

Journey	Risk Description	Potential Impact	Inherent Risk		Current Controls	Residual Risk		Proposed Management Actions	Target Risk Rating		Risk Reduction Target Date	Key Indicators / Measures			
			Likelihood	Impact		Likelihood	Impact		Likelihood	Impact					
Early Help, MASH & I&A	Failure to effectively manage demand resulting in increase in number of children looked after and the service and financial pressures this presents	See Demand risk on Corporate Risk Register													
Early Help, MASH & I&A	Youth Justice Service fails to fulfil its functions (statutory and non statutory)	<ul style="list-style-type: none"> Reputational damage to the Council Litigation with associated financial penalties Intervention from regulatory bodies Children at risk of significant harm Staff well-being Community safety concerns increase Increase in crime in Cardiff Detrimental impact on partnership working 	A	2	High - Red	<ul style="list-style-type: none"> Governance arrangements improved. Dedicated Operational Manager. Team Manager capacity increased; restructure implemented and managers in post. Improved Quality Assurance arrangements. Training in relation to the Asset Plus risk assessment / management database held. Safeguarding self evaluation being undertaken - training analysis to follow. Improved engagement with Youth Justice Service core cities, including learning from good practice. Multi Agency Safeguarding Hub staff trained in use of ChildView. Report cards developed to support ongoing monitoring. Policies and procedures ready for sign off. Prevention Service. Updated Strategy and action plan launched. Notification of de-escalation from YJB intervention received. 	D	2	Medium - Red / Amber	<ul style="list-style-type: none"> See Youth Justice Improvement Plan Implement recommendations of report of follow up inspection by HMIP and CIW. 	E	2	Medium - Amber / Green	Q4 2022/23	<ul style="list-style-type: none"> Number of first-time entrants into the Youth Justice System Percentage of children re-offending within six months of their previous offence Number of young people in receipt of a prevention service from the Youth Justice Service
Child Protection	Systemic failure in the effectiveness of the Council's safeguarding arrangements together with other statutory safeguarding partners.	See Safeguarding risk on Corporate Risk Register													
Care and Support	Care planning for children and young people lack timescales and clear outcomes leading to drift in implementation of plans and delay in achieving desired outcomes	<ul style="list-style-type: none"> Parents not supported to understand what needs to be done in order to improve their children's lives. Delay in case closure leads to longer than required interventions which is intrusive to families and impacts on social worker caseloads. 	A	1	High - Red	<ul style="list-style-type: none"> Locality Best Practice Group established with leads identified for Task & Finish Groups to focus on specific workstreams. Best Practice Handbook developed. Multi disciplinary teams. Reunification Framework / Family Group Conferencing / Safe and Together model / The Right Place model. Introduction of 4th team in localities to increase manager capacity for decision making. Best practice approach agreed to support staff to understand what good looks like in Cardiff focusing on 5 key priorities. Interventions Hub in place - business case to extend out of hours support being considered. Reviewing Hub. Partnership working via Starting Well Partnership to ensure safe discharge plans for children with mental health and emotional wellbeing issues. 	D	1	Medium - Red / Amber	<ul style="list-style-type: none"> Use of Neglect Toolkit to be considered. 	D	2	Medium - Red / Amber	12 months +	Monitored via PowerBi weekly report.
Care and Support	Young people (including disabled young people) do not have the necessary support to ensure a smooth transition to adult life / independence	<ul style="list-style-type: none"> Young people are left even more vulnerable Young people (including disabled young people) "fall between the cracks" Long term additional costs for Health & Social Care services Inappropriate placements used for young people Less fulfilled lives as young people lose their independence as services are not there to adequately support them 	A	1	High - Red	<ul style="list-style-type: none"> Referral process from Children's Services to Adult Services agreed. Electronic prompt that child has reached aged 14 under development. Transition lead identified. Joint protocol across Cardiff and the Vale of Glamorgan. Remodelling services for children with disabilities including projects funded by RIF. Transition social work assistant posts in Child Health & Disability Team. Child Health & Disability Service managed within Children's Services with a dedicated Operational Manager. Easy Read Version of Planning For My Future Protocol completed - animated version in development. Scope of multi agency strategy for children with additional needs and disabilities defined by Starting Well Partnership. When I Am Ready Scheme. Young People's Housing Gateway in place with new provision available and more being sourced. Housing First initiative. Bright Start traineeship scheme and apprenticeships transferred to Into Work Service. Monthly meetings with to discuss transitions for care leavers. Joint person centred planning training with Health and Education delivered. New method of making payments to care leavers implemented. Projection of housing needs for young people incorporated into Accommodation Project. Young people have shared experiences and challenges re: gaining independence - to inform staff and improve service delivery. Review of Personal Adviser service undertaken - options being considered. Implementation of Extended Entitlement for care leavers. Multi disciplinary Transitional Safeguarding Panel for young people aged 16-25 with complex needs established. 	D	1	Medium - Red / Amber	<ul style="list-style-type: none"> Monitoring and evaluation via management forum within Cardiff. Monitoring and evaluation via RIF grant process. 	D	2	Medium - Red / Amber	12 months +	
Care and Support	Young people (including disabled young people) do not receive the services they need in adulthood or limited services are available because they do not meet required thresholds	<ul style="list-style-type: none"> Young people are left even more vulnerable Young people (including disabled young people) "fall between the cracks" Long term additional costs for Health & Social Care services Inappropriate placements used for young people Less fulfilled lives as young people lose their independence as services are not there to adequately support them 	A	1	High - Red	<ul style="list-style-type: none"> Referral process from Children's Services to Adult Services agreed. Electronic prompt that child has reached aged 14 under development. Transition lead identified. Joint protocol across Cardiff and the Vale of Glamorgan. Remodelling services for children with disabilities including projects funded by RIF. Transition social work assistant posts in Child Health & Disability Team. Child Health & Disability Service managed within Children's Services with a dedicated Operational Manager. Easy Read Version of Planning For My Future Protocol completed - animated version in development. Scope of multi agency strategy for children with additional needs and disabilities defined by Starting Well Partnership. When I Am Ready Scheme. Young People's Housing Gateway in place with new provision available and more being sourced. Housing First initiative. Bright Start traineeship scheme and apprenticeships transferred to Into Work Service. Monthly meetings with to discuss transitions for care leavers. Joint person centred planning training with Health and Education delivered. New method of making payments to care leavers implemented. Projection of housing needs for young people incorporated into Accommodation Project. Young people have shared experiences and challenges re: gaining independence - to inform staff and improve service delivery. Review of Personal Adviser service undertaken - options being considered. Implementation of Extended Entitlement for care leavers. Multi disciplinary Transitional Safeguarding Panel for young people aged 16-25 with complex needs established. 	D	1	Medium - Red / Amber	<ul style="list-style-type: none"> Monitoring and evaluation via management forum within Cardiff. Monitoring and evaluation via RIF grant process. 	D	2	Medium - Red / Amber	12 months +	
Court	Issuing of care proceedings and subsequent compliance with Court Orders is challenging because existing capacity in Children's Services is insufficient to meet demand and undertake required work in a timely manner	<ul style="list-style-type: none"> Reputational damage to the Council as a whole. Being held in contempt of Court for non-compliance with Court Orders. Costs orders being made against the Local Authority for non-compliance with Court Orders. Damages claims against the Local Authority as a result of delay in issuing proceedings. Drift in securing permanence plans for children. Children remain at risk of significant harm. Professional reputation of staff and subsequent recruitment problems. 	B	1	High - Red	<ul style="list-style-type: none"> Ongoing recruitment to vacant social worker posts with interim agency cover for vacant posts. Public Law Outline Review is anticipated to reduce the number of care proceedings issued in the long term - planning for implementation commenced. CareFirst client record system provides a notification to managers when a child remains on the Child Protection Register at the second review; this triggers a review of the case by senior managers to identify potential drift in issuing pre-proceedings. Dedicated post overseeing care proceedings in Children's Services. Court Improvement Plan in place - with project support identified to drive work forward. Tracker reviewed and updated. Pilot of new process ongoing. Court Support Team who provide redaction transferred into Children's Services. Additional temporary resource secured and recruited to. PLO scorecard developed. 	D	1	Medium - Red / Amber	<ul style="list-style-type: none"> Urgent cases outsourced to prevent unnecessary delays. Potential backlog of private law cases noted. 	D	2	Medium - Red / Amber	12 months +	PowerBi report under development
Court	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.	See Court risk on Escalated Directorate Risks													

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			Likelihood Impact	Priority		Likelihood Impact	Priority		Likelihood Impact	Priority					
Children looked after	Children looked after fail to achieve stable, fulfilling and happy lives as young people and adults	<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. 	A	1	High - Red	<ul style="list-style-type: none"> Corporate Parenting Strategy. Substitute Family Care service. 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. Implementation of Foster Wales. Interventions Hub, including Adolescent Resource Centre. CMT oversight of all residential placements. Commissioning Strategy and Market Position Statement. All cases risk assessed to identify those at highest risk of breakdown and in need of support. Contingency plans in place for all children. Kinship care arrangements being overseen alongside in house fostering Regular contact with in house foster carers to ensure support mechanisms in place. Ongoing work with providers to grow the local market. Regular contact with providers. Increased in house residential provision. Ambitious Accommodation Strategy under development - clearly linked with implementation of The Right Place. Emergency project launched to address demand and accommodation sufficiency issues. 	D	1	Medium - Red / Amber	<ul style="list-style-type: none"> 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. 	D	2	Medium - Red / Amber	12 months +	
Children Looked After	Placement breakdown and sufficiency for children looked after	See Children Looked After risk on Escalated Directorate Risks													
Leaving Care	Children's 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	See Leaving Care risk on Escalated Directorate Risks													
Adoption	Historical records are no longer accessible due to corrupted microfiche files	<ul style="list-style-type: none"> Reputational damage to the Council Litigation with associated financial penalties Intervention from regulatory bodies 	A	1	High - Red	<ul style="list-style-type: none"> Arrangements being made for manual microfiche files to be scanned on to disc. Original microfiche to be retained and stored securely as contingency. 	B	1	High - Red	<ul style="list-style-type: none"> Back up copies of disc to be made after files are scanned. 	E	1	Medium - Amber / Green	Q3 2022/23	
Adoption	A data breach occurs in the process of resolving the above risk and Children's Services are responsible for the financial penalty.	<ul style="list-style-type: none"> Financial Reputational damage to the Council 	C	1	Medium - Red / Amber	<ul style="list-style-type: none"> Data Protection Agreement in place. 	D	1	Medium - Amber / Green		D	1	Medium - Amber / Green	Q3 2022/23	
Cross cutting - workforce	Cardiff does not attract the required quality and quantity of social workers. There are high numbers of agency workers in Children's Services.	See Workforce risk on escalated Directorate Risk Register											Percentage of social work vacancies in all teams		

High - Red	7
Medium - Red / Amber	1
Medium - Amber / Green	0
Low - Green	0
Total	8

High - Red	1
Medium - Red / Amber	6
Medium - Amber / Green	1
Low - Green	0
Total	8

High - Red	0
Medium - Red / Amber	5
Medium - Amber / Green	3
Low - Green	0
Total	8