

Directorate Escalated Risk Register Quarter 2 2022/23

Ref	Dir	Risk Description	Potential Consequence	Inherent Risk	Current Controls	Residual Risk	Proposed Management Actions	Target Risk Rating	Risk Reduction Target Date	Owner	Date of Escalation	Key Indicators / Measures
6	SOC	Children's Services Workforce Cardiff does not attract the required quality and quantity of experienced social workers. There are high numbers of agency workers in Children's Services.	Service Delivery / Reputational / Legal / Financial / Community & Environment / Stakeholder <ul style="list-style-type: none"> Difficult to sustain service improvement if workforce have not committed to Cardiff long term. Increase in costs of agency staff and additional budgetary pressures. 	High (A1)	<ul style="list-style-type: none"> Children's Services Workforce Strategy refreshed. Market supplement implemented. Recruitment led by OMs. Lessons learned from feedback received at Exit Interviews. Staff supervision procedures - reviewed and implemented; new recording mechanism being piloted. Personal Reviews. Recruitment of students into support worker posts with long term aim of securing their future with Cardiff. Prudent social work - ensure social workers do what only social workers can do and allocate other tasks to support workers – skill mix. Social Work Assistants recruited in support of prudent social work and with long term aim of growing your own social workers. Secondment programme. Temporary Resource Assistants recruited for OMs and social workers to test proof of concept. Development of dedicated Children's Services Training Unit. Induction processes reviewed and strengthened. Every newly qualified social worker in Children's Services has a mentor. Implementation of Welsh Government Recovery Fund projects. Practice leads appointed to support newly qualified social workers and social work assistants and improve consistency of practice. Stress Risk Assessments. Team briefings. Staff counselling availability including offer specifically in relation to sudden and unexpected bereavement in a professional capacity. 4th teams introduced in I&A and localities. 	High (B1)	<ul style="list-style-type: none"> Continue to develop and support the workforce by reducing permanent vacancies in the children's social services workforce by implementing a workforce development strategy and refreshed workforce plan. Shifting the balance of care and associated workstreams - Strength based working / Reunification Framework / Family Group Conferencing / Safe and Together model / The Right Place. Strengthen relationships with Universities (including Open University). Explore more creative options and strategies to grow our own social workers. Social worker job descriptions and person specifications to be moved to competency based format. 	Medium (D3)	Q4 2022/23	Sarah McGill Deborah Driffield	Q1 2019/20	Children's Services: Staff 1 - Percentage of social work vacancies in all teams
Court	Children's Services	Increase in insurance claims under the Human Rights Act and referrals to the Official Solicitor resulting from failure to remove children at risk and significant harm experienced while being looked after.	<ul style="list-style-type: none"> Financial Reputation Impact on children's lives and failure to reach full potential 	High (B2)	<ul style="list-style-type: none"> OM lead identified and team recruited to. Family Drug and Alcohol Court pilot ongoing. Court Support Team who provide redaction transferred into Children's Services. Additional temporary resource secured and recruited. Practice standards and practice guides developed. Practice leads introduced to support practice, improve consistency and develop systems to address culture and practice. Developing a practice wheel and introducing a practice development week to revisit previous practice development sessions to provide good practice examples of working with Legal. Quality Assurance team developing thematics to be addressed as part of workforce development. 	High (B2)	<ul style="list-style-type: none"> Issue with insurance cover for claims under the Human Rights Act noted. Outcome of High Court ruling pending. Legal team to link with Insurance to review claims process to ensure that it is efficient and effective. Training session to be held with all managers in Children's Services. 	Medium (C2)	Q4 2022/23	Sarah McGill Deborah Driffield	April 2022	Number of insurance claims
Children Looked After	Children's Services	Placement breakdown and sufficiency for children looked after and subsequent increase in the number of children in placements operating without registration, and duration of these placements	Service Delivery / Reputational / Financial / Community & Environment / Stakeholder <ul style="list-style-type: none"> Insufficient placements in Cardiff to meet need so more children looked after in out of area and associated costs Increase in the number of care leavers who experience further difficulties in later life including ending up in the penal system, NEET, single parenthood, substance misuse Increasing numbers of foster carers and kinship carers places increasing demand on supervising social workers. 	High (A1)	<ul style="list-style-type: none"> Corporate Parenting Strategy in place. Substitute Family Care service in place. Child and Adolescent Mental Health Service (CAMHS) service specification under development and new early intervention service in place to meet need below the thresholds of specialist CAMHS. Funding identified for dedicated full time psychologist post for children looked after. Supervised Contact Service provided. Implementation of Foster Wales. Interventions Hub in place - business case to extend out of hours support being considered. CMT has oversight of all residential placements and high cost support packages. Commissioning Strategy and Market Position Statement in place. All cases risk assessed to identify those at highest risk of breakdown and in need of support. Contingency plans in place for all children. Ongoing work with providers to grow the local market. Increased in house residential provision, including emergency placement provision in place. Kinship care arrangements being overseen alongside in house fostering. Regular contact with in house foster carers to ensure support mechanisms in place. Regular contact with providers. Ambitious Accommodation Strategy under development - clearly linked with implementation of The Right Place. Emergency project in place as part of wider work programme to address demand and accommodation sufficiency issues. 	High (B2)	<ul style="list-style-type: none"> Review of adoption services for Cardiff underway. Joint working with Education to be undertaken re: effective monitoring of education and how we can dovetail it into our planning at earlier stages within the child's journey. Anti disruption process to be reviewed. 	Medium (D1)	Q4 2022/23	Sarah McGill Deborah Driffield	April 2022	Number of children in unregulated placements

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Leaving Care	Children's Services	Social Services do not achieve desired outcomes or meet assessed need sufficiently for care leavers due to lack of placement sufficiency, including Young Person's Housing Gateway provision	<ul style="list-style-type: none"> Increased likelihood of regulatory / inspectorate intervention Reputation Increase in costs / impact on budget Increased demands on support Delay in young people achieving independence 	High (B2)	<ul style="list-style-type: none"> Fostering offer improved, including fee uplift. Children's Service's Strategy being reviewed. Children's Commissioning Strategy and Market Position Statement in place. Provider quality assurance process for children's placement providers in place. Ongoing work with providers to grow the local market. Mechanism in place to project and monitor referrals of young people to the Housing Gateway. Work being undertaken with Housing to increase Gateway provision - new provision available and more being sourced. Current and prospective approvals to be revisited to extend age range for placements. Projects resulting from additional funding including Regional Integration Fund, successful pressure bids, transformation fund and COVID-19 Recovery Fund. Work ongoing with Housing to develop gateway provision - 15 additional units in 2021/22 with more due to come on stream shortly. Work with Housing re: Housing First initiative. Emergency project launched to address demand and accommodation sufficiency issues. Role of Personal Adviser Service being reviewed to ensure best use of resource. 	High (B2)	<ul style="list-style-type: none"> Shifting the balance of care scorecard being developed to support monitoring of placements and demand. 	Medium (D3)	Q4 2022/23	Sarah McGill Deborah Driffield	April 2022	Number of care leavers waiting for YPG accommodation