

Children & Young People Services, Service Plan 2018-22 (2020/21)

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Introduction & Background

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. The Act also requires that the Council delivers in a sustainable way and considers its principles the '5 Ways of Working'. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of Wales' Well-being Goals:

1. To improve skills, educational outcomes and employment opportunities;
2. To promote economic growth and regeneration whilst protecting the environment;
3. To enable people to be healthy, independent and resilient; and
4. To build cohesive and sustainable communities.

Newport Strategic Recovery Aims

At the start of 2020, Wales faced a Covid 19 pandemic which has impacted on the way which Newport Council and Children's Services delivers its services to communities. The Council's initial response was to protect frontline services, support the vulnerable in the community and ensure continuity of services. On the Council's road to recovery and reinstatement of services, Newport Council has established [Strategic Recovery Aims](#) that will enable the Council to learn from the impacts that Covid 19 caused, the new and emerging challenges that services face and the opportunities that have emerged from new ways of working. These Aims will support the Council's Corporate Plan and this Service Plan will support the delivery of these aims.

Children & Young People Services purpose is “*To promote and safeguard the wellbeing of children and young people within their families and where this is not possible, to provide good quality alternative care*”.

The challenges faced by children’s social care prior to the pandemic included the immense day to day pressure on front line social workers who are dealing with children and families who are at considerable risk, societal pressures linked to public perceptions of risk and perceived failings, the volume of need and handling the expectations and fears of the public and other agencies, managing increasing expectations from CIW, significantly increasing demands on social workers from the judiciary, finding suitable placements for children with complex needs and challenging behaviour, managing budget pressures particularly from placements for children in care as well as balancing emerging evidence in practice developments and changes in guidance, regulation and requirements. All of these challenges have been compounded by the significant impact on children and families of the pandemic. The impact of illness, bereavement, lockdown including school closure and the suspending of all usual activities for children, the loss of time with friends and family and the changes in family income have in the short term had both negative and positive consequences for children while the medium and long term effects will inevitably take time to fully emerge. For Children’s Services staff the personal impact of the pandemic for all has been immense. Rapid changes in working practices have had to be embedded and embraced while acknowledging the personal impact of the changes for all.

The key factors for our services have not changed. Fundamental to all our work is firstly to support children to remain safely with their families. Our emphasis on preventative services alongside support for families to explore their strengths and meet the needs of their children is crucial in meeting this first outcome. Secondly when children are in our care and leave our care we must do everything to support them to ensure positive outcomes. Children and families deserve services that are truly holistic and recognise the multifaceted nature of families lives. In order to ensure we can work to meet this need partnership underpins our service. We work with families and a broad range of agencies to meet our stated outcomes and to offer the best possible services.

Over the coming three years we will look to develop and enhance all elements of Children’s Services to safely reduce the numbers of children being looked after while ensuring that those who are looked after have effective and nurturing placements which promote aspiration into adulthood. The added challenges of recovery and managing the necessary changes brought about by Covid 19 have not changed our underpinning drivers.

Children & Young People Services provides a range of services to children and families requiring care and support. All our teams continued to deliver services throughout the period of lockdown. Welsh Government issued additional guidance for the operation of Children’s Services while regionally the LAs worked together to a shared approach across Gwent with regular review as the situation has changed. As with all service areas Children’s Services have used the structures of the LA including Gold to raise issues and highlight challenges.

Operations – These teams undertake first point of contact work for referrals from the public and other agencies. They undertake assessments, multi-agency plans strategy meetings and conferences, initiate care proceedings, court processes and other activities. The core teams in this area include Newport Safeguarding Information Hub, Child Protection and Children requiring Care and Support teams, Mentoring Assessment and Consultancy, Disabled Children’s Team, Pathway Teams and Youth Justice Team.

Placement resources for our Looked after Children – The teams provide the direct care for children who live in residential homes, in-house fostering services, out of county placements, promoting educational achievement, training and therapeutic support for emotional and mental wellbeing. The core teams in this area include Residential Services, Fostering Team, Family and Friends Team.

Family Support Services - The teams provide a range of evidence based, outcome focussed interventions designed to reduce risk in families, improve resilience and avoid the need for more acute services. They work with the frontline social work teams to prevent children coming into the care system unless it is absolutely necessary. They support families when children are being rehabilitated to the care of their birth families and provide court ordered supervised contact as well as certain key programmes requested by the courts. The teams involved are the Family Support team; Family Contact Service and Prevention Services.

Safeguarding – The Safeguarding team is responsible for ensuring that all vulnerable children are protected and that where there is evidence that a child is at risk or harm that effective processes are in place to make an assessment, investigate and take action if necessary. The Safeguarding team collaborates with other social care providers, health board, police, education, probation and other organisations both internal and external) through the South East Wales Safeguarding Children s Board.

The Children’s Services plan needs to be read in conjunction with the Children’s Services Commissioning Strategy, the Residential Strategy, the Corporate Safeguarding reports, the plans submitted to Welsh Government for the expectation of reduction in the numbers of children who are looked after and the multi-agency action plan prepared after the December 2019 Joint Inspectorate Review of Child Protection Arrangements.

Finance

The Council’s budget for 2020/21 was agreed at [Council](#) on 27th February 2020. In 2020/21 Children Services base revenue budget has been set as £25,904,000. For the financial year 2019/20 the budget for Children Services was set as £24,467,000.

Children Services Programmes and Projects 2020-22

To support the delivery of the Council’s Corporate Plan 2017-22 objectives, Children Services is delivering the following projects:

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) that it supports	Strategic Recovery Aim(s) supported	Corporate Theme(s)	Programme / Project Start Date	Anticipated Programme / Project Completion Date
Residential Children’s Homes	Increase the number of placements for children available in residential care in Newport by developing LA provision. In so doing children can be cared for locally and are more able to develop resilience and sustain their local connections. Ensuring we are aspirational in the care of our	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Not applicable	Resilient Communities	1 st March 2019	30 th September 2021

	children is part of this ambition as well as promoting the best use of our resources. This links with regional developments and assists in providing support for children with the highest levels of vulnerability. The planned developments for the coming year are Rosedale and Windmill Farm.					
Review of existing Children's Home	This project is a further development to improve the in house residential offer and ensure all provision is of suitable quality and offers care of the highest standard.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Strategic Aim 3	Resilient Communities	1 st July 2020	31 st March 2021

Service Plan Objectives and Actions 2020/21

Children & Young People Services has set 4 Objectives to deliver in 2020/21:

Objective 1 – Deliver effective services to support children to safely remain with their families

Objective 2 – Improve outcomes for children in care and care leavers including a focus on safe reunification

Objective 3 – Ensure a range of placements are available for looked after children

Objective 4 – Prevent offending and re-offending by children and young people.

Objective 1		Deliver effective services to support children to safely remain with their families				
Objective Outcome(s)		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient				
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	Not applicable	Head of Children & Young People Services (SJ)	1 st April 2020	31 st March 2022
2	Explore sustainability options for the Early Intervention Project within the Preventions Team for post March 2021.		Not applicable	Service Manager (CRP)	30 th September 2020	31 st March 2021
3	Consider models of delivery for the Prevention Team to develop effective joint		Not applicable	Service Manager (CRP) Service Manager (NP)	1 st April 2020	30 th September 2020

Objective 1		Deliver effective services to support children to safely remain with their families				
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What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient				
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	working arrangements alongside SPACE, FIT, CAMHS and the existing projects run by Barnardo's					
4	Develop a rapid response provision at the front door of Children's Services utilising the skill set in existing provision.		Not applicable	Service Manager (NP) Service Manager (DJ)	1 st April 2020	31 st December 2020
5	Work with the Pathway Service to support reunification of CLA to family/friends.		Not applicable	Service Manager (NP)	1 st April 2020	31 st March 2021
6	Embed Baby and Me to support families from early in pregnancy where there is a high risk of the need for statutory intervention.		Not applicable	Service Manager (DJ)	1 st April 2020	31 st March 2021
7	Continue the work started with GDAS to base multiagency staff in frontline teams		Not applicable	Service Manager (DJ)	1 st April 2020	31 st March 2021
8	Complete and deliver actions agreed in the post safeguarding joint inspection action plan		Not applicable	Head of Children & Young People Services (SJ)	1 st April 2020	31 st March 2021

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What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
9	The Public Law Working Group reform of Family Justice will be published in July 2020. Children's Services staff with legal colleagues will engage in the implementation strategy for the rollout of the changes	This work will focus on Special Guardianship, Section 76, processes during the pre-proceedings period and Supervision Orders. Supporting children to safely remain with their families is the primary outcome with improved performance in the court arena as a secondary outcome.	Not applicable	Head of Children & Young People Services (SJ)	30th June 2020	31 st March 2021
10	Work with colleagues in legal services to develop an agreed set of checklists to improve shared approaches to pre proceedings, PLO, and legal meetings.	Carried forward from 2019/20	Not applicable	Service Manager (DJ)	1 st April 2019	31 st December - 2020
11	Establish provision based on existing family support to provide an effective "hands on" support where neglect is a key presenting family issue.	Carried Forward from 2019/20	Not applicable	Service Manager (DJ)	1 st June 2019	30 th June 2020
12	Monitor the effectiveness of Family Group Conferencing (FGC).	Carried forward from 2019/20 FGCs are now embedded in practice in Newport, we need to	Not applicable	Service Manager (DJ)	1 st January 2020	31 st December 2020

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Objective Outcome(s)		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient				
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		evaluate this in terms of supporting children not to come in to care.				

Objective 2		Improve outcomes for children in care and care leavers including a focus on safe reunification				
Objective Outcome(s)		Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children's Commissioner will underpin the actions.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient				
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	All actions in this section will contribute to improving outcomes for children in care and care leavers.	Not Applicable	Service Manager (JL)	1 st April 2020	31 st March 2021
2	Continue to develop a range of options for CLA to engage in work experience and have the offer of a mentor.		Not Applicable	Service Manager (NP)	1 st April 2020	31 st March 2021
3	Work with the Pathway Service to ensure that all CLA are offered opportunities to develop independent living skills to ensure that young people transition into independent living successfully.		Not Applicable	Service Manager (NP)	1 st April 2020	31 st December 2021
4	Work to the revised guidance for Corporate Parenting from Welsh		Not Applicable	Head of Childrens & Young People (SJ)	1 st June 2020	31 st July 2021

Objective 2		Improve outcomes for children in care and care leavers including a focus on safe reunification				
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What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient				
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
	Government (due in summer 2020) with the Corporate Parenting Forum and potentially other partners to build understanding of shared responsibility.			Deputy Team Manager (JB)		
5	In light of the learning during lockdown we will review our existing arrangements for family time to improve the offer for children and families: i) To develop a comprehensive framework of all aspects of family time; ii) Continue to deliver family time virtually as a positive for families.		Strategic Aim 3	Service Manager (DJ)	1 st July 2020	31 st October 2020

Objective 3		Ensure a range of placements are available for looked after children				
Objective Outcome(s)		Newport has a mix of in house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 3 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children. This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.				
What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
1	Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport	Through collaboration with MyST also been recruited to in Newport who should promote the return of Out of County foster children to Newport. These new homes will increase the number of placements available to Newport Children and also allow potential to 'sell' placements to other Gwent LA's.	Not Applicable	Service Manager (JL)	1 st April 2019	30 th September 2021
2	To increase the number of foster carers recruited to NCC through increased marketing and scoping raising fostering fees and implementing council tax exemptions.	Increased numbers of foster carers means a reduction in OOC and Independent foster placements. This will reduce costs to the department and allow children to remain within Newport.	Not Applicable	Service Manager (JL)	1 st April 2020	31 st March 2021
3	To continue to develop the Family and Friends team to offer a robust package of support for family and friend carers from assessment through to placement	Robust support in place- although some support groups have not taken place due to covid 19. Virtual training and support in place and moves to provide group	Not Applicable	Service Manager (JL)	1 st April 2020	31 st March 2021

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What Well-being Objective(s) does this objective support?		Well-being Objective 3 – To enable people to be healthy, independent and resilient.				
What Corporate Theme(s) does this objective support?		Aspirational People Resilient Communities				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)?	Action Owner	Action Start Date	Anticipated Completion Date
		and face to face contact will be in line with WG guidance. This should prevent the breakdown of SGO placements and increase the number of foster placements transitioning into SGO placements thereby reducing the number of CLA.				
4	To work with MyST and Fostering Team to develop a joint approach to supporting foster carers and children looked after.	This should prevent the breakdown of SGO placements and increase the number of foster placements transitioning into SGO placements thereby reducing the number of CLA.	Not Applicable	Service Manager (JL)	1 st July 2020	31 st July 2021

Objective 4		Prevent offending and re-offending by children and young people.				
Objective Outcome(s)		The Youth Justice Service (YJS) is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and re-offending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system. The service manager for YJS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan.				
What Well-being Objective(s) does this objective support?		Well-being Objective 4 – To enable people to be healthy, independent and resilient				
What Corporate Theme(s) does this objective support?		Not Applicable				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
1	Youth Justice Service to engage on local and national youth justice issues and develop strategic plans in response	All of the action in this section work towards prevention of offending and re-offending.	Not Applicable	Service Manager (CRP)	1 st April 2020	31 st March 2021
2	Embed new Local Standards across the service.		Not Applicable	Service Manager (CRP)	1 st April 2020	31 st December 2020
3	Adopt Her Majesty's Inspectorate (HMI) Probation YJS Standards	Carried Forward from 2019/20	Not Applicable	Service Manager (CRP)	1 st April 2019	31 st December 2020
4	Establish a clear remit for and implement pathways to embed the new Child Exploitation tool and processes within the service.		Not Applicable	Service Manager (CRP)	1 st January 2020	30 th September 2020
5	Develop the breadth of support available from the service, incorporating a robust preventative and early intervention agenda within a contextual safeguarding framework		Not Applicable	Service Manager (CRP)	1 st April 2020	31 st March 2021
6	Build on work on Contextual harm and exploitation, safeguarding research, and embed new approaches to understanding, and responding to	Carried Forward from 2019/20	Not Applicable	Service Manager (CRP)	1 st April 2019	31 st December 2020

Objective 4		Prevent offending and re-offending by children and young people.				
Objective Outcome(s)		The Youth Justice Service (YJS) is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and re-offending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system. The service manager for YJS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan.				
What Well-being Objective(s) does this objective support?		Well-being Objective 4 – To enable people to be healthy, independent and resilient				
What Corporate Theme(s) does this objective support?		Not Applicable				
Action No.	Action Description	Action Outcome(s)	Action supporting the Strategic Recovery Aim(s)	Action Owner	Action Start Date	Anticipated Completion Date
	young people's experiences of significance					

Children & Young People Service Performance Measures 2020/21

For 2020/21 Welsh has introduced a new performance framework for Children Services. Due to Covid 19 some of these measures have been delayed and will not be measured until later in the year and also subject to change. Targets for new measures will be set once benchmarking has been completed.

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2019/20 Actual	2019/20 Target	2020/21 Target
(NEW) CH/001 - The number of contacts for children received by statutory Social Services during the year.	National	Objective 1	N/A	N/A	No Target
(NEW) CH/005b - The number where physical punishment by a parent or carer was the only factor. <i>Note: Measure delayed due to Covid 19</i>	National	Objective 1	N/A	N/A	No Target
(NEW) CH/009b - The Active Offer of Welsh was accepted (During assessment)	National	Objective 1	N/A	N/A	No Target
(NEW) CH/015 - The total number of children with a care and support plan at 31 st March.	National	Objective 1	N/A	N/A	No Target
(NEW) CH/036 - The total number of children removed (de-registered) from the child protection register during the year	National	Objective 1	N/A	N/A	No Target
CH/L01 - The total number of children registered on the child protection register in the last 12 months	Local	Objective 1			No Target
CH/026 - The total number of children on the child protection register at 31 st March.	National (Note was Local CYP/L/037)	Objective 1	128	110	130
(NEW) - CH/033 The total number of reports of child exploitation received during the year <i>Note: Measure delayed due to Covid 19</i>	National	Objective 1	N/A	N/A	No Target
(NEW) CH/037 - The number of children becoming looked after during the year	National	Objective 1	N/A	N/A	No Target
(NEW) - CH/L002 - The Number of Children who Ceased being Looked After during the year	Local	Objective 1	N/A	N/A	No Target
CH/043 - The total number of children looked after at 31 st March who have experienced three or more placements during the year	National (Note this is the Numerator of CYP/033 (PAM/029))	Objective 2	12.8%	9%	9%
CH/045 - The total number of children who returned home during the year	National (Note was the numerator of CYP/26)	Objective 2	8.7%	15%	15%
(NEW) CA/010 - The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year. Provided by Barnardos	National	Objective 1	N/A	N/A	No Target

Performance Measure	National / Local / Management Information	Service Plan (SP) Objective	2019/20 Actual	2019/20 Target	2020/21 Target
(NEW) CH/L003 – Number of Foster Carers registered with the Local Authority (Inc Kinship, Supported Lodgings General and Respite)	Local	Objective 3	N/A	N/A	No Target
(NEW) CH/L004 – Number of Childrens Residential Fostering Beds	Local	Objective 3	N/A	N/A	No Target
(NEW) CH/L005 – Number of Children in care proceedings during the year	Local	Objective 2	N/A	N/A	No Target
CH/039 The number of children looked after children at 31 st March.	National (Note was Local CYP/L/036)	Objective 3	375	375	380
(Youth Justice Service) - % of young people in suitable accommodation at the end of a statutory order.	Local	Objective 4	No data	80%	80%
(Youth Justice Service) – Average 'Post 16' Hours at End of Intervention	Local	Objective 4	No data	16 Hours	16 hours
(Youth Justice Service) - Average number of hours 'School Age' children attend at the end of an Intervention.	Local	Objective 4	No data	25 Hours	25 hours
(Youth Justice Service) – Total Number of first Time Entrants	Local	Objective 4	No data	40	40
(Youth Justice Service) - % of all cases that are community resolutions.	Local	Objective 4	No data	70	70

Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA etc for benchmarking / comparison

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

Current Service Area Risks 2020/21

Risk Name	Risk Description	Risk Owner	Corporate Risk / Service Risk	Risk linked to Wellbeing Objective	Risk linked to Corporate Theme?	Risk linked to Service Objective?	Inherent Risk Score (0-25)	Target Risk Score (0-25)
Pressure on the Delivery of Children Services	Increased pressure on Children Services to manage increase in volume of referrals / cases of children with complex needs. This is in the context of budgets not being able to meet increase in costs to provide the necessary care and front-line staff being able to manage high volume and complex caseloads.	Sally Jenkins	Service Risk	Well-being Objective 3	Aspirational People Resilient Communities (Social Care)	Not Applicable	20	6
Safeguarding Risk	To ensure the Council safeguards adults, children and carers as part of its statutory duty.	Mary Ryan	Corporate Risk	Well-being Objective 3	Resilient Communities (Social Care)	Not Applicable	20	4
(NEW) Liability claims made against Children Services	The Council like others in South East Wales has seen an increase in the number of claims made against the Council on behalf of children about decisions made and/or the level of intervention received historically. This has resulted in the Council having to increase the level of financial provision to account for these cases.	Sally Ann Jenkins (Gareth Price , Head of Law & Regulation)	Service Risk	Wellbeing Objective 3	Resilient Communities (social Care)	Not applicable	15	9
(NEW) Family Court Cases	As a result of Covid 19 there are emerging court delays. The requirements for social distancing means courts are going to continue to struggle	Sally Ann Jenkins	Service Risk	Wellbeing Objective 3	Resilient Communities (social Care)	Not applicable	12	6

	with likely delays for many months. There is a significant risk of increased and protracted court cases. This brings additional cost to social services and legal and places the teams under further stress.							
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5x5 Risk Matrix

Probability	5	5 - Moderate	10 - Major	15 - Severe	20 - Severe	25 - Severe
	4	4 - Moderate	8 - Moderate	12 - Major	16 - Severe	20 - Severe
	3	3 - Low	6 - Moderate	9 - Major	12 - Major	15 - Severe
	2	2 - Low	4 - Moderate	6 - Moderate	8 - Moderate	10 - Major
	1	1 - Very Low	2 - Low	3 - Low	4 - Moderate	5 - Moderate
		1	2	3	4	5
		Impact				

Inherent Risk	This is based upon the initial risk score given in the absence of any controls.
Target Risk	This is the level of risk the Council, service area, programme / project is willing to tolerate in reflection of the Council's overall Risk Appetite (See Risk Management Policy).