							vulnerable children and young people and compliance with of Middlesbrough's existing Improvement Board on 13th
nuary 2020. A more indepth and longer term	n plan is already being developed wit	th the aim of addressing Ofste	d's recommendations, a	nd the reasons behind t	nem, as set out in th	e report of t	heir recent inspection. This development will include or corporated into the longer term plan to provide continuity of
RED Overdue: AMBER	At risk: GREEN On Track:	BLUE Complete: Blank	Not Started:				
ective: Children, Young People and their familie experiences and progress of children who need		and at the right time.					
Task mber Key action Identify all children and young people who are current managed within Early Help whose needs meet the	Activity y 1. Identify top 10 risky cases and audit with QA manager.	Outcome Thresholds for early help and social care will be appropriately applied and risk will	.,	Lead Director of Education, Prevention and Partnerships,	Target date Priority Cases identified by 10th Jan 2020. Audits	Rag rating	Update Additional audit capacity has been agreed to support the identified auditing work. An audit of thresholds is taking place in the MACH . 22.01.20 Update GE- Point 1 - Cases
threshold for a statutory social work service and step cases up.	2. Identify an audit programme and complete an audit on all cases.3. DCS and AD to agree with Redcar how cases reviewed re thresholds are processed via the	be managed at the correct level. The interface between early help and statutory services is clearly and effectively differentiated. Workers in early help and	needs and/or concerns are first identified. The early help provided improves the child's situation and supports sustainable progress	Director of Children's care, Head of Service for Assessment			identified. Audit commenced on 17th January and will conclude on 23rd Jan. Point 4 - Ongoing Step Ups from EH to STMACH in progress. 22.01.20 Update PJ - Point 1 - 4 completed to date. 3/4 stepped up. To date the audit have identified that Early Help are at times holding cases which require a social care
1	MACH. 4. Step up identified cases to social care for assessment and intervention where required. Point 2 -	statutory services demonstrate that they understand this difference. they understand the difference.	and when things don't improve, statutory services are available at the right time.			Grann	assessment of need and risk. Audits have identified some cases whereby safeguarding concerns have not been managed appriately via safeguarding procedures. Point 2 - Early Help staff have been asked to rag rate all cases in order for a prioritisation exercise to tal place. A proposal has been made for an external resource which has been agreed in principal subject to CMT approval.
						Green	29.01.20 Update PJ - 10 High risk cases have been audited within Early Help. This involved 27 children. Of these 9 cases (26 children) have stepped up to social care. A further 15 cases have been identified as high risk. The next audit session is scheduled f 3 February. STMACH have been responsive to the requests for step up and have
							progressed referrals swiftly.
MACH / Screening / Assessment teams The experiences and progress of children	who need help and protection.						
Task Task Task Task Task Task Task Task	Activity 1. Review what level of management capacity is required.	Outcome There will be sufficient management capacity to have strong oversight of	What this means for children Children will receive the right help at the right time and will not wait	Lead. Head of Service for Assessment		Rag rating	Update 22.01.20 Updated SA - Agreement given to recruit additional Team Manager and Deputy Team Manager to the MACH and personnel in place.
2	2.Secure resource to provide additional management capacity to sit in the MACH.3. Increase presence of Middlesbrough HOS in MACH.	threshold decisions on MACH / screening and ensure that Middlesbrough's perspective is fully recognised in all decision making.	too long for a service.			Amber	
Deview and veries and finalize the assument due ft MACL	1. Mark with Dadage 9. Claudaged to gavioustha			Diversity of Care Middle by such	1. 4 Fad Jan 2020 F. C		MACU On cratic and Craves has cally maters an infragruent basis in research months. It has
Review and revise and finalise the current draft MACH Operating Procedures including screening of contacts, management oversight and decision making and responding appropriately to cumulative harm (multiple contacts).	2. Give particular attention to the application of	Clear, agreed and understood operating procedures will be in place.	Middlesbrough and Redcar &	Assistant Director R&C, Head of Transformation, Head of Assessment	1 - 4 End Jan 2020, 5 - 6 Mid Feb 2020.		MACH Operational Group has only met on an infrequent basis in recent months. It has been agreed by DCSs and ADs that will now be re-instated by the MACH Service Manage Date set.
	audit findings require action. 3. Ensure appropriate expertise is in place for the screening of Domestic Abuse, CSE and Neglect issues at the point of referral.						
3	4. Set dates for regular review of the operating procedures.5. Train all MACH staff in the use of the procedures.					Green	
	6. Re-instate MACH Operational Groups for an initial 6 month period.						
South Tees Threshold Document.	Meet with all stakeholders to review South Tees Threshold Document and produce supporting guidance where appropriate.	Professionals across South Tees identify children and young people in need of help and protection. They make appropriate		Director of Care Middlesbrough , Assistant Director R&C, Head of Service for Transformation, Head	Mid Feb		Update SB 29.01.20 Discussions concluding that although the document needs review the issue is more about the interpretation of thresholds. This interpretation being teste by weekly audits in conjunction with Redcar and Cleveland.
	2. Deliver workshops with stakeholders at a strategic and operational level.3. Discussion with Partners to reduce delays to making a referral.	referrals and there is an appropriate and timely response to referrals. Professionals understand thresholds and this leads to children and families receiving effective,		of Service for Assessment			
4		proportionate and timely interventions which improve their situation. A reviewed threshold document will be in place which is agreed across South Tees.				Green	
Consistent application and understanding of screening	g Deliver a Clarity and Confidence Programme on	Staff undertaking screening and	As above	Head of Service for Assessment,	End March 2020		Series of mandatory workshops as identified in this plan asap then exact dates put in.
Consistent application and understanding of screening and referral thresholds in the MACH and Assessment Team.	Deliver a Clarity and Confidence Programme on application of thresholds with a particular emphasis on repeat contacts and the impact of cumulative neglect.	Staff undertaking screening and assessments will all be up to date with basic skills and requirements to make safe and appropriate decisions. Part of a series of mandatory workshops.		Head of Service for Assessment, PSW, Head of Service Prevention, Head of Service for Transformation	Sii 2020	Amber	 22.01.20 Update - AR - Weekly audits at the STMACH continue along with fortnightly audits of Assessment Teams. 360 reflective learning from audits between HoS, Team Manager and Social Worker. 22.01.20 SK - Mandoratory workshops to be included in the Clarity & Confidence
Regular auditing of decision making at the front door.	Weekly audit of contacts / referrals / step down to Early Help from the previous week	Assurance that decision making and		· · · · · · · · · · · · · · · · · · ·	For the duration of the		Programme reference in Task 13 First auditing session took place on 13th Jan. (8 casefiles).
	down to Early Help from the previous week. 2. Live audits in the MACH alongside staff to test their understanding and application of thresholds and decision making. 3. Regular audits of the outcome of assessments	application of thresholds is appropriate. Findings will inform the delivery of the Clarity and Confidence Programme		Head of Service for Transformation, PSW, QA Manager	plan. To begin w/c 13th Jan 2020		 22.01.20 Update RF - Weekly aduits have taken place, (dates) involving RF, AR, EC and F no attendance as yet by STMACH, dispite attempts and invites sent. Details of audit findings by PJ. 22.01.20 - PJ Point 2 - A proposal has been made for an external audit resource, this has been agreed in principal and is subject to CMT approval. This will include live auditing in
6	3. Regular audits of the outcome of assessments to ensure appropriate decisions are being made at the conclusion of assessments and cases are not being closed / stepped down inappropriately as set out in Quality Assurance Framework.					Amber	been agreed in principal and is subject to CMT approval. This will include live auditing in STMACH. Point 3 - One audit session has taken place to date since the inspection. Carr out by QA Manager and HoS for Referral and Assessment. 4 cases were audited. All 4 were judged to be inadequate due to assessments not considering history of previous concerns, insufficient statutory checks not being completed, children not been seen.
	Assurance Framework.						., മാരാവാര്യവാട്ട് വാവാലവള completed, children not been seen.
Robust approach to young people who present as homeless.		The workforce will understand roles and responsibilities of social care and partner agencies (housing in particular) where young people present as homeless.	homeless receive a well coordinated approach from social care and housing to keep them	PSW, Housing Head of Service or equivalent	1 - 3 End Jan 2020. 4 Workshops dates to be planned for delivery Jan - Feb 2020		Series of mandatory workshops to be planned asap then exact dates put in. NB current training programme will need reviewing. Update 22.01.20 SK - Brieifing and process map prepared. Workshop plan prepared. A small task group is underway to develop an information leaflet for young people regards
	understanding of children's rights and entitlements when they present as homelessness. 3. Develop clear information for young people on		safe, have their needs assessed, their rights explained to them. The service they need at the right time				their rights. A plan schedule needs to be agreed across the Service about workshop delivery.
7	their rights as homeless young people and ensure these are shared and understood. 4. Urgent workshop to be developed for staff (MACH and Assessment Team staff) re: assessing					Amber	
	children who present as homeless as children in need and explaining their rights - as per Southwark Judgement.						
Ensure that children are appropriately safeguarded if hovernight in police custody.	Cleveland Police relating to young people being	Police colleagues and our social care workforce including senior leaders will	coordinated approach from the	•	1 - 2 Mid Feb 2020, 3 - End Feb 2020		Information already available. 2 9.01.20 Update KD - The delivery plan is in progress.
	kept in cells overnight. 2. Use this information to work with Cleveland Police and the Emergency Duty Team to establish a working protocol to be followed under such	understand their roles and responsibilities in ensuring that young people are not held in police custody overnight unless under circumstances permitted by the concordat.	them safe, have their needs assessed and their rights	Education, Prevention and Partnerships			
8	circumstances including sharing information with the senior leadership team and feedback from the young person concerned. 3. Raise an awareness of the protocol with					Amber	
	daytime staff and upload onto Tri-x.						
ective: Child Protection enquiries are effective and eguarding and Care Planning		Outcome	What this means for children	load	Target de	Ragnet	Undates
Improve the quality of child protection enquiries to ensure that they understand the child's experience, do not leave them subject to cumulative harm and do not have an over-reliance on self reporting.	- ,		Children will be kept safe, listened	Head of Service for Assessment, Head of Service Safeguarding		Rag rating	Series of mandatory workshops to be planned asap then exact dates put in. 22.01.20 Update AR - Clarity awaits in terms of which cohorts of S47 require audit and who will be supporting with this. Outcome of S47 enquires all continue to be audited a part of the fortnightly assessment audit.
9			experiences improve for them.			Amber	22.01.20 PJ - A proposal has been made for an external audit resource, this has been agreed in principal and is subject to CMT approval. This will include live auditing in STMACH. The latest CHAT data (Jan 2020) identified that there are 52 children with 2 of more repeated since the latest one. These cases will be prioritised.
Ensure that all children and young people subject to a Strategy and S.47 across all Service areas have an up to date safety plan which mitigates risk and evidences	 Review and revise format for safety plans to ensure they are fit for purpose. Clarity and Confidence Programme with staff 	Safety plans will be in place for all cases where required and regularly reviewed. Contingency planning will be included		Head of Service Safeguarding, Head of Service for Assessment,	1 End Jan 2020 . 2 - 3 End Feb 2020		Training on Strengthening Families had already been commissioned and is in place. One session now modified to have a specific focus on Safety Plans. Safety Plan format devis with consultation from trainer and manager colleagues. To be launched to staff within t
contingency planning.		contingency planning will be included					with consultation from trainer and manager concagues. To be faultened to start within t
	re: completion of safety plans. 3. Ensure safety plans developed at the strategy stage, are produced with the child / family, have a record of the contingency plan and are signed off	should the risks increase during the identified period of the safety plan.	required of everyone involved to keep the child safe.				Tri-x.
	3. Ensure safety plans developed at the strategy stage, are produced with the child / family, have a		required of everyone involved to			Green	comments and has been updated and rolled up as part of training. Template updated or
10	 3. Ensure safety plans developed at the strategy stage, are produced with the child / family, have a record of the contingency plan and are signed off by a manager and uploaded onto the electronic record. 4. All children subject to VEMT to have a safety 		required of everyone involved to			Green	comments and has been updated and rolled up as part of training. Template updated or Tri-x. 29.01.20 Update SA - There needs to be some oversight re audit to: 1) Ensure there is a safety plan in place on every active Section 27, 2) Ensuring the quality of safety plans an
	 3. Ensure safety plans developed at the strategy stage, are produced with the child / family, have a record of the contingency plan and are signed off by a manager and uploaded onto the electronic record. 4. All children subject to VEMT to have a safety plan on file which has been signed off by a Hoes' 	Assurance that all children who are experiencing neglect are responded to	required of everyone involved to keep the child safe.	Head of Transformation	TBC according to scope of audit	Green	comments and has been updated and rolled up as part of training. Template updated o Tri-x. 29.01.20 Update SA - There needs to be some oversight re audit to: 1) Ensure there is a safety plan in place on every active Section 27, 2) Ensuring the quality of safety plans are that they mitigate risk and incude contingency planning. Graded Care Profile 2 available as a tool but not evident in practice. Training on GCP2 to be revisited as part of wider plan. Discussion needed on feasibility of this task, capacity
Improve responses to children who experience signific harm through neglect.	 3. Ensure safety plans developed at the strategy stage, are produced with the child / family, have a record of the contingency plan and are signed off by a manager and uploaded onto the electronic record. 4. All children subject to VEMT to have a safety plan on file which has been signed off by a Hoes' 	identified period of the safety plan. Assurance that all children who are	required of everyone involved to keep the child safe. Children will feel safe and	Head of Transformation			Graded Care Profile 2 available as a tool but not evident in practice. Training on GCP2 to be revisited as part of wider plan. Discussion needed on feasibility of this task, capacity and need for assurance. 22.01.20 RF - Proposal being considered re external resource support audit activity. 22.01.20 Updated - PJ - There are currently 186 children subject to Protection Plans under the category of Neglect. Audit is required of all these children to ensure that the
Improve responses to children who experience signific	 3. Ensure safety plans developed at the strategy stage, are produced with the child / family, have a record of the contingency plan and are signed off by a manager and uploaded onto the electronic record. 4. All children subject to VEMT to have a safety plan on file which has been signed off by a Hoes' 	Assurance that all children who are experiencing neglect are responded to	required of everyone involved to keep the child safe. Children will feel safe and	Head of Transformation		Green	comments and has been updated and rolled up as part of training. Template updated of Tri-x. 29.01.20 Update SA - There needs to be some oversight re audit to: 1) Ensure there is a safety plan in place on every active Section 27, 2) Ensuring the quality of safety plans are that they mitigate risk and incude contingency planning. Graded Care Profile 2 available as a tool but not evident in practice. Training on GCP2 to be revisited as part of wider plan. Discussion needed on feasibility of this task, capacity and need for assurance. 22.01.20 RF - Proposal being considered re external resource support audit activity.
Improve responses to children who experience signific harm through neglect. Ensure children with disabilities who receive short brea are appropriately assessed and reviewed by suitably	3. Ensure safety plans developed at the strategy stage, are produced with the child / family, have a record of the contingency plan and are signed off by a manager and uploaded onto the electronic record. 4. All children subject to VEMT to have a safety plan on file which has been signed off by a Hoes' ant Audit all CP cases 1. Review social work capacity in the CWD service 2. All children who require an assessment have	Assurance that all children who are experiencing neglect are responded to safely and appropriately. Assurance that all children with disabilities are receiving the appropriate statutory	Children will feel safe and protected from neglect. PSW Children will be receiving the right support at the right time to	Head of Transformation Head of Service CLA, Service Manager for CWD			comments and has been updated and rolled up as part of training. Template updated o Tri-x. 29.01.20 Update SA - There needs to be some oversight re audit to: 1) Ensure there is a safety plan in place on every active Section 27, 2) Ensuring the quality of safety plans are that they mitigate risk and incude contingency planning. Graded Care Profile 2 available as a tool but not evident in practice. Training on GCP2 to be revisited as part of wider plan. Discussion needed on feasibility of this task, capacity and need for assurance. 22.01.20 RF - Proposal being considered re external resource support audit activity. 22.01.20 Updated - PJ - There are currently 186 children subject to Protection Plans under the category of Neglect. Audit is required of all these children to ensure that the impact of cumulative neglect has been adequately assessed and responded to and that children are not left in neglectful care arrangements. This will require an external resour A proposal has been made for an external audit resource - to be presented to Council. Proposed Resource identified for additional social work capacity. 22.01.20 Update SW Recruitment episode will need to commence and revised working protocols relating to
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Improve responses to children who experience signific harm through neglect. Ensure children with disabilities who receive short breare appropriately assessed and reviewed by suitably qualified staff Consistent application and understanding of threshol in Children Protection and Looked After Children	3. Ensure safety plans developed at the strategy stage, are produced with the child / family, have a record of the contingency plan and are signed off by a manager and uploaded onto the electronic record. 4. All children subject to VEMT to have a safety plan on file which has been signed off by a Hoes' ant Audit all CP cases 1. Review social work capacity in the CWD service 2. All children who require an assessment have this completed. 3. All reviews undertaken by a qualified social worker.	Assurance that all children who are experiencing neglect are responded to safely and appropriately. Assurance that all children with disabilities are receiving the appropriate statutory	Children will feel safe and protected from neglect. PSW Children will be receiving the right support at the right time to safeguard them and meet their needs. As above	Head of Service CLA , Service Manager for CWD	audit 1. Mid Feb 2020 2. End Feb	Amber	comments and has been updated and rolled up as part of training. Template updated of Tri-x. 29.01.20 Update SA - There needs to be some oversight re audit to: 1) Ensure there is safety plan in place on every active Section 27, 2) Ensuring the quality of safety plans at that they mitigate risk and incude contingency planning. Graded Care Profile 2 available as a tool but not evident in practice. Training on GCP2 to be revisited as part of wider plan. Discussion needed on feasibility of this task, capacit and need for assurance. 22.01.20 RF - Proposal being considered re external resource support audit activity. 22.01.20 Updated - PJ - There are currently 186 children subject to Protection Plans under the category of Neglect. Audit is required of all these children to ensure that the impact of cumulative neglect has been adequately assessed and responded to and that children are not left in neglectful care arrangements. This will require an external resour A proposal has been made for an external audit resource - to be presented to Council. Proposed Resource identified for additional social work capacity. 22.01.20 Update SW Recruitment episode will need to commence and revised working protocols relating to short break review to be implemented.29.01.2020. Plans to recruit to resource in hand
Improve responses to children who experience signific harm through neglect. Ensure children with disabilities who receive short breare appropriately assessed and reviewed by suitably qualified staff Consistent application and understanding of threshol in Children Protection and Looked After Children services. ctive: Children and Young People are settled in experiences and progress of children in care are	3. Ensure safety plans developed at the strategy stage, are produced with the child / family, have a record of the contingency plan and are signed off by a manager and uploaded onto the electronic record. 4. All children subject to VEMT to have a safety plan on file which has been signed off by a Hoes' ant Audit all CP cases 1. Review social work capacity in the CWD service 2. All children who require an assessment have this completed. 3. All reviews undertaken by a qualified social worker. ds Deliver a clarity and Confidence Programme on application of thresholds with a particular emphasis on cumulative neglect and entering care.	Assurance that all children who are experiencing neglect are responded to safely and appropriately. Assurance that all children with disabilities are receiving the appropriate statutory support. Staff undertaking basic skills and requirements to make safe and appropriate decisions. Part of a series of mandatory workshops.	Children will feel safe and protected from neglect. PSW Children will be receiving the right support at the right time to safeguard them and meet their needs. As above	Head of Service CLA, Service Manager for CWD PSW, Head of CIN / CP, Head of	1. Mid Feb 2020 2. End Feb 2020. 3. end Jan 2020	Amber	comments and has been updated and rolled up as part of training. Template updated of Tri-x. 29.01.20 Update SA - There needs to be some oversight re audit to: 1) Ensure there is safety plan in place on every active Section 27, 2) Ensuring the quality of safety plans at that they mitigate risk and incude contingency planning. Graded Care Profile 2 available as a tool but not evident in practice. Training on GCP2 to be revisited as part of wider plan. Discussion needed on feasibility of this task, capacitiand need for assurance. 22.01.20 RF - Proposal being considered re external resource support audit activity. 22.01.20 Updated - PJ - There are currently 186 children subject to Protection Plans under the category of Neglect. Audit is required of all these children to ensure that the impact of cumulative neglect has been adequately assessed and responded to and that children are not left in neglectful care arrangements. This will require an external resour A proposal has been made for an external audit resource - to be presented to Council. Proposed Resource identified for additional social work capacity. 22.01.20 Update SW Recruitment episode will need to commence and revised working protocols relating to short break review to be implemented.29.01.2020. Plans to recruit to resource in hand subject to final approval for resource. Series of mandatory workshops to be planned asap then exact dates put in. Update 22.01.20 SK- Planning is underway. Needs to link with the wider Clarity and Confidence Programme. Update 29.01.20 SB Series of 6 'Clarity and Confidence'
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Graded Care Profile 2 available as a tool but not evident in practice. Training on GCP2 be revisited as part of wider plan. Discussion needed on feasibility of this task, capacit and need for assurance. 22.01.20 RF - Proposal being considered relectional resource support audit activity. 2.2.01.2.0 Updated - PP. There are currently 1.86 children subject to Protection Plans under the category of Neglect. Audit is required of all these children to resource that the impact of cumulative neglect has been adequately assessed and responded to and that impact of cumulative neglect has been adequately assessed and responded to and that impact of cumulative neglect has been adequately assessed and responded to consider the category of Neglect. Audit is required of all these children to resource that the impact of cumulative neglect has been adequately assessed and responded to consider the proposal has been made for an external audit resource- to be presented to Council. 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