2025, the Response Plan Programme Board (“the Board”) has continued to meet and oversee progress in response to the Child Practice Review (‘Our Bravery Brought Justice’ report) and the wider Response Plan.

This report summarises key Board activity, developments, and oversight work since the last quarterly update.

Current Position

Strategic Phases of Work

Cyngor Gwynedd has undertaken the response work in two overlapping phases, and the Board’s discussions, scrutiny and advice has reflected this.

a. *Immediate Response to the Crimes and ‘Our Bravery Brought Justice’ Report Publication–*

The initial response plan and actions were primarily ameliorative including support for victims and survivors, supporting and stabilizing Ysgol Friars and improving policies, procedures and uptake of training.

The Board supported and scrutinized Cyngor Gwynedd through the period surrounding the CPR ‘Our Bravery Brought Justice’ report’s publication, with a focus on ensuring appropriate support for the victims and survivors of the crimes, and on assisting the Council in preparing for the publication and response planning.

b. *System-Wide Response and Monitoring –*

The CPR (‘Our Bravery Brought Justice’) report was published on 4 November, 2025 and this led to the biggest change to the Response Plan since its adoption. There has been a shift in emphasis towards a whole-system approach to ensure that measures to prevent harm are in place alongside suitable responses when harm may have occurred.

The Response Plan has been revamped to reflect the key recommendations and learning identified in the Our Bravery Brought Justice report including streamlining priorities and ensuring existing plans are fully integrated into the Response Plan.

The seven key themes are;

1. Voice of the Child and Supporting Victims
2. Managing Allegations and Concerns About Adults Working with Children

3. Training and Policies
4. School Governance
5. Restrictive Practices
6. Crisis Planning and Crisis Response
7. Supporting Ysgol Friars

A detailed work plan is circulated to members prior to the Response Board meetings and an overview report is also now included for each of the 7 themes with a 'theme leader' identified to strengthen accountability. Overview reports include updates on key milestones achieved since the previous meeting and priorities moving forwards including any dependencies, risks and resource issues.

Child-Centred Focus and Victim Engagement

A continued priority has been advancing child-centred approaches within the Response Plan activities. The Board has supported Cyngor Gwynedd in its efforts to further embed child-centred practice, and in my role as Chair I have worked with Jan Pickles who led the CPR review and SARC (Sexual Assault Referral Centre) to explore ways to communicate with victims and seek their views on progress in a manner that is sensitive, meaningful, and respectful.

Children's Rights and Participation

The Board has also engaged with efforts to strengthen children's rights and participation across the local authority. A children's rights training day was held on 2 February, bringing together young people, Cabinet members, directors, heads of department and other staff. The event focused on how children's rights can be integrated into Council policy. In addition to ensuring that everyone present had a shared understanding of children's rights, and local authority's duties to uphold them, the session included discussion about using Children's Rights Impact Assessments and the development of a participation strategy. I am grateful to officers from the Children's Commissioner for Wales office for working with me to plan and lead the session.

I was encouraged by the draft children's participation strategy that was shared at the last Board meeting, and I look forward to seeing it implemented in Cyngor Gwynedd.

Board members welcomed the energy and commitment shown by all participants at the training day to drive forward these endeavours. Further work will be required to ensure that this approach is embedded into the processes and culture of Cyngor Gwynedd.

Examples of how this might be done include;

- Development and implementation of the Voice of the Child Strategy
- Further development of the Youth Forum and their involvement in policy and service-development in Cyngor Gwynedd

- Involving the youth forum with the work of the response board, e.g. attending Board meetings to share the work they are doing; consideration for how Gwynedd might involve them and be accountable.
- Work on the principles (5 Principles of the Right Way Approach) that underpin a preventative and foundational approach to safeguarding to create the conditions for children in Gwynedd to thrive.

Scrutiny and Assurance

Welsh Government

The Welsh Government has established a Ministerial Assurance Board following the publication of 'Our Bravery Brought Justice'. The Response Board does not have formal governance links with the Ministerial Board, but as Chair I attended the January meeting of the Board to update Ministers on the continuing work of the Response Board.

Joint safeguarding inspection by Estyn and Care Inspectorate Wales

This report was published in January 2026 and was shared with the Board. The recommendations from that report are included in the response plan, and therefore Cyngor Gwynedd's progress in meeting these will be available for scrutiny and advice by the Board.

Evolving Role of the Board

In my view, during the last few months the Board's role has continued to mature in terms of scrutiny. While continuing to provide advice and support to Cyngor Gwynedd, the Board has increasingly exercised a robust scrutiny function. The Chair notes that internal members and elected members of the Board are taking a stronger lead in scrutiny activity, complementing the valuable contribution of external Board members.

Triangulating Insight and Engagement

To strengthen understanding of progress beyond formal Board meetings, the Chair has implemented structured triangulation activities, including:

- Quarterly bilateral meetings with external Board members and individual Cabinet members to review progress and agree key priorities.
- Engagement with key informants outside the Board, including representatives from SARC, RASASC (Rape and Sexual Abuse Support Centre), and Ysgol Friars leadership (including the Headteacher / Chair of Governors), to ensure diverse perspectives on system changes.

These activities enhance assurance about progress and support the Chair's oversight role.

Measuring Impact

Work to develop and refine rights-based impact measures continues. The Board emphasises the importance of tracking meaningful indicators of progress, including training completion rates, qualitative conversations with young people, parents, and staff, routine surveys and

other outcome measures. At the most recent Board a new set of outcome measures was presented to align with the new work programme.

Transparency and Governance

In line with the Board's commitment to transparency and accountability, Board minutes and papers will be published routinely.

Next Steps

As the Board moves into the next quarter, it will:

- Continue to review and advise on the implementation of the Response Plan and relevant priorities arising from the CPR.
- Support further embedding of safeguarding improvements across services.
- Maintain robust scrutiny of progress through enhanced triangulation and engagement.
- Continue work with partners to embed rights, participation, and impact measurement in a sustainable way.

The Board continues to review how long it should continue as a separate entity. This has also been discussed with the Welsh Government Ministerial Assurance Board. Current plans are for the Board to continue until the summer of 2026, with a further review at that point.

Closing Remarks

In closing, I would like to acknowledge the commitment shown by Board members during what has been a complex and sensitive period of work. Attendance and participation continues at a high level. The Board recognises that strengthening safeguarding arrangements and embedding a child-centred, rights-based approach across a whole system takes time, sustained leadership, and requires careful scrutiny. I am encouraged by much of the progress being made and the willingness to learn and adapt. The Programme is ambitious and will continue to demand senior staff time and other resources to be successful. The Board will continue to provide constructive support and robust oversight to Cabinet as this work progresses, with a continued focus on impact, transparency, and the lived experiences of children and young people.

Professor Sally Holland

Chair of the Response Plan Programme Board

23/02/26

QUARTERLY REPORT TO CABINET: RESPONSE PLAN PROGRAMME BOARD

PROFESSOR SALLY HOLLAND: CHAIR OF THE RESPONSE BOARD

DATE: 7th July 2026

Introduction

Since my last report to Cabinet in March 2026, the Response Plan Programme Board has continued to oversee the Council's response to the recommendations arising from the Child Practice Review, *Our Bravery Brought Justice*, and the wider Response Plan.

This report summarises the key developments and progress made during the last quarter.

Current Position

Work continues across all areas of the Response Plan against the seven key themes:

1. Voice of the Child and Supporting Victims
2. Managing Allegations and Concerns About Adults Working with Children
3. Training and Policies
4. School Governance
5. Restrictive Practices
6. Crisis Planning and Crisis Response
7. Supporting Ysgol Friars

Detailed progress reports are presented to the Board by the theme leads, highlighting achievements, priorities, risks and challenges, dependencies and resource implications. Board members have welcomed the improved reporting arrangements, noting that they provide greater clarity regarding progress, measures and outcomes.

This quarter's developments have included:

Estyn Inspection of Ysgol Friars

The recent Estyn inspection outcome for Ysgol Friars, has been shared with the Board. It was encouraging to note the recognition of the progress made since the appointment of Headteacher Margaret Davies in April 2025. Whilst the report identified areas requiring further attention, improvements were noted in safeguarding arrangements, leadership and school governance. This report provides an important external view to supplement the internal reports about the school's progress that the Board has previously received.

Voice of the Child

The Voice of the Child Strategy has been developed and updated following feedback from Board members. Supporting appendices are currently being finalised, with engagement planned with the Children and Young People's Forum, Education Strategic Groups and the Gwynedd Governors Forum following the GCSE examination period.

I have sought assurance that the voices of children and young people are being captured from a sufficiently broad range of groups and experiences. In particular, I was keen to understand how the Council engages with young carers, disabled children, care-experienced children, homeless young people and other groups whose voices may not always be routinely heard. I was encouraged to learn that Cyngor Gwynedd is recruiting a dedicated Engagement and Participation Officer to help strengthen this work.

This work marks an important step in Gwynedd's ambition to become a Child-friendly County, following a framework set out by UNICEF. This proactive and longer-term approach marks a transition from responding to immediate gaps, following the Our Bravery Brought Justice process, towards a long-term, preventative approach.

Safeguarding Awareness and Training

Further work has been undertaken to strengthen safeguarding awareness across the workforce. A new safeguarding awareness video has been developed to improve accessibility, particularly for staff who do not routinely access Council systems. Whilst the Board welcome these developments, the focus must now be on impact. It is important that these initiatives lead not only to improved completion rates but also to a greater understanding of safeguarding responsibilities and how concerns should be recognised and reported in practice. Additionally, staff must feel confident that their concerns will be taken seriously.

Crisis Planning

Progress continues on the development of crisis planning arrangements for schools. I have been encouraged by the engagement with headteachers throughout this process, who have provided appropriate challenge and constructive suggestions for improvements. This has helped to ensure that arrangements are informed by operational experience and are practical for schools to implement. As this work progresses, it will be important to ensure that plans are well understood, tested and embedded.

Public Accountability and Transparency

I welcome the development of a public-facing website, a child and family-friendly summary document, and supporting infographics outlining both the progress made to date and the

areas where further work remains ongoing. These resources should help improve transparency and understanding amongst residents, stakeholders and survivors.

I am also pleased that the Board's Terms of Reference have been revised and that Board papers are now published following each meeting. This is an important step in strengthening openness and public accountability.

Prioritisation of Activity

The Board has reviewed a revised prioritisation framework for the Response Plan. Given the scale of activity underway, the introduction of a clearer approach to prioritisation is welcomed. Whilst all actions remain important, the framework should help ensure that attention, capacity and resources remain focused on those areas presenting the greatest risk and requiring the most urgent action.

In March, a budget of approximately £600k was approved to support the workstreams under the Programme Board. I welcome this allocation, which provides a clear resource commitment to support delivery and help progress the programme at pace. The focus now will be on ensuring that the funding is used effectively to support the priorities across all work areas.

Scrutiny and Assurance

Outcome Measures

Work continues to develop and refine impact measures. The Board has reiterated the importance of focusing on meaningful indicators of progress, including qualitative feedback from children and young people. While a significant amount of work has been undertaken to develop policies, frameworks and procedures, the Board continues to emphasise the need to move beyond a compliance approach. The adoption of policy should be seen as the starting point rather than the end point. The key priority now is to understand the real impact of these changes on workforce practice, organisational culture and, most importantly, the safety and wellbeing of children. Some outcome measures are beginning to be presented to the Board, and the Board members are keen to see more of these in the coming months.

Quality Assurance Framework

The Quality Assurance Framework for children's services has been completed and presented to the Board. I am encouraged to see this important piece of work now in place. It sets out the vision, values and expectations for quality assurance activity across the service, including responsibilities, learning arrangements, supervision requirements and mechanisms for continuous improvement.

The focus now needs to shift to ensuring it is effectively communicated across the workforce and embedded in day-to-day practice, so that the intended improvements are realised in practice rather than remaining at a procedural level.

Welsh Government Assurance Group

As previously noted, the Welsh Government has established a separate Ministerial Assurance Board following the publication of *Our Bravery Brought Justice*. Following the Senedd election, there is currently some uncertainty regarding timelines and future engagement, as new Ministers establish their priorities and working arrangements. At this stage, the longer-term position of this group remains unclear, although further clarity is expected to emerge as the new administration becomes established.

Welsh Government representatives in the Board have provided updates on the ongoing national reviews of safeguarding governance and of school governing bodies. The findings of these are expected to have implications for all local authorities and regional safeguarding boards.

Next Steps

As the Board moves into the next quarter, it will:

- Continue to review and advise on the implementation of the Response Plan and relevant priorities arising from the CPR.
- Continue work on impact measurement, ensuring this is developed in a proportionate and sustainable way.
- Keep under review the Board's ongoing role and lifespan as a separate entity, including how this aligns with wider Council governance and scrutiny arrangements. This was discussed with the Welsh Government Ministerial Assurance Board prior to the election. Future arrangements will now need to be considered with the new Government.

Closing Remarks

In closing, I would like to acknowledge the commitment shown by Board members during what has been a period of continued development and growing maturity in the Board's arrangements. There has been significant work to strengthen reporting, and I would also commend the contribution of theme leads for their ongoing work in developing and delivering the programme areas. External members and elected members have continued to provide constructive scrutiny, challenge and supportive advice throughout.

As the Board moves into its next phase, there will need to be a stronger focus on measuring impact and ensuring that changes are properly embedded in practice. As part of this, it will also be important to continue to consider the Board's longer-term role, ensuring arrangements remain proportionate and aligned with wider governance structures. In addition, the implications of the recent Senedd election will need to be kept under review as future governance and oversight arrangements develop under the new administration.

As a final remark, I wish to acknowledge the recent reporting of child abuse at Canolfan Brynffynnon up to its closure in 2014, together with the prolonged employment issues which followed. The Response Board does not have a role to investigate past events, but instead to focus on current and future safeguarding. Nonetheless, I acknowledge the continued impact of serious past safeguarding failings on the confidence of Gwynedd's children, parents, staff and wider population regarding the Cyngor's ability to safeguard children in education. This makes it even more necessary for the Cyngor to take clear and transparent steps to regain that confidence and to demonstrate not only policy changes but also changes in everyday practice and culture.

Professor Sally Holland

Chair of the Response Plan Programme Board